

198 OakLeaf Surgical Hospital
 1000 OakLeaf Way
 Altoona, WI 54720
 715-831-8130

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

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.5%	55.2%	0.30	42.1%	0.39	11.3%	1.46	26.6%	0.62
Obstetrics	0.0%	38.0%	N/A	26.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	16.5%	57.4%	0.29	43.5%	0.38	16.5%	1.00	26.6%	0.62
Average Census (Patients)									
Adult Medical-Surgical	2.1	26.0	0.08	11.3	0.19	1.8	1.21	3.5	0.62
Obstetrics	0.0	4.9	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.1	49.0	0.04	18.5	0.12	2.7	0.80	3.5	0.62
Average Length of Stay (Days)									
Adult Medical-Surgical	1.9	4.1	0.47	3.6	0.52	2.9	0.65	2.0	0.97
Obstetrics	0.0	2.6	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.0	N/A	0.0	N/A
Total Hospital	1.9	4.5	0.43	3.9	0.49	4.2	0.46	2.0	0.97
Surgical Operations									
Inpatient	408	1,426	0.29	509	0.80	127	3.22	640	0.64
Outpatient	11,397	4,581	2.49	2,269	5.02	1,225	9.30	11,820	0.96
Inpatient as % of All Surgeries	3.5%	23.7%	0.15	18.3%	0.19	9.4%	0.37	5.1%	0.67
Outpatient Visits									
Non-Emergency Visits	11,397	144,376	0.08	78,013	0.15	22,925	0.50	11,820	0.96
Emergency Visits	0	17,768	N/A	8,412	N/A	2,741	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	6.0	23.0	0.26	13.4	0.45	3.1	1.94	6.0	1.00
Nurses, Licensed	88.5	251.3	0.35	124.0	0.71	36.6	2.42	91.1	0.97
Ancillary Nursing Personnel	7.1	39.7	0.18	18.7	0.38	7.5	0.94	6.1	1.17
All Other Personnel	125.9	509.3	0.25	265.3	0.47	77.2	1.63	124.7	1.01
Total FTEs	227.4	823.3	0.28	421.4	0.54	124.4	1.83	227.9	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	52.6	17.0	3.09	20.2	2.60	23.8	2.21	43.6	1.21
Nurses, Licensed	775.2	185.7	4.18	186.6	4.15	281.2	2.76	661.4	1.17
Ancillary Nursing Personnel	61.8	29.3	2.11	28.1	2.20	57.4	1.08	43.9	1.41
All Other Personnel	1,103.0	376.3	2.93	399.1	2.76	592.9	1.86	905.8	1.22
Total FTEs	1,992.5	608.3	3.28	633.9	3.14	955.3	2.09	1,654.7	1.20

Total Hospital:

Beds Set Up & Staffed 13
 Discharges 409
 Inpatient Days 782

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

198 OakLeaf Surgical Hospital
Altoona, WI 54720

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	409	782	16.5%	2.1	1.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	4	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	13	9	17.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	8	7.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	41	77	88.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	10	7.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	1.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	1	2.8	All Other Personnel	68	33	83.4
Pharmacy Personnel	7	5	9.2				
Clinical Laboratory Personnel	1	5	2.3				
				Total	145	150	227.4

198 OakLeaf Surgical Hospital

Altoona, WI 54720

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$48,701,454	33.0%	46.3%	0.71	50.4%	0.65	45.9%	0.72	33.3%	0.99
Medical Assistance	\$10,658,393	7.2%	13.6%	0.53	11.5%	0.63	11.5%	0.63	8.0%	0.91
Commercial	\$84,891,826	57.5%	35.3%	1.63	34.7%	1.66	39.4%	1.46	56.9%	1.01
All Other	\$3,458,958	2.3%	4.8%	0.49	3.4%	0.69	3.3%	0.72	1.9%	1.25
Deductions as % of Total Gross Patient Revenue										
Medicare	\$36,735,030	24.9%	34.9%	0.71	33.8%	0.74	23.7%	1.05	23.9%	1.04
Medical Assistance	\$9,601,054	6.5%	10.4%	0.63	8.0%	0.81	7.7%	0.84	6.9%	0.94
Commercial	\$20,534,898	13.9%	14.7%	0.95	10.5%	1.32	10.4%	1.33	13.0%	1.07
Charity Care	\$0	0.0%	1.0%	N/A	0.9%	N/A	0.8%	N/A	0.0%	N/A
Bad Debt	\$658,062	0.4%	1.1%	0.42	1.0%	0.45	1.5%	0.30	1.3%	0.34
All Other	\$2,004,715	1.4%	2.2%	0.63	1.5%	0.89	1.4%	0.97	1.1%	1.24
Total Deductions	\$69,533,759	47.1%	64.2%	0.73	55.8%	0.84	45.5%	1.03	46.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.2%	5.5%	0.03	3.2%	0.05	3.1%	0.05	0.2%	0.72
Net Gains/Losses as % of Net Income		0.3%	13.2%	0.03	52.1%	0.01	1.4%	0.24	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,113,935	35.5%	44.0%	0.81	51.5%	0.69	51.0%	0.70	31.7%	1.12
Supplies & Services	\$28,003,595	52.1%	49.2%	1.06	43.3%	1.20	41.5%	1.26	56.2%	0.93
Capital Component	\$6,653,782	12.4%	6.8%	1.82	5.2%	2.39	7.5%	1.65	12.1%	1.02
Fiscal Statistics										
Operating Margin (%)		31.3%	9.1%	3.45	1.7%	18.19	9.5%	3.29	27.9%	1.12
Total Hospital Net Income (%)		31.4%	10.3%	3.04	3.5%	8.89	9.7%	3.25	27.8%	1.13
Return on Equity (%)		52.7%	6.0%	8.79	0.7%	70.42	13.7%	3.86	48.0%	1.10
Current Ratio		2.5	4.7	0.53	2.3	1.09	3.6	0.69	2.0	1.25
Days in Net Patient Accounts Receivable		63.8	64.0	1.00	168.6	0.38	55.7	1.15	65.6	0.97
Average Payment Period		54.0	56.5	0.96	192.0	0.28	35.7	1.51	61.1	0.88
Equity Financing (%)		68.9%	69.2%	1.00	52.0%	1.32	50.2%	1.37	63.6%	1.08
Long-Term Debt to Equity Ratio		0.2	0.3	0.84	0.6	0.34	0.6	0.36	0.3	0.83
Times Interest Earned		65.6	13.4	4.88	12.2	5.36	10.9	6.01	42.9	1.53
Total Asset Turnover		1.7	0.6	2.92	0.2	8.06	1.4	1.19	1.7	0.97
Average Age of Plant (Years)		6.6	12.6	0.52	38.0	0.17	9.3	0.71	5.5	1.20
Increase (Decrease) Total Net Patient Revenue		-0.6%	7.3%	N/A	16.1%	N/A	1.0%	N/A	0.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		81.2%	63.3%	1.28	72.3%	1.12	79.1%	1.03	74.9%	1.08
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$33,447	\$16,906	1.98	\$14,502	2.31	\$20,479	1.63	\$30,361	1.10
Inpatient Net Revenue per Day		\$17,493	\$3,675	4.76	\$3,502	4.99	\$3,042	5.75	\$15,409	1.14
Outpatient Net Revenue per Visit		\$5,717	\$703	8.13	\$807	7.08	\$730	7.83	\$5,184	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$147,710,632	Cash & Cash Equivalents	\$2,561,963	Current Liabilities	\$7,567,557
Less Deductions	\$69,533,759	Net Patient Receivables	\$13,671,655	Long-Term Debt	\$6,931,250
Net Patient Revenue	\$78,176,873	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$123,213			Subtotal	\$14,498,807
Total Revenue	\$78,300,087	Land, Buildings & Equipment (Net)	\$14,395,910	Unrestricted Fund Balance	\$32,188,824
Less Expenses	\$53,771,312	Other Assets	\$16,058,102	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$82,149			Total Liabilities & Fund Balance	\$46,687,630
Net Income	\$24,610,923	Total Assets	\$46,687,630		

001 Amery Regional Medical Center
 265 Griffin Street East
 Amery, WI 54001
 715-268-8000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.0%	55.2%	0.96	42.1%	1.26	35.3%	1.50	77.8%	0.68
Obstetrics	48.8%	38.0%	1.28	26.3%	0.02	22.7%	2.15	36.7%	1.33
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	74.7%	57.4%	1.30	43.5%	1.72	35.5%	2.11	80.8%	0.92
Average Census (Patients)									
Adult Medical-Surgical	5.3	26.0	0.20	11.3	0.47	6.5	0.82	6.2	0.85
Obstetrics	0.5	4.9	0.10	1.9	0.26	0.9	0.55	0.7	0.66
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.7	49.0	0.26	18.5	0.69	8.7	1.47	12.9	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.1	0.71	3.6	0.80	3.0	0.98	3.7	0.79
Obstetrics	1.9	2.6	0.75	2.3	0.84	2.2	0.89	2.2	0.89
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.4	N/A	0.0	N/A
Total Hospital	4.1	4.5	0.91	3.9	1.04	3.2	1.29	4.2	0.97
Surgical Operations									
Inpatient	198	1,426	0.14	509	0.39	302	0.66	210	0.94
Outpatient	1,470	4,581	0.32	2,269	0.65	1,419	1.04	1,394	1.05
Inpatient as % of All Surgeries	11.9%	23.7%	0.50	18.3%	0.65	17.6%	0.68	13.1%	0.91
Outpatient Visits									
Non-Emergency Visits	105,812	144,376	0.73	78,013	1.36	63,228	1.67	103,688	1.02
Emergency Visits	8,058	17,768	0.45	8,412	0.96	8,308	0.97	7,841	1.03
Full-Time Equivalents (FTEs)									
Administrators	4.0	23.0	0.17	13.4	0.30	11.1	0.36	4.0	1.00
Nurses, Licensed	83.1	251.3	0.33	124.0	0.67	78.4	1.06	74.1	1.12
Ancillary Nursing Personnel	16.7	39.7	0.42	18.7	0.89	13.7	1.22	16.7	1.00
All Other Personnel	209.7	509.3	0.41	265.3	0.79	191.7	1.09	228.1	0.92
Total FTEs	313.4	823.3	0.38	421.4	0.74	294.9	1.06	322.9	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.2	17.0	0.36	20.2	0.31	28.7	0.22	5.7	1.08
Nurses, Licensed	128.8	185.7	0.69	186.6	0.69	202.2	0.64	106.3	1.21
Ancillary Nursing Personnel	25.8	29.3	0.88	28.1	0.92	35.2	0.73	23.9	1.08
All Other Personnel	324.9	376.3	0.86	399.1	0.81	494.1	0.66	327.1	0.99
Total FTEs	485.8	608.3	0.80	633.9	0.77	760.1	0.64	463.1	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	1,138	Preferred Provider Organization (PPO)	Yes	Discharges	73	Total Births	93
Inpatient Days	4,634			Inpatient Days	555	Newborn Days	178

001 Amery Regional Medical Center
Amery, WI 54001

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	10	666	1,935	53.0%	5.3	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	1	93	178	48.8%	0.5	1.9
Psychiatric	1	5	355	2,485	136.2%	6.8	7.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	1	24	36	9.9%	0.1	1.5
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	2	3	3.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	0	11.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	0	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.7
Registered Nurses	56	37	76.9	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	0	7.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	9	13	16.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	5	1	5.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	0	28.0
Health Info Mgmt-Administrators/Technicians	14	2	15.1	All Other Personnel	70	29	84.5
Pharmacy Personnel	5	1	5.7				
Clinical Laboratory Personnel	13	1	13.7				
				Total	263	92	313.4

001 Amery Regional Medical Center

Amery, WI 54001

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$61,740,239	51.2%	46.3%	1.11	50.4%	1.01	45.9%	1.11	52.4%	0.98
Medical Assistance	\$16,368,398	13.6%	13.6%	0.99	11.5%	1.18	12.4%	1.09	13.3%	1.02
Commercial	\$37,983,055	31.5%	35.3%	0.89	34.7%	0.91	36.6%	0.86	30.3%	1.04
All Other	\$4,611,049	3.8%	4.8%	0.80	3.4%	1.13	5.1%	0.75	4.0%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$29,726,390	24.6%	34.9%	0.71	33.8%	0.73	28.9%	0.85	24.3%	1.01
Medical Assistance	\$9,250,244	7.7%	10.4%	0.74	8.0%	0.95	8.3%	0.92	8.6%	0.89
Commercial	\$10,972,137	9.1%	14.7%	0.62	10.5%	0.86	13.0%	0.70	9.2%	0.99
Charity Care	\$1,221,881	1.0%	1.0%	1.05	0.9%	1.13	1.1%	0.94	0.7%	1.52
Bad Debt	\$2,301,601	1.9%	1.1%	1.80	1.0%	1.92	1.9%	1.00	2.7%	0.72
All Other	\$5,871,077	4.9%	2.2%	2.25	1.5%	3.18	2.5%	1.98	0.6%	7.51
Total Deductions	\$59,343,330	49.2%	64.2%	0.77	55.8%	0.88	55.7%	0.88	46.0%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.9%	5.5%	0.35	3.2%	0.61	6.0%	0.32	2.6%	0.73
Net Gains/Losses as % of Net Income		51.1%	13.2%	3.88	52.1%	0.98	15.2%	3.36	54.3%	0.94
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,289,185	63.9%	44.0%	1.45	51.5%	1.24	51.6%	1.24	64.3%	0.99
Supplies & Services	\$17,767,699	28.9%	49.2%	0.59	43.3%	0.67	40.7%	0.71	27.9%	1.03
Capital Component	\$4,476,330	7.3%	6.8%	1.07	5.2%	1.41	7.7%	0.94	7.8%	0.93
Fiscal Statistics										
Operating Margin (%)		1.6%	9.1%	0.18	1.7%	0.95	7.0%	0.23	0.6%	2.79
Total Hospital Net Income (%)		3.3%	10.3%	0.32	3.5%	0.93	8.2%	0.40	1.3%	2.58
Return on Equity (%)		4.0%	6.0%	0.66	0.7%	5.31	2.2%	1.85	1.4%	2.88
Current Ratio		3.2	4.7	0.68	2.3	1.39	3.1	1.03	3.7	0.87
Days in Net Patient Accounts Receivable		43.2	64.0	0.67	168.6	0.26	140.0	0.31	43.5	0.99
Average Payment Period		33.8	56.5	0.60	192.0	0.18	146.6	0.23	38.9	0.87
Equity Financing (%)		45.0%	69.2%	0.65	52.0%	0.86	56.4%	0.80	38.8%	1.16
Long-Term Debt to Equity Ratio		1.0	0.3	3.73	0.6	1.50	0.6	1.66	1.1	0.90
Times Interest Earned		3.7	13.4	0.27	12.2	0.30	9.0	0.41	2.0	1.88
Total Asset Turnover		1.2	0.6	2.06	0.2	5.69	0.3	4.57	1.1	1.10
Average Age of Plant (Years)		12.1	12.6	0.97	38.0	0.32	23.9	0.51	11.8	1.03
Increase (Decrease) Total Net Patient Revenue		3.1%	7.3%	0.43	16.1%	0.19	7.2%	0.43	18.6%	0.17
Outpatient Gross Revenue (% of Total GPR)		80.2%	63.3%	1.27	72.3%	1.11	77.9%	1.03	81.4%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,557		\$16,906	0.68	\$14,502	0.80	\$13,622	0.85	\$10,340	1.12
Inpatient Net Revenue per Day	\$2,677		\$3,675	0.73	\$3,502	0.76	\$4,079	0.66	\$2,344	1.14
Outpatient Net Revenue per Visit	\$436		\$703	0.62	\$807	0.54	\$592	0.74	\$450	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$120,702,741	Cash & Cash Equivalents	\$8,609,325	Current Liabilities	\$5,386,849
Less Deductions	\$59,343,330	Net Patient Receivables	\$7,262,809	Long-Term Debt	\$22,713,024
Net Patient Revenue	\$61,359,411	Other Receivables	\$389,521	Other Liabilities	\$1,006,867
Plus Other Revenue	\$1,202,150			Subtotal	\$29,106,740
Total Revenue	\$62,561,561	Land, Buildings & Equipment (Net)	\$21,488,042	Unrestricted Fund Balance	\$23,777,036
Less Expenses	\$61,533,214	Other Assets	\$15,134,079	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,073,081			Total Liabilities & Fund Balance	\$52,883,776
Net Income	\$2,101,428	Total Assets	\$52,883,776		

002 Aspirus Langlade Hospital
 112 East Fifth Avenue
 Antigo, WI 54409
 715-623-2331

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Langlade
 Analysis Area: North Central (6)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	56.6%	55.2%	1.02	59.6%	0.95	43.3%	1.31	59.4%	0.95
Obstetrics	24.2%	38.0%	0.64	37.4%	0.04	23.8%	1.02	24.4%	0.99
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	46.5%	57.4%	0.81	63.9%	0.73	44.0%	1.06	48.8%	0.95
Average Census (Patients)									
Adult Medical-Surgical	9.0	26.0	0.35	21.4	0.42	15.3	0.59	9.5	0.95
Obstetrics	1.5	4.9	0.29	3.6	0.40	2.1	0.69	1.5	0.99
Pediatrics	0.0	1.3	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.2	49.0	0.23	39.1	0.29	27.3	0.41	11.7	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.1	0.87	3.8	0.92	3.4	1.02	3.4	1.02
Obstetrics	2.0	2.6	0.78	2.6	0.76	2.3	0.86	2.1	0.93
Pediatrics	0.0	3.3	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.5	0.71	4.2	0.76	3.7	0.87	3.3	0.98
Surgical Operations									
Inpatient	271	1,426	0.19	1,304	0.21	657	0.41	237	1.14
Outpatient	2,297	4,581	0.50	3,131	0.73	2,872	0.80	2,167	1.06
Inpatient as % of All Surgeries	10.6%	23.7%	0.44	29.4%	0.36	18.6%	0.57	9.9%	1.07
Outpatient Visits									
Non-Emergency Visits	100,124	144,376	0.69	109,429	0.91	115,084	0.87	103,648	0.97
Emergency Visits	10,630	17,768	0.60	12,684	0.84	13,821	0.77	10,826	0.98
Full-Time Equivalents (FTEs)									
Administrators	36.7	23.0	1.60	33.8	1.08	18.2	2.02	0.0	N/A
Nurses, Licensed	92.4	251.3	0.37	182.8	0.51	150.6	0.61	100.8	0.92
Ancillary Nursing Personnel	17.1	39.7	0.43	28.6	0.60	19.7	0.87	12.2	1.40
All Other Personnel	242.3	509.3	0.48	375.9	0.64	320.3	0.76	310.1	0.78
Total FTEs	388.5	823.3	0.47	621.2	0.63	508.8	0.76	423.1	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	35.9	17.0	2.12	29.6	1.21	18.2	1.97	0.0	N/A
Nurses, Licensed	90.5	185.7	0.49	160.0	0.57	151.1	0.60	93.0	0.97
Ancillary Nursing Personnel	16.7	29.3	0.57	25.1	0.67	19.8	0.85	11.2	1.49
All Other Personnel	237.3	376.3	0.63	329.2	0.72	321.5	0.74	286.0	0.83
Total FTEs	380.5	608.3	0.63	543.8	0.70	510.6	0.75	390.2	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	5
Discharges	1,278	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	261
Inpatient Days	4,070			Inpatient Days	0	Newborn Days	465

002 Aspirus Langlade Hospital
Antigo, WI 54409

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	938	3,303	56.6%	9.0	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	267	531	24.2%	1.5	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	2	33	236	32.3%	0.6	7.2
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	36	1	36.7	Surgical Personnel	2	3	3.6
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	11	6	14.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	2	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	4	4.5
Registered Nurses	55	56	87.5	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	0	6.0
Licensed Practical Nurses	2	1	2.2	Physical Therapy Assistants/Aides	2	1	2.8
Ancillary Nursing Personnel	5	20	17.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	2	1	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	33	44.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	61	54	94.7
Pharmacy Personnel	5	5	7.1				
Clinical Laboratory Personnel	14	3	15.0				
				Total	263	217	388.5

002 Aspirus Langlade Hospital

Antigo, WI 54409

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$111,372,742	51.2%	46.3%	1.11	50.7%	1.01	51.1%	1.00	51.6%	0.99
Medical Assistance	\$33,120,858	15.2%	13.6%	1.12	13.1%	1.16	11.3%	1.35	15.6%	0.97
Commercial	\$63,136,974	29.0%	35.3%	0.82	32.1%	0.90	33.7%	0.86	28.3%	1.03
All Other	\$10,035,085	4.6%	4.8%	0.96	4.1%	1.12	3.9%	1.19	4.5%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$67,979,061	31.2%	34.9%	0.89	36.8%	0.85	36.8%	0.85	30.4%	1.03
Medical Assistance	\$23,366,084	10.7%	10.4%	1.04	10.1%	1.07	8.5%	1.26	11.0%	0.98
Commercial	\$14,671,485	6.7%	14.7%	0.46	8.8%	0.77	12.8%	0.53	6.4%	1.05
Charity Care	\$2,645,212	1.2%	1.0%	1.26	0.8%	1.58	0.9%	1.36	2.5%	0.49
Bad Debt	\$3,264,625	1.5%	1.1%	1.41	1.0%	1.57	1.4%	1.11	0.4%	3.82
All Other	\$4,871,180	2.2%	2.2%	1.04	2.0%	1.10	2.1%	1.07	1.3%	1.67
Total Deductions	\$116,797,647	53.7%	64.2%	0.84	59.3%	0.90	62.4%	0.86	52.0%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	9.0%	5.5%	1.62	3.1%	2.86	3.4%	2.64	10.3%	0.87	
Net Gains/Losses as % of Net Income	28.1%	13.2%	2.13	18.4%	1.53	4.5%	6.22	26.7%	1.05	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$45,842,672	47.3%	44.0%	1.08	42.1%	1.12	46.0%	1.03	46.8%	1.01
Supplies & Services	\$44,672,932	46.1%	49.2%	0.94	52.0%	0.89	46.6%	0.99	46.3%	1.00
Capital Component	\$6,369,712	6.6%	6.8%	0.97	5.9%	1.11	7.4%	0.89	7.0%	0.94
Fiscal Statistics										
Operating Margin (%)	12.6%	9.1%	1.38	5.2%	2.41	8.2%	1.53	11.0%	1.14	
Total Hospital Net Income (%)	16.7%	10.3%	1.62	6.3%	2.64	8.6%	1.94	14.4%	1.16	
Return on Equity (%)	9.0%	6.0%	1.50	3.2%	2.83	5.8%	1.56	8.2%	1.10	
Current Ratio	7.4	4.7	1.57	2.6	2.79	4.4	1.68	5.8	1.27	
Days in Net Patient Accounts Receivable	53.5	64.0	0.84	77.6	0.69	49.0	1.09	55.2	0.97	
Average Payment Period	31.8	56.5	0.56	74.6	0.43	41.1	0.77	27.9	1.14	
Equity Financing (%)	84.8%	69.2%	1.23	55.8%	1.52	81.8%	1.04	83.5%	1.02	
Long-Term Debt to Equity Ratio	0.1	0.3	0.50	0.5	0.24	0.1	1.30	0.1	0.87	
Times Interest Earned	20.2	13.4	1.50	15.9	1.27	14.1	1.43	17.3	1.17	
Total Asset Turnover	0.5	0.6	0.90	0.5	1.03	0.7	0.77	0.5	0.95	
Average Age of Plant (Years)	9.7	12.6	0.77	13.7	0.71	9.6	1.01	8.3	1.17	
Increase (Decrease) Total Net Patient Revenue	5.7%	7.3%	0.78	25.3%	0.23	2.8%	2.06	3.7%	1.53	
Outpatient Gross Revenue (% of Total GPR)	85.6%	63.3%	1.35	65.8%	1.30	71.9%	1.19	85.9%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,762	\$16,906	0.87	\$14,935	0.99	\$12,065	1.22	\$13,382	1.10	
Inpatient Net Revenue per Day	\$3,528	\$3,675	0.96	\$3,551	0.99	\$3,161	1.12	\$3,149	1.12	
Outpatient Net Revenue per Visit	\$770	\$703	1.10	\$810	0.95	\$614	1.25	\$687	1.12	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$217,665,658	Cash & Cash Equivalents	\$37,711,920	Current Liabilities	\$8,000,968
Less Deductions	\$116,797,647	Net Patient Receivables	\$14,779,334	Long-Term Debt	\$23,377,356
Net Patient Revenue	\$100,868,011	Other Receivables	\$3,019,007	Other Liabilities	\$1,268,277
Plus Other Revenue	\$9,950,912			Subtotal	\$32,646,601
Total Revenue	\$110,818,923	Land, Buildings & Equipment (Net)	\$52,327,811	Unrestricted Fund Balance	\$182,593,374
Less Expenses	\$96,885,315	Other Assets	\$107,401,903	Restricted Fund Balance	\$514,701
Non-Operating Gains/Losses	\$5,451,828			Total Liabilities & Fund Balance	\$215,239,975
Net Income	\$19,385,436	Total Assets	\$215,239,975		

004 Ascension NE Wisconsin - St. Elizabeth Campus
 1506 South Oneida Street
 Appleton, WI 54915
 920-738-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Outagamie
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	56.5%	55.2%	1.02	46.6%	1.21	50.7%	1.12	45.7%	1.24
Obstetrics	35.6%	38.0%	0.94	30.9%	0.25	34.4%	1.03	35.8%	0.99
Pediatrics	4.7%	51.3%	0.09	14.5%	0.32	78.2%	0.06	0.0%	N/A
Total Hospital	50.1%	57.4%	0.87	47.3%	1.06	54.8%	0.91	50.4%	0.99
Average Census (Patients)									
Adult Medical-Surgical	33.9	26.0	1.30	22.2	1.53	27.5	1.23	35.6	0.95
Obstetrics	7.8	4.9	1.58	4.4	1.76	6.2	1.27	7.9	0.99
Pediatrics	0.8	1.3	0.66	0.3	2.49	4.2	0.66	0.0	N/A
Total Hospital	95.2	49.0	1.94	36.8	2.58	63.1	1.51	95.8	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.1	0.97	3.5	1.13	3.6	1.09	3.7	1.07
Obstetrics	2.5	2.6	0.97	2.4	1.01	2.5	0.99	2.5	1.00
Pediatrics	2.4	3.3	0.72	2.8	0.85	3.4	0.72	0.0	N/A
Total Hospital	4.3	4.5	0.96	4.2	1.04	4.3	1.00	4.1	1.05
Surgical Operations									
Inpatient	2,085	1,426	1.46	1,211	1.72	1,501	1.39	2,181	0.96
Outpatient	11,811	4,581	2.58	6,106	1.93	5,596	2.11	11,163	1.06
Inpatient as % of All Surgeries	15.0%	23.7%	0.63	16.6%	0.91	21.2%	0.71	16.3%	0.92
Outpatient Visits									
Non-Emergency Visits	225,800	144,376	1.56	97,819	2.31	193,333	1.17	194,698	1.16
Emergency Visits	31,230	17,768	1.76	15,674	1.99	29,751	1.05	32,414	0.96
Full-Time Equivalents (FTEs)									
Administrators	31.1	23.0	1.35	19.5	1.60	31.4	0.99	10.0	3.11
Nurses, Licensed	353.2	251.3	1.41	188.9	1.87	357.1	0.99	346.2	1.02
Ancillary Nursing Personnel	7.2	39.7	0.18	19.4	0.37	53.7	0.13	81.0	0.09
All Other Personnel	390.5	509.3	0.77	317.9	1.23	692.3	0.56	333.2	1.17
Total FTEs	782.0	823.3	0.95	545.6	1.43	1,134.4	0.69	770.4	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.2	17.0	0.72	16.9	0.72	16.1	0.76	4.1	2.97
Nurses, Licensed	138.7	185.7	0.75	164.2	0.85	183.4	0.76	142.3	0.97
Ancillary Nursing Personnel	2.8	29.3	0.10	16.8	0.17	27.6	0.10	33.3	0.09
All Other Personnel	153.4	376.3	0.41	276.3	0.55	355.6	0.43	137.0	1.12
Total FTEs	307.1	608.3	0.50	474.3	0.65	582.6	0.53	316.7	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	190	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	25
Discharges	8,058	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,146
Inpatient Days	34,740			Inpatient Days	0	Newborn Days	2,063

004 Ascension NE Wisconsin - St. Elizabeth Campus
 Appleton, WI 54915

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	60	3,125	12,381	56.5%	33.9	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	18	127	308	4.7%	0.8	2.4
Obstetrics	1	22	1,158	2,856	35.6%	7.8	2.5
Psychiatric	1	45	2,169	8,793	53.5%	24.1	4.1
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	30	1,329	7,872	71.9%	21.6	5.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	15	150	2,530	46.2%	6.9	16.9
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	29	5	31.1	Surgical Personnel	27	18	35.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	19	40	33.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	5	10.1
Dental Hygienists	0	0	0.0	Occupational Therapists	5	16	10.0
Registered Nurses	245	238	349.7	Occupational Therapy Assistants/Aides	2	7	2.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	23	12	27.9
Licensed Practical Nurses	3	1	3.5	Physical Therapy Assistants/Aides	3	1	3.0
Ancillary Nursing Personnel	3	10	7.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	1	3.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	84	140	129.7
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	34	24	43.4
Pharmacy Personnel	32	3	32.0				
Clinical Laboratory Personnel	45	10	49.3				
				Total	574	537	782.0

004 Ascension NE Wisconsin - St. Elizabeth Campus
 Appleton, WI 54915

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$273,449,952	48.8%	46.3%	1.05	47.7%	1.02	41.9%	1.16	48.5%	1.01
Medical Assistance	\$68,583,491	12.2%	13.6%	0.90	10.5%	1.17	19.2%	0.64	12.8%	0.95
Commercial	\$199,468,929	35.6%	35.3%	1.01	39.1%	0.91	35.7%	1.00	36.5%	0.97
All Other	\$19,185,857	3.4%	4.8%	0.72	2.7%	1.26	3.3%	1.05	2.2%	1.54
Deductions as % of Total Gross Patient Revenue										
Medicare	\$187,691,835	33.5%	34.9%	0.96	33.3%	1.00	32.2%	1.04	33.0%	1.02
Medical Assistance	\$42,271,166	7.5%	10.4%	0.73	7.8%	0.97	14.2%	0.53	7.5%	1.00
Commercial	\$69,208,305	12.3%	14.7%	0.84	13.9%	0.89	13.6%	0.91	12.5%	0.98
Charity Care	\$5,230,419	0.9%	1.0%	0.97	0.6%	1.47	1.0%	0.92	1.0%	0.94
Bad Debt	\$6,759,078	1.2%	1.1%	1.14	1.4%	0.83	1.2%	1.04	1.5%	0.80
All Other	\$22,259,675	4.0%	2.2%	1.84	2.0%	2.00	1.5%	2.60	1.8%	2.21
Total Deductions	\$333,420,476	59.5%	64.2%	0.93	59.1%	1.01	63.7%	0.93	57.3%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.4%	5.5%	0.25	1.9%	0.71	3.9%	0.35	1.6%	0.88
Net Gains/Losses as % of Net Income		0.0%	13.2%	0.00	11.5%	0.00	14.4%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$69,983,451	34.5%	44.0%	0.78	41.9%	0.82	44.1%	0.78	30.0%	1.15
Supplies & Services	\$117,607,356	58.0%	49.2%	1.18	50.8%	1.14	48.5%	1.20	63.0%	0.92
Capital Component	\$15,274,882	7.5%	6.8%	1.11	7.3%	1.03	7.4%	1.02	7.0%	1.07
Fiscal Statistics										
Operating Margin (%)		12.0%	9.1%	1.32	16.8%	0.71	9.4%	1.27	1.3%	9.07
Total Hospital Net Income (%)		12.0%	10.3%	1.16	18.6%	0.64	10.8%	1.10	1.3%	9.26
Return on Equity (%)		13.3%	6.0%	2.22	15.9%	0.84	4.3%	3.09	1.3%	9.92
Current Ratio		3.8	4.7	0.81	7.1	0.54	4.3	0.89	3.3	1.16
Days in Net Patient Accounts Receivable		61.5	64.0	0.96	58.8	1.05	85.1	0.72	64.5	0.95
Average Payment Period		23.6	56.5	0.42	30.8	0.77	80.6	0.29	24.8	0.95
Equity Financing (%)		81.2%	69.2%	1.17	86.8%	0.94	65.0%	1.25	82.8%	0.98
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	37.1	N/A	11.7	N/A	1,412.7	N/A
Total Asset Turnover		1.1	0.6	1.94	0.8	1.33	0.4	2.84	1.0	1.07
Average Age of Plant (Years)		5.2	12.6	0.42	8.9	0.59	14.3	0.37	4.3	1.22
Increase (Decrease) Total Net Patient Revenue		4.5%	7.3%	0.62	0.5%	8.54	7.2%	0.63	7.6%	0.59
Outpatient Gross Revenue (% of Total GPR)		62.9%	63.3%	0.99	67.6%	0.93	66.6%	0.94	60.6%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,784	\$16,906	0.70	\$13,409	0.88	\$15,576	0.76	\$11,594	1.02
Inpatient Net Revenue per Day		\$2,757	\$3,675	0.75	\$3,142	0.88	\$3,515	0.78	\$2,811	0.98
Outpatient Net Revenue per Visit		\$541	\$703	0.77	\$724	0.75	\$685	0.79	\$559	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$560,688,229	Cash & Cash Equivalents	\$4,953	Current Liabilities	\$12,257,296
Less Deductions	\$333,420,476	Net Patient Receivables	\$38,283,594	Long-Term Debt	\$0
Net Patient Revenue	\$227,267,753	Other Receivables	\$280,570	Other Liabilities	\$26,602,385
Plus Other Revenue	\$3,134,815			Subtotal	\$38,859,681
Total Revenue	\$230,402,569	Land, Buildings & Equipment (Net)	\$156,767,642	Unrestricted Fund Balance	\$168,246,712
Less Expenses	\$202,865,689	Other Assets	\$11,769,634	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,895			Total Liabilities & Fund Balance	\$207,106,393
Net Income	\$27,541,776	Total Assets	\$207,106,393		

003 ThedaCare Regional Medical Center - Appleton, Inc.
 1818 North Meade Street
 Appleton, WI 54911
 920-731-4101

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Outagamie
 Analysis Area: Lake Winnebago (3)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.9%	55.2%	1.16	46.6%	1.37	71.0%	0.90	62.8%	1.02
Obstetrics	25.7%	38.0%	0.68	30.9%	0.19	50.6%	0.51	26.2%	0.98
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	55.8%	57.4%	0.97	47.3%	1.18	69.3%	0.81	54.9%	1.02
Average Census (Patients)									
Adult Medical-Surgical	70.9	26.0	2.73	22.2	3.20	106.3	0.67	69.7	1.02
Obstetrics	5.9	4.9	1.20	4.4	1.33	14.5	0.41	6.0	0.98
Pediatrics	0.0	1.3	N/A	0.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	87.0	49.0	1.78	36.8	2.36	202.8	0.43	85.6	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.1	0.86	3.5	1.00	4.6	0.76	3.6	0.97
Obstetrics	2.1	2.6	0.81	2.4	0.85	2.7	0.77	2.1	0.99
Pediatrics	0.0	3.3	N/A	2.8	N/A	3.3	N/A	0.0	N/A
Total Hospital	3.6	4.5	0.81	4.2	0.87	5.0	0.73	3.7	0.97
Surgical Operations									
Inpatient	3,074	1,426	2.16	1,211	2.54	5,403	0.57	3,448	0.89
Outpatient	17,902	4,581	3.91	6,106	2.93	16,162	1.11	18,375	0.97
Inpatient as % of All Surgeries	14.7%	23.7%	0.62	16.6%	0.89	25.1%	0.58	15.8%	0.93
Outpatient Visits									
Non-Emergency Visits	162,968	144,376	1.13	97,819	1.67	476,432	0.34	166,099	0.98
Emergency Visits	32,233	17,768	1.81	15,674	2.06	47,460	0.68	31,132	1.04
Full-Time Equivalents (FTEs)									
Administrators	65.0	23.0	2.83	19.5	3.34	71.8	0.90	66.0	0.98
Nurses, Licensed	401.4	251.3	1.60	188.9	2.12	913.4	0.44	422.4	0.95
Ancillary Nursing Personnel	24.1	39.7	0.61	19.4	1.24	148.8	0.16	38.7	0.62
All Other Personnel	636.9	509.3	1.25	317.9	2.00	1,805.9	0.35	639.7	1.00
Total FTEs	1,127.3	823.3	1.37	545.6	2.07	2,940.0	0.38	1,166.8	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.0	17.0	1.41	16.9	1.42	14.7	1.63	26.5	0.90
Nurses, Licensed	147.9	185.7	0.80	164.2	0.90	186.4	0.79	169.6	0.87
Ancillary Nursing Personnel	8.9	29.3	0.30	16.8	0.53	30.4	0.29	15.5	0.57
All Other Personnel	234.7	376.3	0.62	276.3	0.85	368.6	0.64	256.9	0.91
Total FTEs	415.5	608.3	0.68	474.3	0.88	600.1	0.69	468.6	0.89

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	156	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	8,754	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,024
Inpatient Days	31,762			Inpatient Days	0	Newborn Days	1,930

003 ThedaCare Regional Medical Center - Appleton, Inc.
 Appleton, WI 54911

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	111	7,377	25,888	63.9%	70.9	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,039	2,160	25.7%	5.9	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	22	338	3,714	46.3%	10.2	11.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	65	0	65.0	Surgical Personnel	23	33	43.5
Physicians & Dentists	23	3	25.2	Radiological Services Personnel	38	53	68.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	19	17.5
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.6
Registered Nurses	181	307	366.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	4	5.8
Licensed Practical Nurses	10	25	24.1	Physical Therapy Assistants/Aides	9	15	14.8
Ancillary Nursing Personnel	7	53	24.1	Recreational Therapists	0	0	0.0
Physician Assistants	9	0	9.0	Dietitians & Nutritionists	8	15	17.0
Nurse Practitioners	10	0	10.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	4	4.3
Clinical Nurse Specialists	0	2	0.7	All Other Health Professionals	18	21	26.7
Health Info Mgmt-Administrators/Technicians	29	4	31.2	All Other Personnel	217	133	290.4
Pharmacy Personnel	25	12	32.0				
Clinical Laboratory Personnel	22	10	28.7				
				Total	717	732	1,127.3

003 ThedaCare Regional Medical Center - Appleton, Inc.
 Appleton, WI 54911

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$381,414,084	52.2%	46.3%	1.13	47.7%	1.09	46.7%	1.12	52.1%	1.00
Medical Assistance	\$48,212,492	6.6%	13.6%	0.48	10.5%	0.63	12.6%	0.52	6.4%	1.03
Commercial	\$288,541,799	39.5%	35.3%	1.12	39.1%	1.01	35.1%	1.13	39.9%	0.99
All Other	\$12,315,421	1.7%	4.8%	0.35	2.7%	0.62	5.6%	0.30	1.6%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$259,022,864	35.5%	34.9%	1.02	33.3%	1.06	36.2%	0.98	38.3%	0.92
Medical Assistance	\$37,196,593	5.1%	10.4%	0.49	7.8%	0.66	9.8%	0.52	5.1%	1.00
Commercial	\$101,900,765	13.9%	14.7%	0.95	13.9%	1.00	15.6%	0.89	9.0%	1.54
Charity Care	\$3,454,294	0.5%	1.0%	0.49	0.6%	0.75	0.9%	0.51	0.5%	0.92
Bad Debt	\$4,957,188	0.7%	1.1%	0.64	1.4%	0.47	0.9%	0.75	0.9%	0.75
All Other	\$10,070,986	1.4%	2.2%	0.64	2.0%	0.69	2.5%	0.56	1.4%	0.99
Total Deductions	\$416,602,691	57.0%	64.2%	0.89	59.1%	0.97	66.0%	0.86	55.3%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%		5.5%	0.07	1.9%	0.20	6.8%	0.06	0.3%	1.15
Net Gains/Losses as % of Net Income	0.0%		13.2%	0.00	11.5%	0.00	13.1%	0.00	0.3%	0.16
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$89,382,521	37.0%	44.0%	0.84	41.9%	0.88	42.7%	0.86	40.1%	0.92
Supplies & Services	\$140,760,859	58.2%	49.2%	1.18	50.8%	1.15	51.1%	1.14	54.4%	1.07
Capital Component	\$11,751,209	4.9%	6.8%	0.71	7.3%	0.66	6.2%	0.79	5.5%	0.88
Fiscal Statistics										
Operating Margin (%)		23.2%	9.1%	2.56	16.8%	1.38	9.5%	2.45	22.2%	1.05
Total Hospital Net Income (%)		23.2%	10.3%	2.25	18.6%	1.25	10.8%	2.16	22.2%	1.05
Return on Equity (%)		31.8%	6.0%	5.29	15.9%	2.00	7.7%	4.13	43.6%	0.73
Current Ratio		12.8	4.7	2.72	7.1	1.80	5.5	2.32	424.4	0.03
Days in Net Patient Accounts Receivable		45.6	64.0	0.71	58.8	0.78	55.7	0.82	49.0	0.93
Average Payment Period		15.3	56.5	0.27	30.8	0.50	45.6	0.34	0.2	89.83
Equity Financing (%)		95.7%	69.2%	1.38	86.8%	1.10	72.1%	1.33	99.9%	0.96
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.01	0.2	0.01	0.0	N/A
Times Interest Earned		4,382.9	13.4	326.14	37.1	118.18	15.5	282.20	2,715.6	1.61
Total Asset Turnover		1.4	0.6	2.38	0.8	1.63	0.7	1.94	2.0	0.70
Average Age of Plant (Years)		18.2	12.6	1.45	8.9	2.06	12.1	1.50	17.2	1.06
Increase (Decrease) Total Net Patient Revenue		8.4%	7.3%	1.16	0.5%	15.89	8.9%	0.94	9.5%	0.88
Outpatient Gross Revenue (% of Total GPR)		67.9%	63.3%	1.07	67.6%	1.00	58.2%	1.17	65.6%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,659		\$16,906	0.75	\$13,409	0.94	\$19,324	0.66	\$13,987	0.91
Inpatient Net Revenue per Day	\$3,490		\$3,675	0.95	\$3,142	1.11	\$3,829	0.91	\$3,756	0.93
Outpatient Net Revenue per Visit	\$1,066		\$703	1.52	\$724	1.47	\$741	1.44	\$902	1.18

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$730,483,796	Cash & Cash Equivalents	\$81,424,765	Current Liabilities	\$9,741,577
Less Deductions	\$416,602,691	Net Patient Receivables	\$39,179,414	Long-Term Debt	\$225,183
Net Patient Revenue	\$313,881,105	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,237,556			Subtotal	\$9,966,760
Total Revenue	\$315,118,662	Land, Buildings & Equipment (Net)	\$106,080,557	Unrestricted Fund Balance	\$220,729,579
Less Expenses	\$241,894,589	Other Assets	\$4,011,603	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$32,623			Total Liabilities & Fund Balance	\$230,696,339
Net Income	\$73,256,696	Total Assets	\$230,696,339		

006 Memorial Medical Center
 1615 Maple Lane
 Ashland, WI 54806
 715-685-5500

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Ashland
 Analysis Area: Western Lake Superior (7)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.4%	55.2%	0.88	22.3%	2.17	43.3%	1.12	46.7%	1.03
Obstetrics	30.0%	38.0%	0.79	25.3%	0.06	23.8%	1.26	29.4%	1.02
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	54.4%	57.4%	0.95	24.4%	2.23	44.0%	1.24	53.7%	1.01
Average Census (Patients)									
Adult Medical-Surgical	9.7	26.0	0.37	4.2	2.32	15.3	0.63	9.3	1.03
Obstetrics	1.5	4.9	0.30	1.1	1.31	2.1	0.71	1.5	1.02
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	19.0	49.0	0.39	5.7	3.35	27.3	0.70	18.8	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	2.2	4.1	0.53	2.7	0.79	3.4	0.63	3.0	0.72
Obstetrics	2.7	2.6	1.06	2.6	1.05	2.3	1.16	2.4	1.11
Pediatrics	0.0	3.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.5	0.73	3.2	1.04	3.7	0.89	3.8	0.87
Surgical Operations									
Inpatient	499	1,426	0.35	137	3.65	657	0.76	185	2.70
Outpatient	1,619	4,581	0.35	759	2.13	2,872	0.56	2,455	0.66
Inpatient as % of All Surgeries	23.6%	23.7%	0.99	15.3%	1.54	18.6%	1.26	7.0%	3.36
Outpatient Visits									
Non-Emergency Visits	6,364	144,376	0.04	20,365	0.31	115,084	0.06	7,318	0.87
Emergency Visits	9,758	17,768	0.55	6,830	1.43	13,821	0.71	9,221	1.06
Full-Time Equivalents (FTEs)									
Administrators	3.0	23.0	0.13	3.7	0.81	18.2	0.17	3.0	1.00
Nurses, Licensed	139.3	251.3	0.55	69.4	2.01	150.6	0.93	108.2	1.29
Ancillary Nursing Personnel	18.4	39.7	0.46	8.5	2.18	19.7	0.93	16.9	1.09
All Other Personnel	319.5	509.3	0.63	147.1	2.17	320.3	1.00	327.9	0.97
Total FTEs	480.2	823.3	0.58	228.6	2.10	508.8	0.94	456.1	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.5	17.0	0.20	10.1	0.34	18.2	0.19	3.0	1.15
Nurses, Licensed	160.7	185.7	0.87	187.9	0.86	151.1	1.06	108.5	1.48
Ancillary Nursing Personnel	21.3	29.3	0.73	22.9	0.93	19.8	1.07	17.0	1.25
All Other Personnel	368.6	376.3	0.98	398.4	0.93	321.5	1.15	328.7	1.12
Total FTEs	554.0	608.3	0.91	619.3	0.89	510.6	1.09	457.2	1.21

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	35	Health Maintenance		Average Beds Used	0	Bassinets	0
Discharges	2,127	Organization (HMO)	No	Discharges	0	Total Births	203
Inpatient Days	6,953	Preferred Provider		Inpatient Days	0	Newborn Days	445
		Organization (PPO)	No				

006 Memorial Medical Center
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	20	1,635	3,530	48.4%	9.7	2.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	203	547	30.0%	1.5	2.7
Psychiatric	1	10	492	2,876	78.8%	7.9	5.8
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	6	2	6.5
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	19	1	19.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	2	6.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	103	48	123.7	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	1	7.6
Licensed Practical Nurses	2	1	2.6	Physical Therapy Assistants/Aides	4	1	4.5
Ancillary Nursing Personnel	16	5	18.4	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	3.1	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	7	13	7.5	Psychologists	2	1	2.2
Certified Registered Nurse Anesthetists	2	13	2.4	Social Workers	5	1	5.2
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	37	1	37.6
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	165	41	183.5
Pharmacy Personnel	7	1	7.7				
Clinical Laboratory Personnel	8	2	9.0				
				Total	430	138	480.2

006 Memorial Medical Center

Ashland, WI 54806

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$90,215,376	47.3%	46.3%	1.02	49.8%	0.95	51.1%	0.92	48.1%	0.98
Medical Assistance	\$37,023,680	19.4%	13.6%	1.42	17.6%	1.10	11.3%	1.72	20.7%	0.94
Commercial	\$55,869,884	29.3%	35.3%	0.83	27.8%	1.05	33.7%	0.87	27.3%	1.07
All Other	\$7,741,125	4.1%	4.8%	0.85	4.7%	0.86	3.9%	1.05	4.0%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$50,670,965	26.6%	34.9%	0.76	26.0%	1.02	36.8%	0.72	26.2%	1.02
Medical Assistance	\$23,275,737	12.2%	10.4%	1.18	11.5%	1.06	8.5%	1.44	12.7%	0.96
Commercial	\$5,555,459	2.9%	14.7%	0.20	5.1%	0.57	12.8%	0.23	1.8%	1.60
Charity Care	\$1,326,472	0.7%	1.0%	0.72	1.1%	0.63	0.9%	0.78	1.1%	0.61
Bad Debt	\$4,260,053	2.2%	1.1%	2.10	2.1%	1.07	1.4%	1.64	1.2%	1.88
All Other	\$5,887,418	3.1%	2.2%	1.43	2.2%	1.42	2.1%	1.47	2.5%	1.25
Total Deductions	\$90,976,099	47.7%	64.2%	0.74	47.9%	0.99	62.4%	0.76	45.5%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.1%	5.5%	0.20	1.7%	0.67	3.4%	0.33	1.2%	0.94	
Net Gains/Losses as % of Net Income	12.2%	13.2%	0.93	14.8%	0.82	4.5%	2.70	17.3%	0.71	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$44,245,408	47.6%	44.0%	1.08	52.4%	0.91	46.0%	1.04	48.2%	0.99
Supplies & Services	\$41,926,832	45.1%	49.2%	0.92	40.0%	1.13	46.6%	0.97	44.6%	1.01
Capital Component	\$6,691,890	7.2%	6.8%	1.06	7.5%	0.96	7.4%	0.97	7.2%	1.00
Fiscal Statistics										
Operating Margin (%)	8.1%	9.1%	0.89	8.1%	0.99	8.2%	0.98	8.6%	0.94	
Total Hospital Net Income (%)	9.1%	10.3%	0.88	9.4%	0.97	8.6%	1.06	10.2%	0.89	
Return on Equity (%)	6.0%	6.0%	0.99	6.6%	0.91	5.8%	1.03	5.9%	1.01	
Current Ratio	5.8	4.7	1.23	5.7	1.01	4.4	1.32	5.7	1.01	
Days in Net Patient Accounts Receivable	50.0	64.0	0.78	51.1	0.98	49.0	1.02	60.6	0.82	
Average Payment Period	54.4	56.5	0.96	44.6	1.22	41.1	1.32	65.2	0.83	
Equity Financing (%)	84.9%	69.2%	1.23	81.9%	1.04	81.8%	1.04	82.8%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.3	0.16	0.1	0.36	0.1	0.42	0.1	0.66	
Times Interest Earned	49.3	13.4	3.67	17.2	2.87	14.1	3.49	43.7	1.13	
Total Asset Turnover	0.6	0.6	1.13	0.7	0.94	0.7	0.97	0.6	1.14	
Average Age of Plant (Years)	7.1	12.6	0.57	9.0	0.79	9.6	0.74	8.6	0.83	
Increase (Decrease) Total Net Patient Revenue	19.7%	7.3%	2.71	12.3%	1.61	2.8%	7.12	9.1%	2.17	
Outpatient Gross Revenue (% of Total GPR)	77.2%	63.3%	1.22	84.3%	0.92	71.9%	1.07	81.4%	0.95	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,708	\$16,906	0.75	\$12,554	1.01	\$12,065	1.05	\$11,083	1.15	
Inpatient Net Revenue per Day	\$3,740	\$3,675	1.02	\$3,387	1.10	\$3,161	1.18	\$2,981	1.25	
Outpatient Net Revenue per Visit	\$4,783	\$703	6.80	\$1,287	3.72	\$614	7.79	\$3,935	1.22	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$190,850,065	Cash & Cash Equivalents	\$55,580,072	Current Liabilities	\$12,899,862
Less Deductions	\$90,976,099	Net Patient Receivables	\$13,670,755	Long-Term Debt	\$5,425,344
Net Patient Revenue	\$99,873,966	Other Receivables	\$483,117	Other Liabilities	\$5,150,000
Plus Other Revenue	\$1,133,432			Subtotal	\$23,475,206
Total Revenue	\$101,007,398	Land, Buildings & Equipment (Net)	\$52,060,255	Unrestricted Fund Balance	\$132,258,598
Less Expenses	\$92,864,130	Other Assets	\$33,939,605	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,131,441			Total Liabilities & Fund Balance	\$155,733,804
Net Income	\$9,274,709	Total Assets	\$155,733,804		

007 Western Wisconsin Health
 1100 Bergslien St
 Baldwin, WI 54002
 715-684-3311

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	17.9%	55.2%	0.32	42.1%	0.42	35.3%	0.51	19.0%	0.94
Obstetrics	29.7%	38.0%	0.78	26.3%	0.05	22.7%	1.31	25.8%	1.15
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	21.0%	57.4%	0.37	43.5%	0.48	35.5%	0.59	20.8%	1.01
Average Census (Patients)									
Adult Medical-Surgical	2.0	26.0	0.08	11.3	0.17	6.5	0.30	2.1	0.94
Obstetrics	1.2	4.9	0.24	1.9	0.64	0.9	1.33	1.0	1.15
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	49.0	0.06	18.5	0.17	8.7	0.36	3.1	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.1	0.69	3.6	0.77	3.0	0.94	2.7	1.03
Obstetrics	2.0	2.6	0.80	2.3	0.89	2.2	0.94	2.0	1.00
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.4	4.5	0.52	3.9	0.60	3.2	0.74	2.4	0.96
Surgical Operations									
Inpatient	57	1,426	0.04	509	0.11	302	0.19	70	0.81
Outpatient	522	4,581	0.11	2,269	0.23	1,419	0.37	377	1.38
Inpatient as % of All Surgeries	9.8%	23.7%	0.41	18.3%	0.54	17.6%	0.56	15.7%	0.63
Outpatient Visits									
Non-Emergency Visits	59,837	144,376	0.41	78,013	0.77	63,228	0.95	53,452	1.12
Emergency Visits	4,464	17,768	0.25	8,412	0.53	8,308	0.54	4,423	1.01
Full-Time Equivalents (FTEs)									
Administrators	11.8	23.0	0.51	13.4	0.88	11.1	1.07	12.8	0.92
Nurses, Licensed	50.5	251.3	0.20	124.0	0.41	78.4	0.64	49.4	1.02
Ancillary Nursing Personnel	12.4	39.7	0.31	18.7	0.66	13.7	0.91	7.6	1.63
All Other Personnel	185.9	509.3	0.37	265.3	0.70	191.7	0.97	174.5	1.07
Total FTEs	260.7	823.3	0.32	421.4	0.62	294.9	0.88	244.4	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	41.6	17.0	2.45	20.2	2.06	28.7	1.45	46.9	0.89
Nurses, Licensed	177.3	185.7	0.95	186.6	0.95	202.2	0.88	180.5	0.98
Ancillary Nursing Personnel	43.5	29.3	1.49	28.1	1.55	35.2	1.24	27.8	1.57
All Other Personnel	653.2	376.3	1.74	399.1	1.64	494.1	1.32	637.0	1.03
Total FTEs	915.6	608.3	1.51	633.9	1.44	760.1	1.20	892.2	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	No	Average Beds Used	1	Bassinets	4
Discharges	489	Preferred Provider Organization (PPO)	Yes	Discharges	26	Total Births	217
Inpatient Days	1,151			Inpatient Days	253	Newborn Days	360

007 Western Wisconsin Health
Baldwin, WI 54002

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	11	257	717	17.9%	2.0	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	213	434	29.7%	1.2	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	1	11.8	Surgical Personnel	3	0	3.0
Physicians & Dentists	12	8	17.3	Radiological Services Personnel	4	3	4.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	6	1.1
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.8
Registered Nurses	14	55	42.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	4	1	4.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	10	7	12.4	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.8	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	6	3	6.8	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	16	12	22.5
Health Info Mgmt-Administrators/Technicians	12	2	13.2	All Other Personnel	58	44	77.6
Pharmacy Personnel	1	2	1.9				
Clinical Laboratory Personnel	4	10	7.3				
				Total	180	169	260.7

007 Western Wisconsin Health

Baldwin, WI 54002

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$27,859,756	39.1%	46.3%	0.85	50.4%	0.78	45.9%	0.85	36.7%	1.07
Medical Assistance	\$9,786,247	13.7%	13.6%	1.01	11.5%	1.20	12.4%	1.11	15.4%	0.89
Commercial	\$32,014,873	45.0%	35.3%	1.27	34.7%	1.30	36.6%	1.23	45.4%	0.99
All Other	\$1,540,581	2.2%	4.8%	0.45	3.4%	0.64	5.1%	0.43	2.5%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,974,506	15.4%	34.9%	0.44	33.8%	0.46	28.9%	0.53	14.9%	1.03
Medical Assistance	\$1,183,524	1.7%	10.4%	0.16	8.0%	0.21	8.3%	0.20	3.2%	0.52
Commercial	\$13,559,447	19.0%	14.7%	1.30	10.5%	1.81	13.0%	1.47	18.6%	1.03
Charity Care	\$291,435	0.4%	1.0%	0.42	0.9%	0.46	1.1%	0.38	0.6%	0.63
Bad Debt	\$2,343,498	3.3%	1.1%	3.10	1.0%	3.31	1.9%	1.72	3.6%	0.92
All Other	\$17,230	0.0%	2.2%	0.01	1.5%	0.02	2.5%	0.01	0.0%	0.64
Total Deductions	\$28,369,640	39.8%	64.2%	0.62	55.8%	0.71	55.7%	0.72	40.9%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.9%	5.5%	1.06	3.2%	1.85	6.0%	0.98	6.5%	0.90
Net Gains/Losses as % of Net Income		31.1%	13.2%	2.36	52.1%	0.60	15.2%	2.04	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,715,432	53.8%	44.0%	1.22	51.5%	1.04	51.6%	1.04	54.3%	0.99
Supplies & Services	\$16,801,244	36.6%	49.2%	0.74	43.3%	0.84	40.7%	0.90	34.5%	1.06
Capital Component	\$4,434,316	9.7%	6.8%	1.42	5.2%	1.87	7.7%	1.25	11.2%	0.86
Fiscal Statistics										
Operating Margin (%)		-1.0%	9.1%	N/A	1.7%	N/A	7.0%	N/A	-5.9%	0.17
Total Hospital Net Income (%)		-1.4%	10.3%	N/A	3.5%	N/A	8.2%	N/A	-4.1%	0.35
Return on Equity (%)		-1.1%	6.0%	N/A	0.7%	N/A	2.2%	N/A	-2.8%	0.39
Current Ratio		3.3	4.7	0.70	2.3	1.44	3.1	1.08	3.2	1.05
Days in Net Patient Accounts Receivable		67.8	64.0	1.06	168.6	0.40	140.0	0.48	52.6	1.29
Average Payment Period		39.7	56.5	0.70	192.0	0.21	146.6	0.27	47.8	0.83
Equity Financing (%)		36.7%	69.2%	0.53	52.0%	0.71	56.4%	0.65	37.3%	0.98
Long-Term Debt to Equity Ratio		1.5	0.3	5.72	0.6	2.31	0.6	2.54	1.4	1.05
Times Interest Earned		0.2	13.4	0.02	12.2	0.02	9.0	0.03	-0.9	N/A
Total Asset Turnover		0.7	0.6	1.30	0.2	3.59	0.3	2.88	0.7	1.12
Average Age of Plant (Years)		7.7	12.6	0.61	38.0	0.20	23.9	0.32	5.9	1.30
Increase (Decrease) Total Net Patient Revenue		10.2%	7.3%	1.40	16.1%	0.63	7.2%	1.41	10.8%	0.94
Outpatient Gross Revenue (% of Total GPR)		89.0%	63.3%	1.41	72.3%	1.23	77.9%	1.14	88.6%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,961		\$16,906	0.88	\$14,502	1.03	\$13,622	1.10	\$14,080	1.06
Inpatient Net Revenue per Day	\$5,253		\$3,675	1.43	\$3,502	1.50	\$4,079	1.29	\$5,326	0.99
Outpatient Net Revenue per Visit	\$580		\$703	0.83	\$807	0.72	\$592	0.98	\$592	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$71,201,456	Cash & Cash Equivalents	\$6,136,876	Current Liabilities	\$4,645,759
Less Deductions	\$28,369,640	Net Patient Receivables	\$7,957,821	Long-Term Debt	\$32,819,417
Net Patient Revenue	\$42,831,816	Other Receivables	\$306,485	Other Liabilities	\$1,045,946
Plus Other Revenue	\$2,670,388			Subtotal	\$38,511,122
Total Revenue	\$45,502,204	Land, Buildings & Equipment (Net)	\$39,380,587	Unrestricted Fund Balance	\$22,364,685
Less Expenses	\$45,950,992	Other Assets	\$7,094,038	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$202,298			Total Liabilities & Fund Balance	\$60,875,807
Net Income	-\$651,087	Total Assets	\$60,875,807		

008 SSM Health St. Clare Hospital – Baraboo
 707 Fourteenth Street
 Baraboo, WI 53913
 608-356-1400

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

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	47.9%	55.2%	0.87	59.0%	0.81	40.9%	1.17	49.0%	0.98
Obstetrics	12.8%	38.0%	0.34	44.3%	0.03	25.8%	0.49	12.7%	1.01
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	32.0%	57.4%	0.56	61.2%	0.52	41.6%	0.77	32.1%	1.00
Average Census (Patients)									
Adult Medical-Surgical	12.5	26.0	0.48	24.6	0.51	10.2	1.22	12.7	0.98
Obstetrics	1.4	4.9	0.28	4.8	0.29	1.8	0.77	1.4	1.01
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	17.3	49.0	0.35	52.3	0.33	17.6	0.98	17.3	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.1	0.72	4.0	0.73	3.1	0.95	2.9	0.99
Obstetrics	2.3	2.6	0.89	2.7	0.84	2.2	1.03	2.2	1.02
Pediatrics	0.0	3.3	N/A	3.5	N/A	2.2	N/A	0.0	N/A
Total Hospital	3.2	4.5	0.72	4.4	0.73	3.3	0.97	3.2	1.02
Surgical Operations									
Inpatient	328	1,426	0.23	2,131	0.15	479	0.68	289	1.13
Outpatient	1,495	4,581	0.33	7,954	0.19	1,923	0.78	1,253	1.19
Inpatient as % of All Surgeries	18.0%	23.7%	0.76	21.1%	0.85	19.9%	0.90	18.7%	0.96
Outpatient Visits									
Non-Emergency Visits	78,870	144,376	0.55	179,501	0.44	67,442	1.17	79,911	0.99
Emergency Visits	22,589	17,768	1.27	17,324	1.30	12,660	1.78	22,197	1.02
Full-Time Equivalents (FTEs)									
Administrators	21.0	23.0	0.91	23.4	0.90	12.7	1.65	22.8	0.92
Nurses, Licensed	80.6	251.3	0.32	255.4	0.32	102.4	0.79	82.3	0.98
Ancillary Nursing Personnel	8.7	39.7	0.22	45.5	0.19	17.0	0.51	10.7	0.82
All Other Personnel	168.5	509.3	0.33	652.5	0.26	220.5	0.76	171.0	0.99
Total FTEs	278.8	823.3	0.34	976.8	0.29	352.5	0.79	286.7	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	35.2	17.0	2.07	17.6	2.00	19.4	1.82	37.9	0.93
Nurses, Licensed	135.0	185.7	0.73	191.8	0.70	155.7	0.87	136.8	0.99
Ancillary Nursing Personnel	14.7	29.3	0.50	34.1	0.43	25.8	0.57	17.7	0.83
All Other Personnel	282.4	376.3	0.75	490.1	0.58	335.3	0.84	284.5	0.99
Total FTEs	467.3	608.3	0.77	733.6	0.64	536.2	0.87	477.0	0.98

Total Hospital:
 Beds Set Up & Staffed 54
 Discharges 1,950
 Inpatient Days 6,298

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 11
 Total Births 194
 Newborn Days 407

008 SSM Health St. Clare Hospital – Baraboo
Baraboo, WI 53913

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	26	1,560	4,545	47.9%	12.5	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	11	192	407	0.0%	1.1	2.1
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	11	226	512	12.8%	1.4	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	6	182	834	38.1%	2.3	4.6
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	21	0	21.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	4	2	4.3	Radiological Services Personnel	9	8	11.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	3.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.9
Registered Nurses	45	52	74.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	5	6.9
Licensed Practical Nurses	0	1	0.9	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	6	11	8.7	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	1	1	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	3	4.7	Social Workers	1	2	2.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	35	40	50.8
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	32	25	59.7
Pharmacy Personnel	5	2	5.0				
Clinical Laboratory Personnel	4	5	7.0				
				Total	191	167	278.8

008 SSM Health St. Clare Hospital – Baraboo
 Baraboo, WI 53913

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$108,208,242	53.7%	46.3%	1.16	42.2%	1.27	49.1%	1.09	52.3%	1.03
Medical Assistance	\$26,561,900	13.2%	13.6%	0.97	11.5%	1.15	10.9%	1.20	13.7%	0.96
Commercial	\$58,408,314	29.0%	35.3%	0.82	38.6%	0.75	36.4%	0.80	30.6%	0.95
All Other	\$8,259,329	4.1%	4.8%	0.86	7.8%	0.53	3.5%	1.16	3.4%	1.20
Deductions as % of Total Gross Patient Revenue										
Medicare	\$84,278,371	41.8%	34.9%	1.20	31.6%	1.32	35.9%	1.16	40.9%	1.02
Medical Assistance	\$19,685,558	9.8%	10.4%	0.94	8.7%	1.12	8.3%	1.18	10.5%	0.93
Commercial	\$20,649,719	10.3%	14.7%	0.70	18.2%	0.56	14.2%	0.72	11.4%	0.90
Charity Care	\$4,427,850	2.2%	1.0%	2.28	0.8%	2.80	1.3%	1.66	2.3%	0.97
Bad Debt	\$3,867,184	1.9%	1.1%	1.81	1.1%	1.75	1.2%	1.56	2.0%	0.97
All Other	\$3,155,268	1.6%	2.2%	0.72	3.5%	0.45	1.3%	1.18	1.0%	1.54
Total Deductions	\$136,063,950	67.5%	64.2%	1.05	63.9%	1.06	62.3%	1.08	68.1%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.1%	5.5%	0.57	6.4%	0.49	3.2%	0.97	2.7%	1.16
Net Gains/Losses as % of Net Income		39.4%	13.2%	2.99	39.0%	1.01	29.1%	1.36	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,437,892	46.3%	44.0%	1.05	47.0%	0.98	44.1%	1.05	49.1%	0.94
Supplies & Services	\$26,809,666	46.9%	49.2%	0.95	45.7%	1.03	47.4%	0.99	44.4%	1.06
Capital Component	\$3,861,409	6.8%	6.8%	0.99	7.3%	0.93	8.5%	0.80	6.5%	1.04
Fiscal Statistics										
Operating Margin (%)		15.4%	9.1%	1.69	6.3%	2.43	5.4%	2.87	7.2%	2.14
Total Hospital Net Income (%)		23.1%	10.3%	2.24	10.0%	2.31	7.4%	3.12	4.1%	5.62
Return on Equity (%)		14.8%	6.0%	2.47	7.5%	1.98	4.7%	3.12	2.5%	5.98
Current Ratio		2.4	4.7	0.51	2.4	1.02	4.8	0.51	1.7	1.40
Days in Net Patient Accounts Receivable		43.5	64.0	0.68	50.8	0.86	49.3	0.88	45.4	0.96
Average Payment Period		51.6	56.5	0.91	52.7	0.98	48.1	1.07	59.5	0.87
Equity Financing (%)		89.2%	69.2%	1.29	59.1%	1.51	74.4%	1.20	86.6%	1.03
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	9.5	N/A	7.5	N/A	0.0	N/A
Total Asset Turnover		0.6	0.6	1.02	0.7	0.81	0.6	0.93	0.6	0.94
Average Age of Plant (Years)		13.2	12.6	1.05	10.8	1.22	10.2	1.29	13.3	0.99
Increase (Decrease) Total Net Patient Revenue		9.1%	7.3%	1.25	5.8%	1.57	4.2%	2.15	4.1%	2.22
Outpatient Gross Revenue (% of Total GPR)		72.9%	63.3%	1.15	60.4%	1.21	72.8%	1.00	72.8%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,990	\$16,906	0.65	\$18,736	0.59	\$11,314	0.97	\$9,755	1.13	
Inpatient Net Revenue per Day	\$3,638	\$3,675	0.99	\$4,176	0.87	\$3,281	1.11	\$3,252	1.12	
Outpatient Net Revenue per Visit	\$471	\$703	0.67	\$623	0.76	\$705	0.67	\$433	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$201,437,785	Cash & Cash Equivalents	\$8,480,583	Current Liabilities	\$7,592,866
Less Deductions	\$136,063,950	Net Patient Receivables	\$7,787,443	Long-Term Debt	\$0
Net Patient Revenue	\$65,373,835	Other Receivables	\$445,759	Other Liabilities	\$4,902,867
Plus Other Revenue	\$2,111,988			Subtotal	\$12,495,733
Total Revenue	\$67,485,823	Land, Buildings & Equipment (Net)	\$34,166,904	Unrestricted Fund Balance	\$103,238,220
Less Expenses	\$57,108,967	Other Assets	\$64,853,264	Restricted Fund Balance	\$2,365,450
Non-Operating Gains/Losses	\$6,749,767			Total Liabilities & Fund Balance	\$115,733,953
Net Income	\$17,126,623	Total Assets	\$115,733,953		

009 Mayo Clinic Health System - Northland in Barron
 1222 E Woodland Avenue
 Barron, WI 54812
 715-537-3186

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Barron
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.9%	55.2%	0.60	42.1%	0.78	40.9%	0.80	26.5%	1.24
Obstetrics	31.2%	38.0%	0.82	26.3%	0.02	25.8%	1.21	27.5%	1.13
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	32.7%	57.4%	0.57	43.5%	0.75	41.6%	0.79	26.6%	1.23
Average Census (Patients)									
Adult Medical-Surgical	6.9	26.0	0.27	11.3	0.61	10.2	0.68	5.6	1.24
Obstetrics	0.6	4.9	0.13	1.9	0.34	1.8	0.34	0.6	1.13
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.5	49.0	0.15	18.5	0.41	17.6	0.43	6.1	1.23
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.1	0.82	3.6	0.92	3.1	1.09	3.3	1.01
Obstetrics	2.0	2.6	0.80	2.3	0.89	2.2	0.93	2.1	0.97
Pediatrics	0.0	3.3	N/A	0.0	N/A	2.2	N/A	0.0	N/A
Total Hospital	3.2	4.5	0.71	3.9	0.81	3.3	0.95	3.1	1.01
Surgical Operations									
Inpatient	99	1,426	0.07	509	0.19	479	0.21	89	1.11
Outpatient	611	4,581	0.13	2,269	0.27	1,923	0.32	531	1.15
Inpatient as % of All Surgeries	13.9%	23.7%	0.59	18.3%	0.76	19.9%	0.70	14.4%	0.97
Outpatient Visits									
Non-Emergency Visits	59,122	144,376	0.41	78,013	0.76	67,442	0.88	60,001	0.99
Emergency Visits	8,301	17,768	0.47	8,412	0.99	12,660	0.66	8,178	1.02
Full-Time Equivalents (FTEs)									
Administrators	1.5	23.0	0.07	13.4	0.11	12.7	0.12	1.0	1.50
Nurses, Licensed	93.7	251.3	0.37	124.0	0.76	102.4	0.92	93.0	1.01
Ancillary Nursing Personnel	7.9	39.7	0.20	18.7	0.42	17.0	0.46	7.6	1.04
All Other Personnel	158.6	509.3	0.31	265.3	0.60	220.5	0.72	200.0	0.79
Total FTEs	261.7	823.3	0.32	421.4	0.62	352.5	0.74	301.6	0.87
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.2	17.0	0.19	20.2	0.16	19.4	0.17	2.5	1.30
Nurses, Licensed	203.0	185.7	1.09	186.6	1.09	155.7	1.30	231.7	0.88
Ancillary Nursing Personnel	17.1	29.3	0.58	28.1	0.61	25.8	0.66	18.9	0.90
All Other Personnel	343.6	376.3	0.91	399.1	0.86	335.3	1.02	498.1	0.69
Total FTEs	566.9	608.3	0.93	633.9	0.89	536.2	1.06	751.2	0.75

Total Hospital:
 Beds Set Up & Staffed 23
 Discharges 864
 Inpatient Days 2,748

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 176
 Inpatient Days 1,755

Newborn Nursery:
 Bassinets 2
 Total Births 106
 Newborn Days 189

009 Mayo Clinic Health System - Northland in Barron
Barron, WI 54812

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	752	2,520	32.9%	6.9	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	112	228	31.2%	0.6	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	1	1.5	Surgical Personnel	2	9	5.4
Physicians & Dentists	13	39	21.2	Radiological Services Personnel	9	16	16.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	7	5.9
Dental Hygienists	0	0	0.0	Occupational Therapists	1	3	2.5
Registered Nurses	30	101	82.1	Occupational Therapy Assistants/Aides	0	2	0.7
Certified Nurse Midwives	0	1	0.4	Physical Therapists	5	6	9.0
Licensed Practical Nurses	2	3	2.7	Physical Therapy Assistants/Aides	2	6	4.1
Ancillary Nursing Personnel	1	11	7.9	Recreational Therapists	0	0	0.0
Physician Assistants	11	13	15.5	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	3	7	5.6	Psychologists	1	1	1.8
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	16	11.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	18	15	23.4
Pharmacy Personnel	1	14	4.9				
Clinical Laboratory Personnel	11	5	15.1				
				Total	126	322	261.7

009 Mayo Clinic Health System - Northland in Barron

Barron, WI 54812

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$83,945,858	53.7%	46.3%	1.16	50.4%	1.07	49.1%	1.09	53.3%	1.01
Medical Assistance	\$21,478,550	13.7%	13.6%	1.01	11.5%	1.20	10.9%	1.26	13.0%	1.06
Commercial	\$46,889,844	30.0%	35.3%	0.85	34.7%	0.86	36.4%	0.82	30.4%	0.99
All Other	\$3,956,185	2.5%	4.8%	0.53	3.4%	0.75	3.5%	0.71	3.3%	0.76
Deductions as % of Total Gross Patient Revenue										
Medicare	\$50,360,112	32.2%	34.9%	0.92	33.8%	0.95	35.9%	0.90	30.5%	1.06
Medical Assistance	\$15,476,289	9.9%	10.4%	0.96	8.0%	1.23	8.3%	1.20	9.7%	1.03
Commercial	\$10,617,411	6.8%	14.7%	0.46	10.5%	0.65	14.2%	0.48	7.3%	0.93
Charity Care	\$1,918,238	1.2%	1.0%	1.27	0.9%	1.37	1.3%	0.93	1.3%	0.93
Bad Debt	\$2,572,218	1.6%	1.1%	1.55	1.0%	1.66	1.2%	1.34	1.9%	0.85
All Other	\$1,366,314	0.9%	2.2%	0.40	1.5%	0.57	1.3%	0.66	0.9%	0.96
Total Deductions	\$82,310,582	52.7%	64.2%	0.82	55.8%	0.94	62.3%	0.85	51.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.6%	5.5%	0.10	3.2%	0.17	3.2%	0.17	0.6%	0.93
Net Gains/Losses as % of Net Income		9.5%	13.2%	0.72	52.1%	0.18	29.1%	0.33	4.8%	2.00
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,969,324	49.4%	44.0%	1.12	51.5%	0.96	44.1%	1.12	55.2%	0.89
Supplies & Services	\$30,379,102	44.2%	49.2%	0.90	43.3%	1.02	47.4%	0.93	37.5%	1.18
Capital Component	\$4,399,453	6.4%	6.8%	0.94	5.2%	1.24	8.5%	0.75	7.2%	0.89
Fiscal Statistics										
Operating Margin (%)		7.6%	9.1%	0.83	1.7%	4.39	5.4%	1.41	7.2%	1.06
Total Hospital Net Income (%)		8.3%	10.3%	0.80	3.5%	2.35	7.4%	1.12	7.5%	1.11
Return on Equity (%)		12.9%	6.0%	2.15	0.7%	17.20	4.7%	2.72	9.0%	1.44
Current Ratio		5.3	4.7	1.13	2.3	2.32	4.8	1.12	18.9	0.28
Days in Net Patient Accounts Receivable		50.8	64.0	0.79	168.6	0.30	49.3	1.03	52.3	0.97
Average Payment Period		23.5	56.5	0.42	192.0	0.12	48.1	0.49	6.8	3.46
Equity Financing (%)		72.7%	69.2%	1.05	52.0%	1.40	74.4%	0.98	82.7%	0.88
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		1,016.2	13.4	75.62	12.2	83.02	7.5	136.41	570.9	1.78
Total Asset Turnover		1.5	0.6	2.69	0.2	7.41	0.6	2.46	1.2	1.29
Average Age of Plant (Years)		8.1	12.6	0.64	38.0	0.21	10.2	0.80	7.1	1.15
Increase (Decrease) Total Net Patient Revenue		10.2%	7.3%	1.40	16.1%	0.63	4.2%	2.41	12.5%	0.82
Outpatient Gross Revenue (% of Total GPR)		83.8%	63.3%	1.32	72.3%	1.16	72.8%	1.15	84.9%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,154		\$16,906	0.90	\$14,502	1.05	\$11,314	1.34	\$16,323	0.93
Inpatient Net Revenue per Day	\$3,277		\$3,675	0.89	\$3,502	0.94	\$3,281	1.00	\$3,309	0.99
Outpatient Net Revenue per Visit	\$894		\$703	1.27	\$807	1.11	\$705	1.27	\$800	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$156,270,437	Cash & Cash Equivalents	\$39,848	Current Liabilities	\$4,203,083
Less Deductions	\$82,310,582	Net Patient Receivables	\$10,284,040	Long-Term Debt	\$0
Net Patient Revenue	\$73,959,855	Other Receivables	\$9,207	Other Liabilities	\$8,965,230
Plus Other Revenue	\$411,717			Subtotal	\$13,168,313
Total Revenue	\$74,371,572	Land, Buildings & Equipment (Net)	\$23,224,447	Unrestricted Fund Balance	\$35,099,913
Less Expenses	\$68,747,879	Other Assets	\$14,710,683	Restricted Fund Balance	\$61,412
Non-Operating Gains/Losses	\$590,602			Total Liabilities & Fund Balance	\$48,268,225
Net Income	\$6,214,295	Total Assets	\$48,268,225		

010 Marshfield Medical Center – Beaver Dam
 707 South University Avenue
 Beaver Dam, WI 53916
 920-887-7181

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.2%	55.2%	0.46	59.0%	0.43	40.9%	0.62	24.6%	1.02
Obstetrics	30.5%	38.0%	0.80	44.3%	0.04	25.8%	1.18	29.4%	1.04
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	24.5%	57.4%	0.43	61.2%	0.40	41.6%	0.59	23.9%	1.02
Average Census (Patients)									
Adult Medical-Surgical	9.1	26.0	0.35	24.6	0.37	10.2	0.89	8.9	1.02
Obstetrics	1.8	4.9	0.37	4.8	0.38	1.8	1.00	1.8	1.04
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.7	49.0	0.24	52.3	0.22	17.6	0.67	11.5	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.1	0.68	4.0	0.70	3.1	0.91	2.7	1.03
Obstetrics	2.5	2.6	0.97	2.7	0.92	2.2	1.13	2.4	1.02
Pediatrics	0.0	3.3	N/A	3.5	N/A	2.2	N/A	0.0	N/A
Total Hospital	2.8	4.5	0.63	4.4	0.64	3.3	0.85	2.7	1.03
Surgical Operations									
Inpatient	340	1,426	0.24	2,131	0.16	479	0.71	332	1.02
Outpatient	1,769	4,581	0.39	7,954	0.22	1,923	0.92	1,710	1.03
Inpatient as % of All Surgeries	16.1%	23.7%	0.68	21.1%	0.76	19.9%	0.81	16.3%	0.99
Outpatient Visits									
Non-Emergency Visits	73,116	144,376	0.51	179,501	0.41	67,442	1.08	72,061	1.01
Emergency Visits	16,049	17,768	0.90	17,324	0.93	12,660	1.27	18,684	0.86
Full-Time Equivalents (FTEs)									
Administrators	2.0	23.0	0.09	23.4	0.09	12.7	0.16	4.0	0.50
Nurses, Licensed	104.0	251.3	0.41	255.4	0.41	102.4	1.02	100.4	1.04
Ancillary Nursing Personnel	39.4	39.7	0.99	45.5	0.87	17.0	2.32	36.5	1.08
All Other Personnel	380.4	509.3	0.75	652.5	0.58	220.5	1.73	377.6	1.01
Total FTEs	525.7	823.3	0.64	976.8	0.54	352.5	1.49	518.5	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.1	17.0	0.18	17.6	0.18	19.4	0.16	6.2	0.50
Nurses, Licensed	161.2	185.7	0.87	191.8	0.84	155.7	1.04	155.7	1.04
Ancillary Nursing Personnel	61.1	29.3	2.08	34.1	1.79	25.8	2.37	56.6	1.08
All Other Personnel	589.7	376.3	1.57	490.1	1.20	335.3	1.76	585.6	1.01
Total FTEs	815.1	608.3	1.34	733.6	1.11	536.2	1.52	804.1	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	48	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	1,515	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	272
Inpatient Days	4,285			Inpatient Days	0	Newborn Days	590

010 Marshfield Medical Center – Beaver Dam
 Beaver Dam, WI 53916

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	36	1,191	3,312	25.2%	9.1	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	269	667	30.5%	1.8	2.5
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	55	306	14.0%	0.8	5.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	5	3	7.2
Physicians & Dentists	1	1	1.8	Radiological Services Personnel	23	14	30.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	5.4
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	2.9
Registered Nurses	51	72	91.5	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	4	9.3
Licensed Practical Nurses	1	2	2.6	Physical Therapy Assistants/Aides	1	3	2.8
Ancillary Nursing Personnel	25	30	39.4	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	3.3	Dietitians & Nutritionists	2	1	2.8
Nurse Practitioners	8	3	8.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.7
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	17	3	17.8
Health Info Mgmt-Administrators/Technicians	24	2	25.1	All Other Personnel	203	88	240.7
Pharmacy Personnel	15	8	19.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	404	253	525.7

010 Marshfield Medical Center – Beaver Dam

Beaver Dam, WI 53916

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$105,806,776	43.7%	46.3%	0.94	42.2%	1.04	49.1%	0.89	43.1%	1.01
Medical Assistance	\$29,746,665	12.3%	13.6%	0.90	11.5%	1.07	10.9%	1.12	12.0%	1.02
Commercial	\$94,998,111	39.2%	35.3%	1.11	38.6%	1.02	36.4%	1.08	40.3%	0.97
All Other	\$11,558,948	4.8%	4.8%	1.00	7.8%	0.61	3.5%	1.35	4.6%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$83,846,803	34.6%	34.9%	0.99	31.6%	1.09	35.9%	0.96	34.5%	1.00
Medical Assistance	\$25,614,140	10.6%	10.4%	1.02	8.7%	1.21	8.3%	1.28	9.9%	1.07
Commercial	\$41,469,093	17.1%	14.7%	1.17	18.2%	0.94	14.2%	1.21	16.9%	1.01
Charity Care	\$4,732,691	2.0%	1.0%	2.03	0.8%	2.49	1.3%	1.48	1.3%	1.54
Bad Debt	\$3,570,855	1.5%	1.1%	1.39	1.1%	1.35	1.2%	1.20	2.0%	0.73
All Other	\$760,403	0.3%	2.2%	0.15	3.5%	0.09	1.3%	0.24	0.6%	0.56
Total Deductions	\$159,993,985	66.1%	64.2%	1.03	63.9%	1.03	62.3%	1.06	65.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	9.4%	5.5%	1.70	6.4%	1.47	3.2%	2.91	9.8%	0.96	
Net Gains/Losses as % of Net Income	337.1%	13.2%	25.59	39.0%	8.65	29.1%	11.60	4,064.0%	0.08	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$43,015,759	45.4%	44.0%	1.03	47.0%	0.97	44.1%	1.03	45.7%	0.99
Supplies & Services	\$40,833,878	43.1%	49.2%	0.88	45.7%	0.94	47.4%	0.91	42.1%	1.02
Capital Component	\$10,848,572	11.5%	6.8%	1.68	7.3%	1.58	8.5%	1.35	12.2%	0.94
Fiscal Statistics										
Operating Margin (%)	-4.5%	9.1%	N/A	6.3%	N/A	5.4%	N/A	-4.9%	0.92	
Total Hospital Net Income (%)	1.8%	10.3%	0.17	10.0%	0.18	7.4%	0.24	0.1%	15.20	
Return on Equity (%)	1.0%	6.0%	0.16	7.5%	0.13	4.7%	0.20	0.1%	15.11	
Current Ratio	2.0	4.7	0.43	2.4	0.85	4.8	0.42	1.9	1.08	
Days in Net Patient Accounts Receivable	52.2	64.0	0.82	50.8	1.03	49.3	1.06	56.9	0.92	
Average Payment Period	55.0	56.5	0.97	52.7	1.04	48.1	1.14	55.8	0.99	
Equity Financing (%)	55.3%	69.2%	0.80	59.1%	0.94	74.4%	0.74	56.5%	0.98	
Long-Term Debt to Equity Ratio	0.6	0.3	2.24	0.3	1.79	0.2	2.97	0.6	1.03	
Times Interest Earned	1.7	13.4	0.13	9.5	0.18	7.5	0.23	1.0	1.67	
Total Asset Turnover	0.5	0.6	0.89	0.7	0.71	0.6	0.82	0.5	0.98	
Average Age of Plant (Years)	14.2	12.6	1.13	10.8	1.32	10.2	1.40	12.9	1.10	
Increase (Decrease) Total Net Patient Revenue	3.7%	7.3%	0.51	5.8%	0.64	4.2%	0.88	1.7%	2.24	
Outpatient Gross Revenue (% of Total GPR)	81.8%	63.3%	1.29	60.4%	1.35	72.8%	1.12	82.2%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,031	\$16,906	0.59	\$18,736	0.54	\$11,314	0.89	\$9,634	1.04	
Inpatient Net Revenue per Day	\$3,547	\$3,675	0.97	\$4,176	0.85	\$3,281	1.08	\$3,524	1.01	
Outpatient Net Revenue per Visit	\$791	\$703	1.12	\$623	1.27	\$705	1.12	\$761	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$242,110,499	Cash & Cash Equivalents	\$10,073,876	Current Liabilities	\$13,141,930
Less Deductions	\$159,993,985	Net Patient Receivables	\$11,752,000	Long-Term Debt	\$56,358,807
Net Patient Revenue	\$82,116,514	Other Receivables	\$682,256	Other Liabilities	\$9,703,499
Plus Other Revenue	\$8,527,472			Subtotal	\$79,204,236
Total Revenue	\$90,643,986	Land, Buildings & Equipment (Net)	\$64,989,030	Unrestricted Fund Balance	\$97,950,269
Less Expenses	\$94,698,209	Other Assets	\$89,657,343	Restricted Fund Balance	\$2,420,207
Non-Operating Gains/Losses	\$5,763,853			Total Liabilities & Fund Balance	\$177,154,505
Net Income	\$1,709,630	Total Assets	\$177,154,505		

011 Beloit Health System
 1969 West Hart Road
 Beloit, WI 53511
 608-324-5011

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	61.7%	55.2%	1.12	59.0%	1.05	50.7%	1.22	54.2%	1.14
Obstetrics	20.8%	38.0%	0.55	44.3%	0.07	34.4%	0.61	16.5%	1.26
Pediatrics	14.5%	51.3%	0.28	46.2%	0.31	78.2%	0.19	4.8%	3.03
Total Hospital	45.8%	57.4%	0.80	61.2%	0.75	54.8%	0.84	43.6%	1.05
Average Census (Patients)									
Adult Medical-Surgical	14.8	26.0	0.57	24.6	0.60	27.5	0.54	15.2	0.98
Obstetrics	3.1	4.9	0.63	4.8	0.66	6.2	0.51	3.1	1.00
Pediatrics	0.3	1.3	0.23	2.2	0.13	4.2	0.23	0.3	1.01
Total Hospital	44.4	49.0	0.91	52.3	0.85	63.1	0.70	44.9	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.1	0.95	4.0	0.96	3.6	1.06	3.8	1.00
Obstetrics	2.3	2.6	0.92	2.7	0.87	2.5	0.94	2.4	0.99
Pediatrics	1.7	3.3	0.52	3.5	0.50	3.4	0.51	1.9	0.91
Total Hospital	3.5	4.5	0.78	4.4	0.79	4.3	0.81	3.8	0.93
Surgical Operations									
Inpatient	1,026	1,426	0.72	2,131	0.48	1,501	0.68	1,186	0.87
Outpatient	4,231	4,581	0.92	7,954	0.53	5,596	0.76	3,884	1.09
Inpatient as % of All Surgeries	19.5%	23.7%	0.82	21.1%	0.92	21.2%	0.92	23.4%	0.83
Outpatient Visits									
Non-Emergency Visits	315,302	144,376	2.18	179,501	1.76	193,333	1.63	303,345	1.04
Emergency Visits	32,024	17,768	1.80	17,324	1.85	29,751	1.08	33,321	0.96
Full-Time Equivalents (FTEs)									
Administrators	4.0	23.0	0.17	23.4	0.17	31.4	0.13	13.0	0.31
Nurses, Licensed	404.7	251.3	1.61	255.4	1.58	357.1	1.13	324.0	1.25
Ancillary Nursing Personnel	55.6	39.7	1.40	45.5	1.22	53.7	1.04	42.6	1.31
All Other Personnel	898.5	509.3	1.76	652.5	1.38	692.3	1.30	780.5	1.15
Total FTEs	1,362.9	823.3	1.66	976.8	1.40	1,134.4	1.20	1,160.1	1.17
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.1	17.0	0.12	17.6	0.12	16.1	0.13	7.2	0.28
Nurses, Licensed	207.9	185.7	1.12	191.8	1.08	183.4	1.13	180.7	1.15
Ancillary Nursing Personnel	28.6	29.3	0.97	34.1	0.84	27.6	1.04	23.8	1.20
All Other Personnel	461.6	376.3	1.23	490.1	0.94	355.6	1.30	435.2	1.06
Total FTEs	700.2	608.3	1.15	733.6	0.95	582.6	1.20	646.9	1.08

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	97	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	4,641	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	402
Inpatient Days	16,224			Inpatient Days	0	Newborn Days	899

011 Beloit Health System
Beloit, WI 53511

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	24	1,404	5,403	61.7%	14.8	3.8
Orthopedic	1	8	224	544	18.6%	1.5	2.4
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	7	405	2,111	0.0%	5.8	5.2
Pediatric, acute	1	2	61	106	14.5%	0.3	1.7
Obstetrics	1	15	487	1,140	20.8%	3.1	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	8	243	1,082	37.1%	3.0	4.5
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	36	124	3.4%	0.3	3.4
Step-Down (Special Care)	1	23	1,379	5,714	68.1%	15.7	4.1
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	4	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	9	4	10.7
Physicians & Dentists	73	5	75.6	Radiological Services Personnel	45	38	59.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	13	10.1
Dental Hygienists	0	0	0.0	Occupational Therapists	3	3	4.8
Registered Nurses	274	119	379.1	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	18	1	18.0
Licensed Practical Nurses	12	5	13.6	Physical Therapy Assistants/Aides	5	2	6.4
Ancillary Nursing Personnel	36	72	55.6	Recreational Therapists	0	0	0.0
Physician Assistants	10	1	10.6	Dietitians & Nutritionists	1	7	4.2
Nurse Practitioners	12	0	12.0	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	19	9	22.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	79	46	102.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	347	131	443.0
Pharmacy Personnel	17	9	19.8				
Clinical Laboratory Personnel	35	6	38.2				
				Total	1,074	485	1,362.9

011 Beloit Health System
Beloit, WI 53511

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$492,585,297	52.3%	46.3%	1.13	42.2%	1.24	41.9%	1.25	50.0%	1.05
Medical Assistance	\$147,435,861	15.7%	13.6%	1.15	11.5%	1.36	19.2%	0.82	15.9%	0.98
Commercial	\$283,528,677	30.1%	35.3%	0.85	38.6%	0.78	35.7%	0.84	31.1%	0.97
All Other	\$18,261,225	1.9%	4.8%	0.41	7.8%	0.25	3.3%	0.59	3.0%	0.65
Deductions as % of Total Gross Patient Revenue										
Medicare	\$406,414,190	43.2%	34.9%	1.24	31.6%	1.36	32.2%	1.34	40.8%	1.06
Medical Assistance	\$124,121,608	13.2%	10.4%	1.27	8.7%	1.51	14.2%	0.93	13.3%	0.99
Commercial	\$148,415,447	15.8%	14.7%	1.07	18.2%	0.87	13.6%	1.16	16.1%	0.98
Charity Care	\$143,159	0.0%	1.0%	0.02	0.8%	0.02	1.0%	0.01	0.0%	0.85
Bad Debt	\$19,395,929	2.1%	1.1%	1.94	1.1%	1.88	1.2%	1.77	1.7%	1.19
All Other	\$0	0.0%	2.2%	N/A	3.5%	N/A	1.5%	N/A	0.0%	N/A
Total Deductions	\$698,490,333	74.2%	64.2%	1.16	63.9%	1.16	63.7%	1.16	71.9%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.2%	5.5%	0.58	6.4%	0.51	3.9%	0.83	3.2%	1.00
Net Gains/Losses as % of Net Income		98.4%	13.2%	7.47	39.0%	2.52	14.4%	6.84	40.9%	2.40
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$139,777,189	55.6%	44.0%	1.26	47.0%	1.18	44.1%	1.26	56.1%	0.99
Supplies & Services	\$93,044,716	37.0%	49.2%	0.75	45.7%	0.81	48.5%	0.76	36.5%	1.02
Capital Component	\$18,467,270	7.3%	6.8%	1.08	7.3%	1.01	7.4%	0.99	7.5%	0.99
Fiscal Statistics										
Operating Margin (%)		0.1%	9.1%	0.01	6.3%	0.01	9.4%	0.01	2.3%	0.03
Total Hospital Net Income (%)		4.1%	10.3%	0.40	10.0%	0.41	10.8%	0.38	3.8%	1.06
Return on Equity (%)		3.8%	6.0%	0.63	7.5%	0.50	4.3%	0.87	3.5%	1.09
Current Ratio		2.4	4.7	0.50	2.4	1.00	4.3	0.55	2.4	0.99
Days in Net Patient Accounts Receivable		68.4	64.0	1.07	50.8	1.35	85.1	0.80	70.8	0.97
Average Payment Period		44.7	56.5	0.79	52.7	0.85	80.6	0.55	51.5	0.87
Equity Financing (%)		51.0%	69.2%	0.74	59.1%	0.86	65.0%	0.78	49.7%	1.03
Long-Term Debt to Equity Ratio		0.5	0.3	2.08	0.3	1.66	0.4	1.50	0.6	0.94
Times Interest Earned		3.6	13.4	0.27	9.5	0.38	11.7	0.31	3.4	1.04
Total Asset Turnover		0.9	0.6	1.54	0.7	1.23	0.4	2.26	0.9	1.00
Average Age of Plant (Years)		11.8	12.6	0.94	10.8	1.09	14.3	0.82	11.0	1.07
Increase (Decrease) Total Net Patient Revenue		2.0%	7.3%	0.28	5.8%	0.35	7.2%	0.28	2.9%	0.70
Outpatient Gross Revenue (% of Total GPR)		77.2%	63.3%	1.22	60.4%	1.28	66.6%	1.16	74.9%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,144	\$16,906	0.66	\$18,736	0.59	\$15,576	0.72	\$13,258	0.84
Inpatient Net Revenue per Day		\$3,188	\$3,675	0.87	\$4,176	0.76	\$3,515	0.91	\$3,517	0.91
Outpatient Net Revenue per Visit		\$607	\$703	0.86	\$623	0.98	\$685	0.89	\$581	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$941,811,060	Cash & Cash Equivalents	\$13,193,894	Current Liabilities	\$29,244,889
Less Deductions	\$698,490,333	Net Patient Receivables	\$45,585,099	Long-Term Debt	\$77,352,776
Net Patient Revenue	\$243,320,727	Other Receivables	\$2,716,932	Other Liabilities	\$32,447,905
Plus Other Revenue	\$8,142,190			Subtotal	\$139,045,570
Total Revenue	\$251,462,917	Land, Buildings & Equipment (Net)	\$125,885,192	Unrestricted Fund Balance	\$144,839,029
Less Expenses	\$251,289,175	Other Assets	\$96,503,482	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$10,526,013			Total Liabilities & Fund Balance	\$283,884,599
Net Income	\$10,699,755	Total Assets	\$283,884,599		

013 ThedaCare Medical Center - Berlin, Inc.
 225 Memorial Drive
 Berlin, WI 54923
 920-361-1313

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Green Lake
 Analysis Area: Lake Winnebago (3)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.3%	55.2%	0.68	46.6%	0.80	35.3%	1.06	38.9%	0.96
Obstetrics	18.7%	38.0%	0.49	30.9%	0.02	22.7%	0.83	22.8%	0.82
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.3%	57.4%	0.67	47.3%	0.81	35.5%	1.08	39.6%	0.97
Average Census (Patients)									
Adult Medical-Surgical	6.3	26.0	0.24	22.2	0.29	6.5	0.98	6.6	0.96
Obstetrics	0.6	4.9	0.11	4.4	0.13	0.9	0.63	0.7	0.82
Pediatrics	0.0	1.3	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.6	49.0	0.20	36.8	0.26	8.7	1.11	9.9	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.1	0.76	3.5	0.88	3.0	1.05	3.0	1.04
Obstetrics	2.4	2.6	0.95	2.4	0.99	2.2	1.12	2.2	1.09
Pediatrics	0.0	3.3	N/A	2.8	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.3	4.5	0.73	4.2	0.79	3.2	1.04	3.1	1.06
Surgical Operations									
Inpatient	502	1,426	0.35	1,211	0.41	302	1.66	540	0.93
Outpatient	3,389	4,581	0.74	6,106	0.56	1,419	2.39	3,563	0.95
Inpatient as % of All Surgeries	12.9%	23.7%	0.54	16.6%	0.78	17.6%	0.73	13.2%	0.98
Outpatient Visits									
Non-Emergency Visits	55,196	144,376	0.38	97,819	0.56	63,228	0.87	47,984	1.15
Emergency Visits	7,746	17,768	0.44	15,674	0.49	8,308	0.93	7,852	0.99
Full-Time Equivalents (FTEs)									
Administrators	12.0	23.0	0.52	19.5	0.62	11.1	1.08	12.0	1.00
Nurses, Licensed	74.8	251.3	0.30	188.9	0.40	78.4	0.95	81.7	0.92
Ancillary Nursing Personnel	5.7	39.7	0.14	19.4	0.29	13.7	0.42	8.4	0.68
All Other Personnel	168.5	509.3	0.33	317.9	0.53	191.7	0.88	141.3	1.19
Total FTEs	261.0	823.3	0.32	545.6	0.48	294.9	0.88	243.4	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	27.3	17.0	1.61	16.9	1.61	28.7	0.95	26.0	1.05
Nurses, Licensed	170.2	185.7	0.92	164.2	1.04	202.2	0.84	176.9	0.96
Ancillary Nursing Personnel	13.0	29.3	0.44	16.8	0.77	35.2	0.37	18.2	0.71
All Other Personnel	383.2	376.3	1.02	276.3	1.39	494.1	0.78	305.8	1.25
Total FTEs	593.6	608.3	0.98	474.3	1.25	760.1	0.78	526.8	1.13

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	6
Discharges	1,065	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	85
Inpatient Days	3,498			Inpatient Days	0	Newborn Days	160

013 ThedaCare Medical Center - Berlin, Inc.
Berlin, WI 54923

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	744	2,315	37.3%	6.3	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	85	205	18.7%	0.6	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	5	236	978	53.6%	2.7	4.1
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	0	12.0	Surgical Personnel	6	3	8.4
Physicians & Dentists	12	0	12.0	Radiological Services Personnel	9	6	11.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	2	8.7
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	30	61	64.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	3	4.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	9	4	11.9
Ancillary Nursing Personnel	0	11	5.7	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	3	4.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	2	0.7	All Other Health Professionals	5	1	5.1
Health Info Mgmt-Administrators/Technicians	8	3	10.2	All Other Personnel	42	41	65.0
Pharmacy Personnel	6	0	6.0				
Clinical Laboratory Personnel	5	12	12.5				
				Total	171	160	261.0

013 ThedaCare Medical Center - Berlin, Inc.

Berlin, WI 54923

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$70,511,478	51.5%	46.3%	1.11	47.7%	1.08	45.9%	1.12	57.1%	0.90
Medical Assistance	\$12,990,995	9.5%	13.6%	0.70	10.5%	0.91	12.4%	0.76	10.4%	0.92
Commercial	\$50,888,469	37.2%	35.3%	1.05	39.1%	0.95	36.6%	1.02	30.7%	1.21
All Other	\$2,530,618	1.8%	4.8%	0.39	2.7%	0.68	5.1%	0.36	1.8%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$47,448,962	34.7%	34.9%	0.99	33.3%	1.04	28.9%	1.20	38.3%	0.90
Medical Assistance	\$8,960,420	6.5%	10.4%	0.63	7.8%	0.84	8.3%	0.79	7.4%	0.89
Commercial	\$21,760,758	15.9%	14.7%	1.08	13.9%	1.14	13.0%	1.23	10.3%	1.55
Charity Care	\$646,897	0.5%	1.0%	0.49	0.6%	0.75	1.1%	0.44	0.4%	1.23
Bad Debt	\$2,000,368	1.5%	1.1%	1.38	1.4%	1.01	1.9%	0.76	2.5%	0.57
All Other	\$1,712,609	1.3%	2.2%	0.58	2.0%	0.63	2.5%	0.51	1.1%	1.16
Total Deductions	\$82,530,015	60.3%	64.2%	0.94	59.1%	1.02	55.7%	1.08	60.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%		5.5%	0.08	1.9%	0.23	6.0%	0.07	0.3%	1.45
Net Gains/Losses as % of Net Income	N/A		13.2%	N/A	11.5%	N/A	15.2%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,918,018	46.8%	44.0%	1.06	41.9%	1.12	51.6%	0.91	49.5%	0.95
Supplies & Services	\$18,158,683	45.0%	49.2%	0.91	50.8%	0.89	40.7%	1.10	40.2%	1.12
Capital Component	\$3,318,057	8.2%	6.8%	1.21	7.3%	1.12	7.7%	1.07	10.3%	0.80
Fiscal Statistics										
Operating Margin (%)	26.1%		9.1%	2.87	16.8%	1.55	7.0%	3.70	16.4%	1.59
Total Hospital Net Income (%)	26.0%		10.3%	2.52	18.6%	1.40	8.2%	3.17	15.8%	1.65
Return on Equity (%)	26.5%		6.0%	4.41	15.9%	1.66	2.2%	12.30	19.0%	1.40
Current Ratio	17.6		4.7	3.75	7.1	2.48	3.1	5.72	7.2	2.45
Days in Net Patient Accounts Receivable	53.3		64.0	0.83	58.8	0.91	140.0	0.38	49.0	1.09
Average Payment Period	13.5		56.5	0.24	30.8	0.44	146.6	0.09	9.5	1.42
Equity Financing (%)	97.4%		69.2%	1.41	86.8%	1.12	56.4%	1.73	97.6%	1.00
Long-Term Debt to Equity Ratio	0.0		0.3	N/A	0.1	N/A	0.6	N/A	0.0	N/A
Times Interest Earned	0.0		13.4	N/A	37.1	N/A	9.0	N/A	0.0	N/A
Total Asset Turnover	1.0		0.6	1.78	0.8	1.22	0.3	3.93	1.2	0.84
Average Age of Plant (Years)	12.8		12.6	1.01	8.9	1.44	23.9	0.53	13.4	0.95
Increase (Decrease) Total Net Patient Revenue	15.5%		7.3%	2.13	0.5%	29.32	7.2%	2.14	-8.6%	N/A
Outpatient Gross Revenue (% of Total GPR)	78.2%		63.3%	1.24	67.6%	1.16	77.9%	1.00	78.5%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,854		\$16,906	0.76	\$13,409	0.96	\$13,622	0.94	\$10,167	1.26
Inpatient Net Revenue per Day	\$3,914		\$3,675	1.06	\$3,142	1.25	\$4,079	0.96	\$3,286	1.19
Outpatient Net Revenue per Visit	\$678		\$703	0.97	\$724	0.94	\$592	1.15	\$684	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$136,921,562	Cash & Cash Equivalents	\$15,974,938	Current Liabilities	\$1,384,803
Less Deductions	\$82,530,015	Net Patient Receivables	\$7,946,974	Long-Term Debt	\$0
Net Patient Revenue	\$54,391,547	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$235,649			Subtotal	\$1,384,803
Total Revenue	\$54,627,195	Land, Buildings & Equipment (Net)	\$29,232,813	Unrestricted Fund Balance	\$52,263,305
Less Expenses	\$40,394,757	Other Assets	\$493,383	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$26,164			Total Liabilities & Fund Balance	\$53,648,108
Net Income	\$14,206,274	Total Assets	\$53,648,108		

014 Black River Memorial Hospital
 711 West Adams Street
 Black River Falls, WI 54615
 715-284-5361

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Jackson
 Analysis Area: Southwestern (5B)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.6%	55.2%	0.46	45.6%	0.56	35.3%	0.72	35.9%	0.71
Obstetrics	31.0%	38.0%	0.82	53.1%	0.02	22.7%	1.37	54.7%	0.57
Pediatrics	0.0%	51.3%	N/A	31.9%	N/A	0.0%	N/A	0.3%	0.00
Total Hospital	27.5%	57.4%	0.48	50.4%	0.55	35.5%	0.78	36.2%	0.76
Average Census (Patients)									
Adult Medical-Surgical	5.4	26.0	0.21	16.7	0.32	6.5	0.83	4.7	1.15
Obstetrics	1.2	4.9	0.25	3.6	0.34	0.9	1.39	1.6	0.76
Pediatrics	0.0	1.3	0.02	0.6	0.05	0.0	0.02	0.0	11.00
Total Hospital	6.9	49.0	0.14	27.5	0.25	8.7	0.79	6.5	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.1	0.75	4.0	0.76	3.0	1.04	1.6	1.96
Obstetrics	2.9	2.6	1.12	2.5	1.13	2.2	1.33	3.5	0.81
Pediatrics	1.4	3.3	0.41	2.8	0.49	1.4	1.00	1.0	1.38
Total Hospital	3.7	4.5	0.83	4.7	0.80	3.2	1.18	3.6	1.02
Surgical Operations									
Inpatient	164	1,426	0.12	857	0.19	302	0.54	162	1.01
Outpatient	817	4,581	0.18	2,753	0.30	1,419	0.58	920	0.89
Inpatient as % of All Surgeries	16.7%	23.7%	0.70	23.7%	0.70	17.6%	0.95	15.0%	1.12
Outpatient Visits									
Non-Emergency Visits	6,437	144,376	0.04	121,727	0.05	63,228	0.10	8,690	0.74
Emergency Visits	5,374	17,768	0.30	13,192	0.41	8,308	0.65	5,215	1.03
Full-Time Equivalents (FTEs)									
Administrators	27.0	23.0	1.17	14.1	1.92	11.1	2.43	26.0	1.04
Nurses, Licensed	76.3	251.3	0.30	157.2	0.49	78.4	0.97	74.9	1.02
Ancillary Nursing Personnel	24.7	39.7	0.62	21.0	1.17	13.7	1.81	24.7	1.00
All Other Personnel	194.1	509.3	0.38	425.8	0.46	191.7	1.01	195.6	0.99
Total FTEs	322.1	823.3	0.39	618.1	0.52	294.9	1.09	321.2	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	76.3	17.0	4.49	12.2	6.27	28.7	2.66	87.8	0.87
Nurses, Licensed	215.4	185.7	1.16	135.8	1.59	202.2	1.07	253.0	0.85
Ancillary Nursing Personnel	69.6	29.3	2.37	18.1	3.84	35.2	1.98	83.5	0.83
All Other Personnel	548.3	376.3	1.46	367.9	1.49	494.1	1.11	660.7	0.83
Total FTEs	909.5	608.3	1.50	533.9	1.70	760.1	1.20	1,085.0	0.84

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	5
Discharges	674	Preferred Provider Organization (PPO)	Yes	Discharges	46	Total Births	155
Inpatient Days	2,512			Inpatient Days	539	Newborn Days	309

014 Black River Memorial Hospital
Black River Falls, WI 54615

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	638	1,959	25.6%	5.4	3.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	19	89	0.0%	0.2	4.7
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	8	11	0.0%	0.0	1.4
Obstetrics	1	4	158	453	31.0%	1.2	2.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	27	0	27.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	1	8	5.9	Radiological Services Personnel	9	4	11.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	2	9.5
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.7
Registered Nurses	59	20	68.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	2	7.1
Licensed Practical Nurses	1	1	1.9	Physical Therapy Assistants/Aides	2	1	2.8
Ancillary Nursing Personnel	19	9	24.7	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	2.6	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	4	5.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	3.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	20	5	22.2
Health Info Mgmt-Administrators/Technicians	5	2	6.7	All Other Personnel	87	17	99.6
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	13	0	13.0				
				Total	271	80	322.1

014 Black River Memorial Hospital
Black River Falls, WI 54615

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$36,598,678	32.5%	46.3%	0.70	45.4%	0.72	45.9%	0.71	36.5%	0.89
Medical Assistance	\$12,067,988	10.7%	13.6%	0.79	9.5%	1.13	12.4%	0.86	13.5%	0.80
Commercial	\$61,419,387	54.5%	35.3%	1.54	37.9%	1.44	36.6%	1.49	48.1%	1.13
All Other	\$2,586,695	2.3%	4.8%	0.48	7.2%	0.32	5.1%	0.45	2.0%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,193,021	12.6%	34.9%	0.36	32.9%	0.38	28.9%	0.44	15.3%	0.82
Medical Assistance	\$7,920,127	7.0%	10.4%	0.68	7.4%	0.95	8.3%	0.85	8.6%	0.82
Commercial	\$13,633,263	12.1%	14.7%	0.82	15.7%	0.77	13.0%	0.93	7.0%	1.72
Charity Care	\$6,450,307	5.7%	1.0%	5.93	0.8%	6.74	1.1%	5.32	3.0%	1.93
Bad Debt	\$3,553,826	3.2%	1.1%	2.97	1.0%	3.23	1.9%	1.65	3.3%	0.95
All Other	\$717,363	0.6%	2.2%	0.29	4.8%	0.13	2.5%	0.26	0.0%	19.13
Total Deductions	\$46,467,908	41.2%	64.2%	0.64	62.7%	0.66	55.7%	0.74	37.3%	1.11
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.1%	5.5%	0.38	20.1%	0.10	6.0%	0.35	2.1%	1.01	
Net Gains/Losses as % of Net Income	40.8%	13.2%	3.09	47.1%	0.86	15.2%	2.68	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,500,052	55.2%	44.0%	1.26	56.2%	0.98	51.6%	1.07	59.6%	0.93
Supplies & Services	\$24,993,382	38.9%	49.2%	0.79	38.9%	1.00	40.7%	0.95	34.0%	1.14
Capital Component	\$3,761,118	5.9%	6.8%	0.86	4.9%	1.19	7.7%	0.76	6.4%	0.92
Fiscal Statistics										
Operating Margin (%)	5.0%	9.1%	0.55	6.1%	0.82	7.0%	0.71	7.4%	0.68	
Total Hospital Net Income (%)	8.1%	10.3%	0.79	10.9%	0.74	8.2%	0.99	6.9%	1.18	
Return on Equity (%)	6.4%	6.0%	1.07	8.9%	0.72	2.2%	2.97	6.5%	0.99	
Current Ratio	3.8	4.7	0.81	25.9	0.15	3.1	1.23	3.6	1.05	
Days in Net Patient Accounts Receivable	53.2	64.0	0.83	63.0	0.84	140.0	0.38	64.2	0.83	
Average Payment Period	59.9	56.5	1.06	13.4	4.47	146.6	0.41	49.3	1.22	
Equity Financing (%)	61.3%	69.2%	0.89	87.1%	0.70	56.4%	1.09	72.2%	0.85	
Long-Term Debt to Equity Ratio	0.4	0.3	1.60	0.1	6.80	0.6	0.71	0.2	2.10	
Times Interest Earned	17.7	13.4	1.32	31.0	0.57	9.0	1.96	9.6	1.85	
Total Asset Turnover	0.8	0.6	1.33	0.8	0.98	0.3	2.93	1.0	0.80	
Average Age of Plant (Years)	11.3	12.6	0.90	9.2	1.23	23.9	0.47	11.6	0.98	
Increase (Decrease) Total Net Patient Revenue	10.3%	7.3%	1.42	3.8%	2.69	7.2%	1.42	31.8%	0.32	
Outpatient Gross Revenue (% of Total GPR)	84.2%	63.3%	1.33	79.1%	1.06	77.9%	1.08	84.5%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$23,934	\$16,906	1.42	\$15,344	1.56	\$13,622	1.76	\$17,503	1.37	
Inpatient Net Revenue per Day	\$6,620	\$3,675	1.80	\$3,493	1.90	\$4,079	1.62	\$5,902	1.12	
Outpatient Net Revenue per Visit	\$4,441	\$703	6.32	\$855	5.20	\$592	7.50	\$3,669	1.21	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$112,672,748	Cash & Cash Equivalents	\$15,726,019	Current Liabilities	\$10,085,706
Less Deductions	\$46,467,908	Net Patient Receivables	\$9,656,872	Long-Term Debt	\$22,315,736
Net Patient Revenue	\$66,204,840	Other Receivables	\$1,077,677	Other Liabilities	\$2,015,344
Plus Other Revenue	\$1,420,362			Subtotal	\$34,416,786
Total Revenue	\$67,625,202	Land, Buildings & Equipment (Net)	\$30,689,339	Unrestricted Fund Balance	\$54,554,125
Less Expenses	\$64,254,552	Other Assets	\$31,821,003	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,319,275			Total Liabilities & Fund Balance	\$88,970,911
Net Income	\$5,689,925	Total Assets	\$88,970,910		

015 Mayo Clinic Health System - Chippewa Valley in Bloomer
 1501 Thompson Street
 Bloomer, WI 54724
 715-568-2000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Chippewa
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.0%	55.2%	0.16	42.1%	0.21	11.3%	0.79	7.7%	1.17
Obstetrics	0.0%	38.0%	N/A	26.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	9.0%	57.4%	0.16	43.5%	0.21	16.5%	0.54	7.7%	1.17
Average Census (Patients)									
Adult Medical-Surgical	1.6	26.0	0.06	11.3	0.14	1.8	0.91	1.6	1.00
Obstetrics	0.0	4.9	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.6	49.0	0.03	18.5	0.09	2.7	0.60	1.6	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.1	0.85	3.6	0.95	2.9	1.19	3.4	1.01
Obstetrics	0.0	2.6	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.0	N/A	0.0	N/A
Total Hospital	3.5	4.5	0.77	3.9	0.89	4.2	0.83	3.4	1.01
Surgical Operations									
Inpatient	0	1,426	N/A	509	N/A	127	N/A	2	0.00
Outpatient	1	4,581	0.00	2,269	0.00	1,225	0.00	39	0.03
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	18.3%	N/A	9.4%	N/A	4.9%	0.00
Outpatient Visits									
Non-Emergency Visits	40,528	144,376	0.28	78,013	0.52	22,925	1.77	42,406	0.96
Emergency Visits	2,640	17,768	0.15	8,412	0.31	2,741	0.96	2,316	1.14
Full-Time Equivalents (FTEs)									
Administrators	0.5	23.0	0.02	13.4	0.04	3.1	0.16	1.0	0.50
Nurses, Licensed	61.4	251.3	0.24	124.0	0.50	36.6	1.68	61.6	1.00
Ancillary Nursing Personnel	14.0	39.7	0.35	18.7	0.75	7.5	1.87	12.6	1.11
All Other Personnel	108.2	509.3	0.21	265.3	0.41	77.2	1.40	109.2	0.99
Total FTEs	184.1	823.3	0.22	421.4	0.44	124.4	1.48	184.4	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.9	17.0	0.41	20.2	0.34	23.8	0.29	13.2	0.52
Nurses, Licensed	850.1	185.7	4.58	186.6	4.56	281.2	3.02	812.6	1.05
Ancillary Nursing Personnel	193.4	29.3	6.60	28.1	6.88	57.4	3.37	166.6	1.16
All Other Personnel	1,497.1	376.3	3.98	399.1	3.75	592.9	2.53	1,441.2	1.04
Total FTEs	2,547.5	608.3	4.19	633.9	4.02	955.3	2.67	2,433.6	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	18	Health Maintenance Organization (HMO)	Yes	Average Beds Used	9	Bassinets	0
Discharges	170	Preferred Provider Organization (PPO)	Yes	Discharges	194	Total Births	0
Inpatient Days	589			Inpatient Days	3,459	Newborn Days	0

015 Mayo Clinic Health System - Chippewa Valley in Bloomer
 Bloomer, WI 54724

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	170	589	9.0%	1.6	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	1	0.5	Surgical Personnel	0	3	0.9
Physicians & Dentists	5	22	12.8	Radiological Services Personnel	3	6	7.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	6	5.7
Dental Hygienists	0	0	0.0	Occupational Therapists	2	3	2.7
Registered Nurses	14	66	51.2	Occupational Therapy Assistants/Aides	0	3	1.4
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	4	6.8
Licensed Practical Nurses	5	3	6.7	Physical Therapy Assistants/Aides	2	7	5.2
Ancillary Nursing Personnel	4	17	14.0	Recreational Therapists	0	0	0.0
Physician Assistants	4	7	7.0	Dietitians & Nutritionists	0	1	0.3
Nurse Practitioners	1	4	2.6	Psychologists	0	3	1.1
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	11	12.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	10	22	20.7
Pharmacy Personnel	0	12	2.4				
Clinical Laboratory Personnel	10	3	12.3				
				Total	84	211	184.1

015 Mayo Clinic Health System - Chippewa Valley in Bloomer

Bloomer, WI 54724

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$37,953,681	56.9%	46.3%	1.23	50.4%	1.13	45.9%	1.24	55.8%	1.02
Medical Assistance	\$4,927,735	7.4%	13.6%	0.54	11.5%	0.64	11.5%	0.64	8.0%	0.92
Commercial	\$22,358,668	33.5%	35.3%	0.95	34.7%	0.97	39.4%	0.85	33.9%	0.99
All Other	\$1,427,211	2.1%	4.8%	0.45	3.4%	0.63	3.3%	0.66	2.2%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,425,401	26.1%	34.9%	0.75	33.8%	0.77	23.7%	1.10	22.1%	1.18
Medical Assistance	\$3,083,479	4.6%	10.4%	0.45	8.0%	0.58	7.7%	0.60	5.6%	0.82
Commercial	\$5,629,969	8.4%	14.7%	0.57	10.5%	0.80	10.4%	0.81	9.6%	0.88
Charity Care	\$1,674,436	2.5%	1.0%	2.60	0.9%	2.81	0.8%	3.12	2.2%	1.12
Bad Debt	\$411,137	0.6%	1.1%	0.58	1.0%	0.62	1.5%	0.42	1.1%	0.55
All Other	\$669,246	1.0%	2.2%	0.46	1.5%	0.66	1.4%	0.72	0.9%	1.14
Total Deductions	\$28,893,668	43.3%	64.2%	0.68	55.8%	0.78	45.5%	0.95	41.5%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.4%	5.5%	0.07	3.2%	0.12	3.1%	0.12	1.2%	0.32
Net Gains/Losses as % of Net Income		20.5%	13.2%	1.56	52.1%	0.39	1.4%	14.60	10.1%	2.03
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,107,731	57.6%	44.0%	1.31	51.5%	1.12	51.0%	1.13	60.7%	0.95
Supplies & Services	\$14,223,555	38.8%	49.2%	0.79	43.3%	0.90	41.5%	0.94	35.2%	1.10
Capital Component	\$1,319,033	3.6%	6.8%	0.53	5.2%	0.70	7.5%	0.48	4.1%	0.87
Fiscal Statistics										
Operating Margin (%)		3.3%	9.1%	0.37	1.7%	1.93	9.5%	0.35	5.5%	0.61
Total Hospital Net Income (%)		4.2%	10.3%	0.40	3.5%	1.18	9.7%	0.43	6.1%	0.69
Return on Equity (%)		7.7%	6.0%	1.29	0.7%	10.35	13.7%	0.57	7.0%	1.10
Current Ratio		14.7	4.7	3.13	2.3	6.42	3.6	4.09	20.9	0.70
Days in Net Patient Accounts Receivable		47.5	64.0	0.74	168.6	0.28	55.7	0.85	55.6	0.86
Average Payment Period		8.6	56.5	0.15	192.0	0.04	35.7	0.24	7.4	1.16
Equity Financing (%)		70.1%	69.2%	1.01	52.0%	1.35	50.2%	1.40	81.7%	0.86
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.6	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		410.1	13.4	30.52	12.2	33.51	10.9	37.58	339.2	1.21
Total Asset Turnover		1.8	0.6	3.22	0.2	8.88	1.4	1.31	1.2	1.60
Average Age of Plant (Years)		12.0	12.6	0.95	38.0	0.32	9.3	1.29	10.4	1.15
Increase (Decrease) Total Net Patient Revenue		6.3%	7.3%	0.87	16.1%	0.39	1.0%	6.49	9.3%	0.68
Outpatient Gross Revenue (% of Total GPR)		78.2%	63.3%	1.24	72.3%	1.08	79.1%	0.99	78.6%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$29,956		\$16,906	1.77	\$14,502	2.07	\$20,479	1.46	\$26,783	1.12
Inpatient Net Revenue per Day	\$2,334		\$3,675	0.64	\$3,502	0.67	\$3,042	0.77	\$2,503	0.93
Outpatient Net Revenue per Visit	\$590		\$703	0.84	\$807	0.73	\$730	0.81	\$542	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$66,667,295	Cash & Cash Equivalents	\$900	Current Liabilities	\$828,789
Less Deductions	\$28,893,668	Net Patient Receivables	\$4,920,402	Long-Term Debt	\$0
Net Patient Revenue	\$37,773,627	Other Receivables	\$4,635	Other Liabilities	\$5,296,224
Plus Other Revenue	\$140,020			Subtotal	\$6,125,013
Total Revenue	\$37,913,646	Land, Buildings & Equipment (Net)	\$8,223,351	Unrestricted Fund Balance	\$14,394,210
Less Expenses	\$36,650,319	Other Assets	\$7,369,935	Restricted Fund Balance	\$74,199
Non-Operating Gains/Losses	\$326,178			Total Liabilities & Fund Balance	\$20,519,223
Net Income	\$1,589,505	Total Assets	\$20,519,223		

016 Gundersen Boscobel Area Hospital and Clinics
 205 Parker Street
 Boscobel, WI 53805
 608-375-4112

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Grant
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	11.2%	55.2%	0.20	59.0%	0.19	18.2%	0.62	14.2%	0.79
Obstetrics	0.0%	38.0%	N/A	44.3%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	9.0%	57.4%	0.16	61.2%	0.15	22.2%	0.41	11.6%	0.78
Average Census (Patients)									
Adult Medical-Surgical	0.9	26.0	0.03	24.6	0.04	2.8	0.32	1.1	0.79
Obstetrics	0.0	4.9	N/A	4.8	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	0.9	49.0	0.02	52.3	0.02	4.1	0.22	1.2	0.78
Average Length of Stay (Days)									
Adult Medical-Surgical	2.3	4.1	0.56	4.0	0.57	3.1	0.73	2.8	0.80
Obstetrics	0.0	2.6	N/A	2.7	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.5	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.9	4.5	0.64	4.4	0.65	2.9	0.98	2.8	1.01
Surgical Operations									
Inpatient	13	1,426	0.01	2,131	0.01	305	0.04	20	0.65
Outpatient	120	4,581	0.03	7,954	0.02	1,106	0.11	414	0.29
Inpatient as % of All Surgeries	9.8%	23.7%	0.41	21.1%	0.46	21.6%	0.45	4.6%	2.12
Outpatient Visits									
Non-Emergency Visits	29,567	144,376	0.20	179,501	0.16	28,429	1.04	29,824	0.99
Emergency Visits	4,641	17,768	0.26	17,324	0.27	4,284	1.08	4,386	1.06
Full-Time Equivalents (FTEs)									
Administrators	5.0	23.0	0.22	23.4	0.21	5.9	0.85	6.0	0.83
Nurses, Licensed	31.0	251.3	0.12	255.4	0.12	43.5	0.71	28.5	1.09
Ancillary Nursing Personnel	4.6	39.7	0.12	45.5	0.10	6.3	0.73	5.8	0.80
All Other Personnel	95.0	509.3	0.19	652.5	0.15	106.9	0.89	82.3	1.15
Total FTEs	135.6	823.3	0.16	976.8	0.14	162.6	0.83	122.6	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.8	17.0	1.58	17.6	1.52	33.7	0.80	27.6	0.97
Nurses, Licensed	166.2	185.7	0.90	191.8	0.87	250.2	0.66	131.0	1.27
Ancillary Nursing Personnel	24.7	29.3	0.84	34.1	0.72	36.4	0.68	26.6	0.93
All Other Personnel	509.2	376.3	1.35	490.1	1.04	615.3	0.83	379.1	1.34
Total FTEs	726.8	608.3	1.19	733.6	0.99	935.7	0.78	564.4	1.29

Total Hospital:

Beds Set Up & Staffed 10
 Discharges 115
 Inpatient Days 330

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 2
 Discharges 24
 Inpatient Days 283

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

016 Gundersen Boscobel Area Hospital and Clinics
Boscobel, WI 53805

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	144	328	11.2%	0.9	2.3
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	1	2	1	2	0.3%	0.0	2.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	0	2	0.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	1	4.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	13	29	28.0	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	3.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	2	7	4.6	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	2	5.5
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	33	18	50.6
Pharmacy Personnel	1	4	5.1				
Clinical Laboratory Personnel	5	2	6.4				
				Total	88	71	135.6

016 Gundersen Boscobel Area Hospital and Clinics

Boscobel, WI 53805

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$16,704,247	41.8%	46.3%	0.90	42.2%	0.99	47.3%	0.88	40.4%	1.04
Medical Assistance	\$6,512,418	16.3%	13.6%	1.19	11.5%	1.42	10.4%	1.57	17.5%	0.93
Commercial	\$14,938,445	37.4%	35.3%	1.06	38.6%	0.97	38.9%	0.96	38.9%	0.96
All Other	\$1,817,590	4.5%	4.8%	0.95	7.8%	0.59	3.4%	1.32	3.3%	1.39
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,109,335	17.8%	34.9%	0.51	31.6%	0.56	28.0%	0.64	19.5%	0.91
Medical Assistance	\$2,649,864	6.6%	10.4%	0.64	8.7%	0.76	7.2%	0.92	12.1%	0.55
Commercial	\$7,512,856	18.8%	14.7%	1.28	18.2%	1.03	13.6%	1.39	16.3%	1.15
Charity Care	\$321,483	0.8%	1.0%	0.83	0.8%	1.03	0.7%	1.13	1.0%	0.85
Bad Debt	\$533,667	1.3%	1.1%	1.26	1.1%	1.22	1.3%	1.04	1.2%	1.07
All Other	\$884,349	2.2%	2.2%	1.02	3.5%	0.64	2.1%	1.05	1.5%	1.46
Total Deductions	\$19,011,554	47.6%	64.2%	0.74	63.9%	0.74	52.9%	0.90	51.6%	0.92
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.2%	5.5%	1.13	6.4%	0.98	4.8%	1.31	4.5%	1.40	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	39.0%	N/A	10.4%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,478,297	44.2%	44.0%	1.00	47.0%	0.94	46.3%	0.95	45.5%	0.97
Supplies & Services	\$9,364,130	48.8%	49.2%	0.99	45.7%	1.07	46.3%	1.05	47.9%	1.02
Capital Component	\$1,346,012	7.0%	6.8%	1.03	7.3%	0.97	7.4%	0.95	6.7%	1.05
Fiscal Statistics										
Operating Margin (%)	14.2%	9.1%	1.56	6.3%	2.24	12.2%	1.16	8.3%	1.71	
Total Hospital Net Income (%)	14.1%	10.3%	1.36	10.0%	1.41	13.5%	1.05	8.3%	1.70	
Return on Equity (%)	14.5%	6.0%	2.42	7.5%	1.94	12.4%	1.17	8.8%	1.65	
Current Ratio	7.5	4.7	1.59	2.4	3.16	3.1	2.44	7.2	1.03	
Days in Net Patient Accounts Receivable	36.7	64.0	0.57	50.8	0.72	56.0	0.66	45.1	0.81	
Average Payment Period	38.5	56.5	0.68	52.7	0.73	54.4	0.71	34.8	1.11	
Equity Financing (%)	77.3%	69.2%	1.12	59.1%	1.31	61.0%	1.27	73.4%	1.05	
Long-Term Debt to Equity Ratio	0.2	0.3	0.64	0.3	0.51	0.4	0.45	0.2	0.68	
Times Interest Earned	19.6	13.4	1.46	9.5	2.07	16.6	1.18	9.9	1.98	
Total Asset Turnover	1.0	0.6	1.80	0.7	1.43	0.9	1.14	1.1	0.97	
Average Age of Plant (Years)	15.0	12.6	1.19	10.8	1.39	9.2	1.62	16.0	0.94	
Increase (Decrease) Total Net Patient Revenue	11.5%	7.3%	1.58	5.8%	1.98	3.3%	3.47	-2.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	95.2%	63.3%	1.50	60.4%	1.58	76.2%	1.25	92.1%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,869	\$16,906	0.41	\$18,736	0.37	\$15,352	0.45	\$12,822	0.54	
Inpatient Net Revenue per Day	\$1,556	\$3,675	0.42	\$4,176	0.37	\$4,244	0.37	\$2,592	0.60	
Outpatient Net Revenue per Visit	\$600	\$703	0.85	\$623	0.96	\$803	0.75	\$500	1.20	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$39,972,701	Cash & Cash Equivalents	\$11,346,381	Current Liabilities	\$1,925,491
Less Deductions	\$19,011,554	Net Patient Receivables	\$2,108,219	Long-Term Debt	\$2,764,876
Net Patient Revenue	\$20,961,147	Other Receivables	-\$131,533	Other Liabilities	\$240,272
Plus Other Revenue	\$1,396,608			Subtotal	\$4,930,639
Total Revenue	\$22,357,755	Land, Buildings & Equipment (Net)	\$6,508,319	Unrestricted Fund Balance	\$16,760,482
Less Expenses	\$19,188,439	Other Assets	\$1,859,734	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$23,977	Total Assets	\$21,691,120	Total Liabilities & Fund Balance	\$21,691,120
Net Income	\$3,145,339				

017 Ascension SE Wisconsin - Elmbrook Campus
 19333 West North Avenue
 Brookfield, WI 53045
 262-785-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.2%	N/A	58.8%	N/A	43.3%	N/A	0.0%	N/A
Obstetrics	63.2%	38.0%	1.66	30.5%	0.10	23.8%	2.65	36.4%	1.74
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	82.3%	57.4%	1.43	54.8%	1.50	44.0%	1.87	45.3%	1.82
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.0	N/A	31.7	N/A	15.3	N/A	0.0	N/A
Obstetrics	3.2	4.9	0.64	5.2	0.61	2.1	1.49	6.9	0.46
Pediatrics	0.0	1.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	49.4	49.0	1.01	61.6	0.80	27.3	1.81	55.2	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.1	N/A	3.7	N/A	3.4	N/A	0.0	N/A
Obstetrics	2.4	2.6	0.94	2.3	1.04	2.3	1.04	2.6	0.94
Pediatrics	0.0	3.3	N/A	2.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.2	4.5	0.95	4.0	1.07	3.7	1.15	4.6	0.93
Surgical Operations									
Inpatient	1,733	1,426	1.22	1,468	1.18	657	2.64	1,844	0.94
Outpatient	5,895	4,581	1.29	4,147	1.42	2,872	2.05	3,816	1.54
Inpatient as % of All Surgeries	22.7%	23.7%	0.96	26.1%	0.87	18.6%	1.22	32.6%	0.70
Outpatient Visits									
Non-Emergency Visits	139,962	144,376	0.97	165,725	0.84	115,084	1.22	59,669	2.35
Emergency Visits	11,782	17,768	0.66	24,778	0.48	13,821	0.85	12,091	0.97
Full-Time Equivalents (FTEs)									
Administrators	28.4	23.0	1.23	24.0	1.18	18.2	1.56	5.5	5.13
Nurses, Licensed	201.1	251.3	0.80	290.2	0.69	150.6	1.34	159.3	1.26
Ancillary Nursing Personnel	18.3	39.7	0.46	45.9	0.40	19.7	0.93	34.7	0.53
All Other Personnel	292.2	509.3	0.57	567.1	0.52	320.3	0.91	221.3	1.32
Total FTEs	539.9	823.3	0.66	927.1	0.58	508.8	1.06	420.8	1.28
FTEs per 100 Patient Census (Adjusted)									
Administrators	19.1	17.0	1.12	13.1	1.46	18.2	1.05	4.6	4.19
Nurses, Licensed	135.3	185.7	0.73	158.4	0.85	151.1	0.90	131.3	1.03
Ancillary Nursing Personnel	12.3	29.3	0.42	25.0	0.49	19.8	0.62	28.6	0.43
All Other Personnel	196.6	376.3	0.52	309.5	0.64	321.5	0.61	182.4	1.08
Total FTEs	363.2	608.3	0.60	506.1	0.72	510.6	0.71	346.8	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	60	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	3
Discharges	4,247	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	429
Inpatient Days	18,020			Inpatient Days	0	Newborn Days	1,142

017 Ascension SE Wisconsin - Elmbrook Campus
 Brookfield, WI 53045

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	0	0	0	0.0%	0.0	0.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	6	130	2,531	115.6%	6.9	19.5
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	481	1,154	63.2%	3.2	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	119	1,701	77.7%	4.7	14.3
Step-Down (Special Care)	1	43	3,393	12,634	80.5%	34.6	3.7
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	25	5	28.4	Surgical Personnel	49	20	59.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	31	27	44.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	12	11.6
Dental Hygienists	0	0	0.0	Occupational Therapists	6	16	11.2
Registered Nurses	126	142	200.1	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	15	18	22.1
Licensed Practical Nurses	0	1	0.0	Physical Therapy Assistants/Aides	3	2	3.6
Ancillary Nursing Personnel	12	51	18.3	Recreational Therapists	0	2	0.7
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	1.9
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	32	35	47.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	32	21	40.3
Pharmacy Personnel	10	9	15.5				
Clinical Laboratory Personnel	11	31	24.5				
				Total	366	402	539.9

017 Ascension SE Wisconsin - Elmbrook Campus

Brookfield, WI 53045

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$266,404,938	52.0%	46.3%	1.12	50.9%	1.02	51.1%	1.02	52.2%	1.00
Medical Assistance	\$47,800,537	9.3%	13.6%	0.68	10.1%	0.92	11.3%	0.83	6.7%	1.39
Commercial	\$181,414,128	35.4%	35.3%	1.00	36.0%	0.98	33.7%	1.05	37.4%	0.95
All Other	\$16,371,278	3.2%	4.8%	0.67	3.0%	1.08	3.9%	0.83	3.7%	0.86
Deductions as % of Total Gross Patient Revenue										
Medicare	\$201,035,684	39.3%	34.9%	1.12	40.8%	0.96	36.8%	1.07	38.3%	1.03
Medical Assistance	\$36,448,367	7.1%	10.4%	0.69	8.0%	0.89	8.5%	0.84	5.6%	1.27
Commercial	\$80,476,402	15.7%	14.7%	1.07	15.9%	0.99	12.8%	1.23	16.4%	0.96
Charity Care	\$4,356,763	0.9%	1.0%	0.88	1.1%	0.78	0.9%	0.96	0.6%	1.53
Bad Debt	\$4,048,037	0.8%	1.1%	0.74	1.1%	0.74	1.4%	0.58	0.8%	0.98
All Other	\$7,430,821	1.5%	2.2%	0.67	1.4%	1.05	2.1%	0.69	2.6%	0.55
Total Deductions	\$333,796,072	65.2%	64.2%	1.02	68.2%	0.96	62.4%	1.04	64.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.7%		5.5%	0.13	4.9%	0.15	3.4%	0.22	0.6%	1.24
Net Gains/Losses as % of Net Income	N/A		13.2%	N/A	N/A	N/A	4.5%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$52,495,266	34.5%	44.0%	0.78	39.6%	0.87	46.0%	0.75	33.9%	1.01
Supplies & Services	\$90,263,532	59.2%	49.2%	1.20	51.8%	1.14	46.6%	1.27	59.8%	0.99
Capital Component	\$9,614,571	6.3%	6.8%	0.93	8.7%	0.73	7.4%	0.85	6.2%	1.02
Fiscal Statistics										
Operating Margin (%)	15.1%		9.1%	1.66	14.3%	1.06	8.2%	1.84	13.6%	1.11
Total Hospital Net Income (%)	15.1%		10.3%	1.46	12.8%	1.18	8.6%	1.76	13.6%	1.11
Return on Equity (%)	18.2%		6.0%	3.04	8.8%	2.08	5.8%	3.16	20.0%	0.91
Current Ratio	3.9		4.7	0.82	9.4	0.41	4.4	0.89	4.8	0.81
Days in Net Patient Accounts Receivable	43.1		64.0	0.67	48.9	0.88	49.0	0.88	45.8	0.94
Average Payment Period	29.2		56.5	0.52	33.2	0.88	41.1	0.71	25.1	1.16
Equity Financing (%)	82.0%		69.2%	1.18	82.0%	1.00	81.8%	1.00	78.5%	1.04
Long-Term Debt to Equity Ratio	0.0		0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	0.0		13.4	N/A	13.0	N/A	14.1	N/A	0.0	N/A
Total Asset Turnover	1.2		0.6	2.10	0.7	1.73	0.7	1.80	1.5	0.82
Average Age of Plant (Years)	3.6		12.6	0.29	9.5	0.38	9.6	0.38	2.3	1.58
Increase (Decrease) Total Net Patient Revenue	-0.2%		7.3%	N/A	4.1%	N/A	2.8%	N/A	3.7%	N/A
Outpatient Gross Revenue (% of Total GPR)	66.1%		63.3%	1.05	64.9%	1.02	71.9%	0.92	55.6%	1.19
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,963		\$16,906	1.06	\$13,299	1.35	\$12,065	1.49	\$14,273	1.26
Inpatient Net Revenue per Day	\$4,153		\$3,675	1.13	\$3,202	1.30	\$3,161	1.31	\$3,197	1.30
Outpatient Net Revenue per Visit	\$698		\$703	0.99	\$685	1.02	\$614	1.14	\$1,184	0.59

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$511,990,880	Cash & Cash Equivalents	\$81,709	Current Liabilities	\$11,532,121
Less Deductions	\$333,796,072	Net Patient Receivables	\$21,026,875	Long-Term Debt	\$0
Net Patient Revenue	\$178,194,808	Other Receivables	\$8,351	Other Liabilities	\$15,238,560
Plus Other Revenue	\$1,320,128			Subtotal	\$26,770,681
Total Revenue	\$179,514,936	Land, Buildings & Equipment (Net)	\$103,988,730	Unrestricted Fund Balance	\$121,994,968
Less Expenses	\$152,373,370	Other Assets	\$23,659,984	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$17,704	Total Assets	\$148,765,649	Total Liabilities & Fund Balance	\$148,765,649
Net Income	\$27,123,862				

018 Aurora Medical Center Burlington
 252 McHenry Street
 Burlington, WI 53105
 262-767-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Racine
 Analysis Area: Southeastern (2A)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	56.3%	55.2%	1.02	58.8%	0.96	40.9%	1.38	35.9%	1.57
Obstetrics	0.0%	38.0%	N/A	30.5%	N/A	25.8%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	54.7%	57.4%	0.95	54.8%	1.00	41.6%	1.31	39.5%	1.39
Average Census (Patients)									
Adult Medical-Surgical	15.2	26.0	0.58	31.7	0.48	10.2	1.49	15.8	0.96
Obstetrics	0.0	4.9	N/A	5.2	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	20.8	49.0	0.42	61.6	0.34	17.6	1.18	21.7	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.82	3.7	0.89	3.1	1.08	3.0	1.12
Obstetrics	0.0	2.6	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.7	N/A	2.2	N/A	0.0	N/A
Total Hospital	3.7	4.5	0.82	4.0	0.92	3.3	1.10	3.7	0.99
Surgical Operations									
Inpatient	583	1,426	0.41	1,468	0.40	479	1.22	515	1.13
Outpatient	3,587	4,581	0.78	4,147	0.87	1,923	1.87	3,556	1.01
Inpatient as % of All Surgeries	14.0%	23.7%	0.59	26.1%	0.53	19.9%	0.70	12.7%	1.11
Outpatient Visits									
Non-Emergency Visits	85,851	144,376	0.59	165,725	0.52	67,442	1.27	79,970	1.07
Emergency Visits	14,710	17,768	0.83	24,778	0.59	12,660	1.16	14,837	0.99
Full-Time Equivalents (FTEs)									
Administrators	10.0	23.0	0.43	24.0	0.42	12.7	0.79	10.0	1.00
Nurses, Licensed	157.5	251.3	0.63	290.2	0.54	102.4	1.54	161.3	0.98
Ancillary Nursing Personnel	28.9	39.7	0.73	45.9	0.63	17.0	1.70	29.7	0.97
All Other Personnel	341.8	509.3	0.67	567.1	0.60	220.5	1.55	323.9	1.06
Total FTEs	538.1	823.3	0.65	927.1	0.58	352.5	1.53	524.9	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.0	17.0	0.59	13.1	0.76	19.4	0.52	9.9	1.00
Nurses, Licensed	157.3	185.7	0.85	158.4	0.99	155.7	1.01	160.4	0.98
Ancillary Nursing Personnel	28.8	29.3	0.98	25.0	1.15	25.8	1.12	29.6	0.98
All Other Personnel	341.4	376.3	0.91	309.5	1.10	335.3	1.02	322.2	1.06
Total FTEs	537.5	608.3	0.88	506.1	1.06	536.2	1.00	522.1	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	38	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,062	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	7,588			Inpatient Days	0	Newborn Days	0

018 Aurora Medical Center Burlington
Burlington, WI 53105

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	27	1,672	5,545	56.3%	15.2	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	1	69	175	47.9%	0.5	2.5
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	345	1,868	51.2%	5.1	5.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	7	3	9.9
Physicians & Dentists	12	22	15.4	Radiological Services Personnel	20	23	32.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	5	5.5
Dental Hygienists	0	0	0.0	Occupational Therapists	1	5	4.1
Registered Nurses	103	64	145.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	4	11.6
Licensed Practical Nurses	2	1	2.7	Physical Therapy Assistants/Aides	3	3	5.0
Ancillary Nursing Personnel	14	25	28.9	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.7	Dietitians & Nutritionists	0	2	1.6
Nurse Practitioners	3	1	3.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	1	4.6	Social Workers	0	2	1.3
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	52	66	75.4
Health Info Mgmt-Administrators/Technicians	7	1	7.6	All Other Personnel	84	75	125.3
Pharmacy Personnel	6	8	9.6				
Clinical Laboratory Personnel	15	15	24.2				
				Total	365	333	538.1

018 Aurora Medical Center Burlington

Burlington, WI 53105

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$195,122,120	54.7%	46.3%	1.18	50.9%	1.07	49.1%	1.11	52.9%	1.03
Medical Assistance	\$32,720,743	9.2%	13.6%	0.67	10.1%	0.91	10.9%	0.84	9.6%	0.95
Commercial	\$117,945,827	33.1%	35.3%	0.94	36.0%	0.92	36.4%	0.91	34.6%	0.96
All Other	\$11,012,379	3.1%	4.8%	0.65	3.0%	1.04	3.5%	0.87	2.9%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$161,129,169	45.2%	34.9%	1.29	40.8%	1.11	35.9%	1.26	43.8%	1.03
Medical Assistance	\$28,287,213	7.9%	10.4%	0.77	8.0%	0.99	8.3%	0.96	8.4%	0.94
Commercial	\$51,311,227	14.4%	14.7%	0.98	15.9%	0.91	14.2%	1.01	14.9%	0.96
Charity Care	\$5,229,389	1.5%	1.0%	1.52	1.1%	1.35	1.3%	1.11	1.5%	1.00
Bad Debt	\$3,707,996	1.0%	1.1%	0.98	1.1%	0.97	1.2%	0.85	1.2%	0.89
All Other	\$3,709,698	1.0%	2.2%	0.48	1.4%	0.75	1.3%	0.78	1.0%	1.09
Total Deductions	\$253,374,692	71.0%	64.2%	1.11	68.2%	1.04	62.3%	1.14	70.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.8%	5.5%	0.32	4.9%	0.36	3.2%	0.55	2.0%	0.91	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	N/A	N/A	29.1%	N/A	0.1%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$34,063,389	41.4%	44.0%	0.94	39.6%	1.05	44.1%	0.94	40.8%	1.01
Supplies & Services	\$38,116,082	46.3%	49.2%	0.94	51.8%	0.90	47.4%	0.98	48.3%	0.96
Capital Component	\$10,064,846	12.2%	6.8%	1.80	8.7%	1.41	8.5%	1.44	10.9%	1.12
Fiscal Statistics										
Operating Margin (%)	21.9%	9.1%	2.41	14.3%	1.53	5.4%	4.08	18.0%	1.21	
Total Hospital Net Income (%)	21.9%	10.3%	2.12	12.8%	1.71	7.4%	2.95	18.0%	1.21	
Return on Equity (%)	8.2%	6.0%	1.37	8.8%	0.94	4.7%	1.73	6.8%	1.20	
Current Ratio	26.3	4.7	5.58	9.4	2.79	4.8	5.51	21.7	1.21	
Days in Net Patient Accounts Receivable	49.3	64.0	0.77	48.9	1.01	49.3	1.00	49.1	1.00	
Average Payment Period	32.9	56.5	0.58	33.2	0.99	48.1	0.68	34.0	0.97	
Equity Financing (%)	97.6%	69.2%	1.41	82.0%	1.19	74.4%	1.31	97.4%	1.00	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	19.5	13.4	1.45	13.0	1.50	7.5	2.62	0.0	N/A	
Total Asset Turnover	0.4	0.6	0.65	0.7	0.54	0.6	0.60	0.4	0.99	
Average Age of Plant (Years)	5.6	12.6	0.44	9.5	0.58	10.2	0.55	4.7	1.19	
Increase (Decrease) Total Net Patient Revenue	8.2%	7.3%	1.13	4.1%	2.01	4.2%	1.95	4.1%	2.03	
Outpatient Gross Revenue (% of Total GPR)	77.6%	63.3%	1.23	64.9%	1.20	72.8%	1.07	76.9%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,600	\$16,906	0.69	\$13,299	0.87	\$11,314	1.03	\$10,662	1.09	
Inpatient Net Revenue per Day	\$2,928	\$3,675	0.80	\$3,202	0.91	\$3,281	0.89	\$2,684	1.09	
Outpatient Net Revenue per Visit	\$828	\$703	1.18	\$685	1.21	\$705	1.17	\$808	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$356,801,069	Cash & Cash Equivalents	\$158,300,460	Current Liabilities	\$6,642,335
Less Deductions	\$253,374,692	Net Patient Receivables	\$13,969,782	Long-Term Debt	\$0
Net Patient Revenue	\$103,426,377	Other Receivables	\$128,003	Other Liabilities	\$141,285
Plus Other Revenue	\$1,868,247			Subtotal	\$6,783,620
Total Revenue	\$105,294,624	Land, Buildings & Equipment (Net)	\$103,513,359	Unrestricted Fund Balance	\$274,015,963
Less Expenses	\$82,244,317	Other Assets	\$4,887,982	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$50,844	Total Assets	\$280,799,586	Total Liabilities & Fund Balance	\$280,799,583
Net Income	\$22,999,463				

019 Ascension Calumet Hospital
 614 Memorial Drive
 Chilton, WI 53014
 920-849-2386

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Calumet
 Analysis Area: Lake Winnebago (3)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.1%	55.2%	0.17	46.6%	0.20	18.2%	0.50	11.3%	0.81
Obstetrics	0.0%	38.0%	N/A	30.9%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	9.1%	57.4%	0.16	47.3%	0.19	22.2%	0.41	11.3%	0.81
Average Census (Patients)									
Adult Medical-Surgical	1.4	26.0	0.05	22.2	0.06	2.8	0.49	1.7	0.81
Obstetrics	0.0	4.9	N/A	4.4	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.4	49.0	0.03	36.8	0.04	4.1	0.33	1.7	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	2.3	4.1	0.55	3.5	0.64	3.1	0.72	2.2	1.03
Obstetrics	0.0	2.6	N/A	2.4	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.8	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.3	4.5	0.51	4.2	0.55	2.9	0.78	1.9	1.21
Surgical Operations									
Inpatient	95	1,426	0.07	1,211	0.08	305	0.31	111	0.86
Outpatient	1,491	4,581	0.33	6,106	0.24	1,106	1.35	430	3.47
Inpatient as % of All Surgeries	6.0%	23.7%	0.25	16.6%	0.36	21.6%	0.28	20.5%	0.29
Outpatient Visits									
Non-Emergency Visits	58,451	144,376	0.40	97,819	0.60	28,429	2.06	52,296	1.12
Emergency Visits	4,615	17,768	0.26	15,674	0.29	4,284	1.08	5,746	0.80
Full-Time Equivalents (FTEs)									
Administrators	5.0	23.0	0.22	19.5	0.26	5.9	0.85	2.7	1.86
Nurses, Licensed	32.1	251.3	0.13	188.9	0.17	43.5	0.74	25.2	1.28
Ancillary Nursing Personnel	2.1	39.7	0.05	19.4	0.11	6.3	0.32	7.7	0.27
All Other Personnel	62.8	509.3	0.12	317.9	0.20	106.9	0.59	59.9	1.05
Total FTEs	101.9	823.3	0.12	545.6	0.19	162.6	0.63	95.5	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	38.4	17.0	2.26	16.9	2.27	33.7	1.14	19.2	2.00
Nurses, Licensed	246.5	185.7	1.33	164.2	1.50	250.2	0.99	180.3	1.37
Ancillary Nursing Personnel	15.8	29.3	0.54	16.8	0.94	36.4	0.43	55.5	0.28
All Other Personnel	482.7	376.3	1.28	276.3	1.75	615.3	0.78	429.7	1.12
Total FTEs	783.5	608.3	1.29	474.3	1.65	935.7	0.84	684.7	1.14

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	10	Bassinets	0
Discharges	220	Preferred Provider Organization (PPO)	Yes	Discharges	46	Total Births	0
Inpatient Days	499			Inpatient Days	591	Newborn Days	0

019 Ascension Calumet Hospital
Chilton, WI 53014

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	221	499	9.1%	1.4	2.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	1	5	3.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	6	6.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.0
Registered Nurses	16	25	29.1	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	3	1	3.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	0	5	2.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	10	7.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	10	2	10.6
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	9	3	10.3				
				Total	78	62	101.9

019 Ascension Calumet Hospital

Chilton, WI 53014

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$35,129,902	56.3%	46.3%	1.22	47.7%	1.18	47.3%	1.19	55.2%	1.02
Medical Assistance	\$4,623,801	7.4%	13.6%	0.54	10.5%	0.71	10.4%	0.71	7.1%	1.05
Commercial	\$20,870,298	33.4%	35.3%	0.95	39.1%	0.86	38.9%	0.86	34.5%	0.97
All Other	\$1,821,459	2.9%	4.8%	0.61	2.7%	1.08	3.4%	0.85	3.3%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$18,944,607	30.3%	34.9%	0.87	33.3%	0.91	28.0%	1.09	26.1%	1.16
Medical Assistance	\$3,433,946	5.5%	10.4%	0.53	7.8%	0.71	7.2%	0.76	4.8%	1.14
Commercial	\$3,516,574	5.6%	14.7%	0.38	13.9%	0.40	13.6%	0.42	5.8%	0.96
Charity Care	\$421,522	0.7%	1.0%	0.70	0.6%	1.07	0.7%	0.95	0.6%	1.19
Bad Debt	\$1,237,616	2.0%	1.1%	1.87	1.4%	1.37	1.3%	1.55	3.0%	0.65
All Other	\$2,009,073	3.2%	2.2%	1.49	2.0%	1.62	2.1%	1.53	1.6%	2.03
Total Deductions	\$29,563,338	47.3%	64.2%	0.74	59.1%	0.80	52.9%	0.90	41.9%	1.13
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.5%	5.5%	0.09	1.9%	0.25	4.8%	0.10	0.7%	0.71
Net Gains/Losses as % of Net Income		0.8%	13.2%	0.06	11.5%	0.07	10.4%	0.08	0.6%	1.48
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,757,198	31.0%	44.0%	0.70	41.9%	0.74	46.3%	0.67	30.6%	1.01
Supplies & Services	\$17,694,118	62.6%	49.2%	1.27	50.8%	1.23	46.3%	1.35	63.2%	0.99
Capital Component	\$1,822,508	6.4%	6.8%	0.95	7.3%	0.88	7.4%	0.87	6.1%	1.05
Fiscal Statistics										
Operating Margin (%)		14.4%	9.1%	1.59	16.8%	0.86	12.2%	1.18	8.1%	1.78
Total Hospital Net Income (%)		14.5%	10.3%	1.41	18.6%	0.78	13.5%	1.08	8.1%	1.79
Return on Equity (%)		17.8%	6.0%	2.96	15.9%	1.12	12.4%	1.44	8.6%	2.06
Current Ratio		6.3	4.7	1.35	7.1	0.89	3.1	2.07	7.0	0.90
Days in Net Patient Accounts Receivable		64.8	64.0	1.01	58.8	1.10	56.0	1.16	66.6	0.97
Average Payment Period		23.3	56.5	0.41	30.8	0.76	54.4	0.43	20.2	1.15
Equity Financing (%)		83.6%	69.2%	1.21	86.8%	0.96	61.0%	1.37	84.3%	0.99
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	37.1	N/A	16.6	N/A	0.0	N/A
Total Asset Turnover		1.2	0.6	2.13	0.8	1.46	0.9	1.35	1.1	1.15
Average Age of Plant (Years)		4.5	12.6	0.36	8.9	0.51	9.2	0.49	3.7	1.23
Increase (Decrease) Total Net Patient Revenue		11.3%	7.3%	1.55	0.5%	21.30	3.3%	3.41	0.9%	12.66
Outpatient Gross Revenue (% of Total GPR)		90.1%	63.3%	1.42	67.6%	1.33	76.2%	1.18	87.8%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,355	\$16,906	0.73	\$13,409	0.92	\$15,352	0.80	\$11,751	1.05
Inpatient Net Revenue per Day		\$2,907	\$3,675	0.79	\$3,142	0.93	\$4,244	0.69	\$3,852	0.75
Outpatient Net Revenue per Visit		\$487	\$703	0.69	\$724	0.67	\$803	0.61	\$459	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$62,445,460	Cash & Cash Equivalents	\$4,310,795	Current Liabilities	\$1,702,046
Less Deductions	\$29,563,338	Net Patient Receivables	\$5,835,386	Long-Term Debt	\$0
Net Patient Revenue	\$32,882,122	Other Receivables	\$0	Other Liabilities	\$2,724,827
Plus Other Revenue	\$160,328			Subtotal	\$4,426,873
Total Revenue	\$33,042,450	Land, Buildings & Equipment (Net)	\$16,271,615		
Less Expenses	\$28,273,824	Other Assets	\$656,760	Unrestricted Fund Balance	\$22,647,683
Non-Operating Gains/Losses	\$40,730			Restricted Fund Balance	\$0
Net Income	\$4,809,356	Total Assets	\$27,074,556	Total Liabilities & Fund Balance	\$27,074,556

020 St Joseph's Hospital
 2661 County Highway I
 Chippewa Falls, WI 54729
 715-717-7200

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Chippewa
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	17.8%	55.2%	0.32	42.1%	0.42	40.9%	0.44	18.1%	0.98
Obstetrics	9.9%	38.0%	0.26	26.3%	0.04	25.8%	0.38	20.1%	0.49
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	33.3%	57.4%	0.58	43.5%	0.77	41.6%	0.80	32.8%	1.01
Average Census (Patients)									
Adult Medical-Surgical	7.1	26.0	0.27	11.3	0.63	10.2	0.70	7.2	0.98
Obstetrics	1.0	4.9	0.20	1.9	0.53	1.8	0.54	2.0	0.49
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	34.0	49.0	0.69	18.5	1.84	17.6	1.93	33.5	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.1	0.88	3.6	0.98	3.1	1.17	3.4	1.07
Obstetrics	2.3	2.6	0.89	2.3	0.99	2.2	1.03	2.1	1.09
Pediatrics	0.0	3.3	N/A	0.0	N/A	2.2	N/A	0.0	N/A
Total Hospital	4.5	4.5	0.99	3.9	1.14	3.3	1.34	4.1	1.08
Surgical Operations									
Inpatient	178	1,426	0.12	509	0.35	479	0.37	283	0.63
Outpatient	954	4,581	0.21	2,269	0.42	1,923	0.50	1,660	0.57
Inpatient as % of All Surgeries	15.7%	23.7%	0.66	18.3%	0.86	19.9%	0.79	14.6%	1.08
Outpatient Visits									
Non-Emergency Visits	25,800	144,376	0.18	78,013	0.33	67,442	0.38	39,173	0.66
Emergency Visits	11,879	17,768	0.67	8,412	1.41	12,660	0.94	13,269	0.90
Full-Time Equivalents (FTEs)									
Administrators	1.0	23.0	0.04	13.4	0.07	12.7	0.08	4.0	0.25
Nurses, Licensed	99.3	251.3	0.40	124.0	0.80	102.4	0.97	101.3	0.98
Ancillary Nursing Personnel	14.3	39.7	0.36	18.7	0.76	17.0	0.84	6.1	2.35
All Other Personnel	173.2	509.3	0.34	265.3	0.65	220.5	0.79	175.7	0.99
Total FTEs	287.7	823.3	0.35	421.4	0.68	352.5	0.82	287.1	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.0	17.0	0.06	20.2	0.05	19.4	0.05	3.7	0.26
Nurses, Licensed	95.0	185.7	0.51	186.6	0.51	155.7	0.61	93.4	1.02
Ancillary Nursing Personnel	13.6	29.3	0.46	28.1	0.48	25.8	0.53	5.6	2.44
All Other Personnel	165.6	376.3	0.44	399.1	0.42	335.3	0.49	161.9	1.02
Total FTEs	275.2	608.3	0.45	633.9	0.43	536.2	0.51	264.5	1.04

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	102	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,779	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	158
Inpatient Days	12,405			Inpatient Days	0	Newborn Days	319

020 St Joseph's Hospital
Chippewa Falls, WI 54729

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	40	725	2,599	17.8%	7.1	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	160	362	9.9%	1.0	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	1	46	1,581	8,449	50.3%	23.1	5.3
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	313	995	45.4%	2.7	3.2
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	8	10.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	0	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	4	3	5.5
Registered Nurses	49	69	95.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	7	13.1
Licensed Practical Nurses	0	2	1.3	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	4	15	14.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	1	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	56	24	70.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	34	12	42.9
Pharmacy Personnel	9	5	11.6				
Clinical Laboratory Personnel	5	6	7.8				
				Total	183	157	287.7

020 St Joseph's Hospital
Chippewa Falls, WI 54729

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$49,527,846	38.6%	46.3%	0.83	50.4%	0.77	49.1%	0.79	35.8%	1.08
Medical Assistance	\$24,424,313	19.0%	13.6%	1.40	11.5%	1.66	10.9%	1.74	22.7%	0.84
Commercial	\$33,285,171	25.9%	35.3%	0.73	34.7%	0.75	36.4%	0.71	27.9%	0.93
All Other	\$21,057,905	16.4%	4.8%	3.43	3.4%	4.85	3.5%	4.63	13.5%	1.22
Deductions as % of Total Gross Patient Revenue										
Medicare	\$37,366,549	29.1%	34.9%	0.83	33.8%	0.86	35.9%	0.81	28.1%	1.04
Medical Assistance	\$16,466,575	12.8%	10.4%	1.24	8.0%	1.60	8.3%	1.55	17.2%	0.74
Commercial	\$12,223,588	9.5%	14.7%	0.65	10.5%	0.91	14.2%	0.67	7.2%	1.33
Charity Care	\$2,248,484	1.8%	1.0%	1.82	0.9%	1.96	1.3%	1.32	2.6%	0.67
Bad Debt	\$1,792,773	1.4%	1.1%	1.32	1.0%	1.41	1.2%	1.14	0.4%	3.60
All Other	\$3,568,241	2.8%	2.2%	1.29	1.5%	1.82	1.3%	2.10	3.5%	0.80
Total Deductions	\$73,666,211	57.4%	64.2%	0.89	55.8%	1.03	62.3%	0.92	59.0%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	5.5%	0.26		3.2%	0.46	3.2%	0.45	1.5%	0.94
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A		52.1%	N/A	29.1%	N/A	61.5%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,664,035	55.6%	44.0%	1.26	51.5%	1.08	44.1%	1.26	47.8%	1.16
Supplies & Services	\$24,475,557	38.1%	49.2%	0.77	43.3%	0.88	47.4%	0.80	43.8%	0.87
Capital Component	\$4,051,171	6.3%	6.8%	0.93	5.2%	1.22	8.5%	0.74	8.4%	0.75
Fiscal Statistics										
Operating Margin (%)	-15.8%	9.1%	N/A		1.7%	N/A	5.4%	N/A	5.0%	N/A
Total Hospital Net Income (%)	-14.4%	10.3%	N/A		3.5%	N/A	7.4%	N/A	12.1%	N/A
Return on Equity (%)	-6.0%	6.0%	N/A		0.7%	N/A	4.7%	N/A	5.6%	N/A
Current Ratio	1.1	4.7	0.23		2.3	0.47	4.8	0.23	1.1	0.95
Days in Net Patient Accounts Receivable	38.7	64.0	0.60		168.6	0.23	49.3	0.78	40.8	0.95
Average Payment Period	75.7	56.5	1.34		192.0	0.39	48.1	1.57	92.5	0.82
Equity Financing (%)	73.3%	69.2%	1.06		52.0%	1.41	74.4%	0.99	76.0%	0.96
Long-Term Debt to Equity Ratio	0.1	0.3	0.36		0.6	0.14	0.2	0.47	0.1	0.99
Times Interest Earned	-38.1	13.4	N/A		12.2	N/A	7.5	N/A	45.4	N/A
Total Asset Turnover	0.4	0.6	0.72		0.2	1.98	0.6	0.66	0.4	0.96
Average Age of Plant (Years)	15.8	12.6	1.25		38.0	0.42	10.2	1.55	11.8	1.34
Increase (Decrease) Total Net Patient Revenue	-8.3%	7.3%	N/A		16.1%	N/A	4.2%	N/A	-5.3%	1.55
Outpatient Gross Revenue (% of Total GPR)	67.5%	63.3%	1.07		72.3%	0.93	72.8%	0.93	69.1%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,803	\$16,906	0.40		\$14,502	0.47	\$11,314	0.60	\$6,583	1.03
Inpatient Net Revenue per Day	\$1,524	\$3,675	0.41		\$3,502	0.44	\$3,281	0.46	\$1,597	0.95
Outpatient Net Revenue per Visit	\$996	\$703	1.42		\$807	1.23	\$705	1.41	\$775	1.29

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$128,295,235	Cash & Cash Equivalents	\$151,925	Current Liabilities	\$12,732,882
Less Deductions	\$73,666,211	Net Patient Receivables	\$5,789,712	Long-Term Debt	\$9,035,930
Net Patient Revenue	\$54,629,024	Other Receivables	\$624,870	Other Liabilities	\$14,260,001
Plus Other Revenue	\$805,104			Subtotal	\$36,028,813
Total Revenue	\$55,434,128	Land, Buildings & Equipment (Net)	\$24,951,422	Unrestricted Fund Balance	\$98,807,522
Less Expenses	\$64,190,763	Other Assets	\$103,318,406	Restricted Fund Balance	\$12,594,416
Non-Operating Gains/Losses	\$677,253			Total Liabilities & Fund Balance	\$134,836,335
Net Income	-\$8,079,382	Total Assets	\$134,836,335		

022 Prairie Ridge Health
 1515 Park Avenue
 Columbus, WI 53925
 920-623-2200

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Columbia
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.9%	55.2%	0.60	59.0%	0.56	18.2%	1.81	32.3%	1.02
Obstetrics	12.1%	38.0%	0.32	44.3%	0.01	14.5%	0.83	11.4%	1.05
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	26.5%	57.4%	0.46	61.2%	0.43	22.2%	1.19	26.6%	0.99
Average Census (Patients)									
Adult Medical-Surgical	4.6	26.0	0.18	24.6	0.19	2.8	1.64	4.5	1.02
Obstetrics	0.5	4.9	0.10	4.8	0.10	0.6	0.78	0.5	1.05
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.6	49.0	0.14	52.3	0.13	4.1	1.60	6.7	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.1	0.94	4.0	0.95	3.1	1.21	3.7	1.03
Obstetrics	2.0	2.6	0.78	2.7	0.74	2.2	0.92	2.1	0.93
Pediatrics	0.0	3.3	N/A	3.5	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.9	4.5	0.64	4.4	0.65	2.9	0.99	2.7	1.06
Surgical Operations									
Inpatient	351	1,426	0.25	2,131	0.16	305	1.15	331	1.06
Outpatient	704	4,581	0.15	7,954	0.09	1,106	0.64	703	1.00
Inpatient as % of All Surgeries	33.3%	23.7%	1.40	21.1%	1.57	21.6%	1.54	32.0%	1.04
Outpatient Visits									
Non-Emergency Visits	55,551	144,376	0.38	179,501	0.31	28,429	1.95	43,923	1.26
Emergency Visits	4,001	17,768	0.23	17,324	0.23	4,284	0.93	4,006	1.00
Full-Time Equivalents (FTEs)									
Administrators	7.0	23.0	0.30	23.4	0.30	5.9	1.20	6.0	1.17
Nurses, Licensed	53.9	251.3	0.21	255.4	0.21	43.5	1.24	52.0	1.04
Ancillary Nursing Personnel	6.1	39.7	0.15	45.5	0.13	6.3	0.96	6.0	1.02
All Other Personnel	161.2	509.3	0.32	652.5	0.25	106.9	1.51	158.9	1.01
Total FTEs	228.2	823.3	0.28	976.8	0.23	162.6	1.40	222.9	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.9	17.0	1.47	17.6	1.42	33.7	0.74	21.9	1.14
Nurses, Licensed	191.9	185.7	1.03	191.8	1.00	250.2	0.77	190.1	1.01
Ancillary Nursing Personnel	21.8	29.3	0.74	34.1	0.64	36.4	0.60	21.9	0.99
All Other Personnel	574.0	376.3	1.53	490.1	1.17	615.3	0.93	580.7	0.99
Total FTEs	812.7	608.3	1.34	733.6	1.11	935.7	0.87	814.6	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	4
Discharges	836	Preferred Provider Organization (PPO)	Yes	Discharges	8	Total Births	84
Inpatient Days	2,418			Inpatient Days	39	Newborn Days	161

022 Prairie Ridge Health
Columbus, WI 53925

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	441	1,681	32.9%	4.6	3.8
Orthopedic	1	3	182	233	21.3%	0.6	1.3
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	88	176	12.1%	0.5	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	125	328	22.5%	0.9	2.6
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	3	0	3.0
Physicians & Dentists	5	5	7.3	Radiological Services Personnel	4	7	6.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	6	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.7
Registered Nurses	18	45	43.8	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	7	5.3
Licensed Practical Nurses	3	7	6.6	Physical Therapy Assistants/Aides	0	4	0.2
Ancillary Nursing Personnel	3	11	6.1	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	3	4	5.3
Nurse Practitioners	3	1	3.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	1	2.6	All Other Personnel	65	51	109.1
Pharmacy Personnel	3	6	4.4				
Clinical Laboratory Personnel	6	4	7.9				
				Total	131	165	228.2

022 Prairie Ridge Health
Columbus, WI 53925

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$53,597,075	49.1%	46.3%	1.06	42.2%	1.16	47.3%	1.04	46.4%	1.06
Medical Assistance	\$8,575,737	7.9%	13.6%	0.58	11.5%	0.68	10.4%	0.76	8.2%	0.96
Commercial	\$44,023,548	40.3%	35.3%	1.14	38.6%	1.05	38.9%	1.04	42.3%	0.95
All Other	\$2,988,830	2.7%	4.8%	0.57	7.8%	0.35	3.4%	0.79	3.1%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$33,572,026	30.7%	34.9%	0.88	31.6%	0.97	28.0%	1.10	28.4%	1.08
Medical Assistance	\$5,848,585	5.4%	10.4%	0.52	8.7%	0.61	7.2%	0.74	6.0%	0.90
Commercial	\$17,186,720	15.7%	14.7%	1.07	18.2%	0.86	13.6%	1.16	15.5%	1.02
Charity Care	\$939,736	0.9%	1.0%	0.89	0.8%	1.10	0.7%	1.21	0.6%	1.39
Bad Debt	\$1,636,766	1.5%	1.1%	1.41	1.1%	1.37	1.3%	1.17	1.6%	0.92
All Other	\$2,111,022	1.9%	2.2%	0.89	3.5%	0.56	2.1%	0.92	1.7%	1.11
Total Deductions	\$61,294,856	56.1%	64.2%	0.87	63.9%	0.88	52.9%	1.06	53.9%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	5.5%	0.52	6.4%	0.45	4.8%	0.60	2.6%	1.11
Net Gains/Losses as % of Net Income		29.8%	13.2%	2.26	39.0%	0.76	10.4%	2.87	21.5%	1.38
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,052,421	51.8%	44.0%	1.18	47.0%	1.10	46.3%	1.12	52.9%	0.98
Supplies & Services	\$17,607,127	37.9%	49.2%	0.77	45.7%	0.83	46.3%	0.82	36.1%	1.05
Capital Component	\$4,745,581	10.2%	6.8%	1.50	7.3%	1.41	7.4%	1.38	11.1%	0.92
Fiscal Statistics										
Operating Margin (%)		5.9%	9.1%	0.65	6.3%	0.93	12.2%	0.48	6.6%	0.89
Total Hospital Net Income (%)		8.2%	10.3%	0.79	10.0%	0.82	13.5%	0.61	8.3%	0.99
Return on Equity (%)		4.7%	6.0%	0.78	7.5%	0.63	12.4%	0.38	5.4%	0.86
Current Ratio		2.4	4.7	0.51	2.4	1.02	3.1	0.79	2.7	0.90
Days in Net Patient Accounts Receivable		74.4	64.0	1.16	50.8	1.46	56.0	1.33	53.6	1.39
Average Payment Period		69.4	56.5	1.23	52.7	1.32	54.4	1.28	57.3	1.21
Equity Financing (%)		59.8%	69.2%	0.86	59.1%	1.01	61.0%	0.98	65.8%	0.91
Long-Term Debt to Equity Ratio		0.5	0.3	2.02	0.3	1.61	0.4	1.42	0.4	1.34
Times Interest Earned		6.3	13.4	0.47	9.5	0.67	16.6	0.38	5.8	1.09
Total Asset Turnover		0.6	0.6	0.98	0.7	0.78	0.9	0.62	0.6	0.87
Average Age of Plant (Years)		11.3	12.6	0.90	10.8	1.04	9.2	1.22	10.5	1.08
Increase (Decrease) Total Net Patient Revenue		4.8%	7.3%	0.66	5.8%	0.82	3.3%	1.44	4.3%	1.11
Outpatient Gross Revenue (% of Total GPR)		76.5%	63.3%	1.21	60.4%	1.27	76.2%	1.00	75.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,222		\$16,906	1.02	\$18,736	0.92	\$15,352	1.12	\$15,715	1.10
Inpatient Net Revenue per Day	\$5,900		\$3,675	1.61	\$4,176	1.41	\$4,244	1.39	\$5,438	1.08
Outpatient Net Revenue per Visit	\$586		\$703	0.83	\$623	0.94	\$803	0.73	\$687	0.85

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$109,185,190	Cash & Cash Equivalents	\$8,050,751	Current Liabilities	\$8,191,114
Less Deductions	\$61,294,856	Net Patient Receivables	\$9,755,945	Long-Term Debt	\$27,149,516
Net Patient Revenue	\$47,890,334	Other Receivables	\$755,322	Other Liabilities	\$0
Plus Other Revenue	\$1,408,815			Subtotal	\$35,340,630
Total Revenue	\$49,299,149	Land, Buildings & Equipment (Net)	\$32,884,213	Unrestricted Fund Balance	\$52,557,518
Less Expenses	\$46,405,129	Other Assets	\$36,451,917	Restricted Fund Balance	\$1,171,031
Non-Operating Gains/Losses	\$1,227,984			Total Liabilities & Fund Balance	\$87,898,148
Net Income	\$4,122,004	Total Assets	\$87,898,148		

024 Cumberland Healthcare
 1110 Seventh Avenue
 Cumberland, WI 54829
 715-822-2741

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Barron
 Analysis Area: West Central (5A)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	15.0%	55.2%	0.27	42.1%	0.36	18.2%	0.82	15.9%	0.94
Obstetrics	4.9%	38.0%	0.13	26.3%	0.01	14.5%	0.34	10.6%	0.47
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	13.8%	57.4%	0.24	43.5%	0.32	22.2%	0.62	15.3%	0.90
Average Census (Patients)									
Adult Medical-Surgical	3.3	26.0	0.13	11.3	0.29	2.8	1.17	3.5	0.94
Obstetrics	0.1	4.9	0.03	1.9	0.08	0.6	0.24	0.3	0.47
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	49.0	0.07	18.5	0.19	4.1	0.84	3.8	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.1	0.97	3.6	1.09	3.1	1.26	3.3	1.19
Obstetrics	2.0	2.6	0.78	2.3	0.87	2.2	0.92	2.1	0.93
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.0	N/A	0.0	N/A
Total Hospital	3.7	4.5	0.82	3.9	0.94	2.9	1.26	3.7	0.98
Surgical Operations									
Inpatient	35	1,426	0.02	509	0.07	305	0.11	35	1.00
Outpatient	262	4,581	0.06	2,269	0.12	1,106	0.24	355	0.74
Inpatient as % of All Surgeries	11.8%	23.7%	0.50	18.3%	0.64	21.6%	0.55	9.0%	1.31
Outpatient Visits									
Non-Emergency Visits	9,724	144,376	0.07	78,013	0.12	28,429	0.34	10,117	0.96
Emergency Visits	2,543	17,768	0.14	8,412	0.30	4,284	0.59	2,497	1.02
Full-Time Equivalents (FTEs)									
Administrators	1.0	23.0	0.04	13.4	0.07	5.9	0.17	1.0	1.00
Nurses, Licensed	37.8	251.3	0.15	124.0	0.31	43.5	0.87	40.2	0.94
Ancillary Nursing Personnel	12.6	39.7	0.32	18.7	0.67	6.3	1.99	10.8	1.17
All Other Personnel	119.1	509.3	0.23	265.3	0.45	106.9	1.11	117.0	1.02
Total FTEs	170.5	823.3	0.21	421.4	0.40	162.6	1.05	168.9	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.8	17.0	0.28	20.2	0.24	33.7	0.14	6.4	0.74
Nurses, Licensed	180.5	185.7	0.97	186.6	0.97	250.2	0.72	257.7	0.70
Ancillary Nursing Personnel	60.2	29.3	2.05	28.1	2.14	36.4	1.65	69.1	0.87
All Other Personnel	568.1	376.3	1.51	399.1	1.42	615.3	0.92	750.0	0.76
Total FTEs	813.6	608.3	1.34	633.9	1.28	935.7	0.87	1,083.3	0.75

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	No	Average Beds Used	2	Bassinets	3
Discharges	343	Preferred Provider Organization (PPO)	Yes	Discharges	81	Total Births	27
Inpatient Days	1,261			Inpatient Days	875	Newborn Days	48

024 Cumberland Healthcare
Cumberland, WI 54829

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	22	303	1,202	15.0%	3.3	4.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	1	5	0.0%	0.0	5.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	2	3	27	54	4.9%	0.1	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	5	3	6.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.9
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	26	12	33.7	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	1	5.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.6
Ancillary Nursing Personnel	11	4	12.6	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.1	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	27	0	27.0
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	34	14	40.0
Pharmacy Personnel	4	1	4.2				
Clinical Laboratory Personnel	6	3	7.2				
				Total	148	43	170.5

024 Cumberland Healthcare

Cumberland, WI 54829

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$25,392,991	58.0%	46.3%	1.25	50.4%	1.15	47.3%	1.23	57.5%	1.01
Medical Assistance	\$4,378,102	10.0%	13.6%	0.73	11.5%	0.87	10.4%	0.96	9.9%	1.01
Commercial	\$11,838,711	27.0%	35.3%	0.77	34.7%	0.78	38.9%	0.70	26.7%	1.01
All Other	\$2,171,216	5.0%	4.8%	1.04	3.4%	1.47	3.4%	1.44	5.9%	0.83
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,953,288	27.3%	34.9%	0.78	33.8%	0.81	28.0%	0.98	29.3%	0.93
Medical Assistance	\$2,744,622	6.3%	10.4%	0.61	8.0%	0.78	7.2%	0.87	6.2%	1.00
Commercial	\$2,959,678	6.8%	14.7%	0.46	10.5%	0.64	13.6%	0.50	6.3%	1.08
Charity Care	\$113,404	0.3%	1.0%	0.27	0.9%	0.29	0.7%	0.37	0.2%	1.06
Bad Debt	\$682,324	1.6%	1.1%	1.47	1.0%	1.57	1.3%	1.22	2.0%	0.79
All Other	\$1,085,608	2.5%	2.2%	1.15	1.5%	1.62	2.1%	1.18	3.0%	0.83
Total Deductions	\$19,538,923	44.6%	64.2%	0.70	55.8%	0.80	52.9%	0.84	47.0%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	5.5%	0.28	3.2%	0.48	4.8%	0.32	1.3%	1.15	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	52.1%	N/A	10.4%	N/A	16.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,662,419	58.3%	44.0%	1.33	51.5%	1.13	46.3%	1.26	57.9%	1.01
Supplies & Services	\$8,945,544	35.6%	49.2%	0.72	43.3%	0.82	46.3%	0.77	36.1%	0.98
Capital Component	\$1,545,267	6.1%	6.8%	0.90	5.2%	1.19	7.4%	0.83	6.0%	1.02
Fiscal Statistics										
Operating Margin (%)	-2.2%	9.1%	N/A	1.7%	N/A	12.2%	N/A	3.6%	N/A	
Total Hospital Net Income (%)	-1.7%	10.3%	N/A	3.5%	N/A	13.5%	N/A	4.3%	N/A	
Return on Equity (%)	-2.0%	6.0%	N/A	0.7%	N/A	12.4%	N/A	5.1%	N/A	
Current Ratio	2.4	4.7	0.51	2.3	1.04	3.1	0.78	1.6	1.47	
Days in Net Patient Accounts Receivable	53.0	64.0	0.83	168.6	0.31	56.0	0.95	52.7	1.00	
Average Payment Period	43.2	56.5	0.77	192.0	0.23	54.4	0.79	51.8	0.83	
Equity Financing (%)	0.0%	69.2%	N/A	52.0%	N/A	61.0%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.6	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	-1.7	13.4	N/A	12.2	N/A	16.6	N/A	7.5	N/A	
Total Asset Turnover	1.2	0.6	2.10	0.2	5.79	0.9	1.33	1.2	1.02	
Average Age of Plant (Years)	15.1	12.6	1.20	38.0	0.40	9.2	1.63	13.6	1.11	
Increase (Decrease) Total Net Patient Revenue	-7.3%	7.3%	N/A	16.1%	N/A	3.3%	N/A	-3.3%	2.18	
Outpatient Gross Revenue (% of Total GPR)	82.7%	63.3%	1.31	72.3%	1.14	76.2%	1.09	77.7%	1.06	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,369	\$16,906	0.67	\$14,502	0.78	\$15,352	0.74	\$11,627	0.98	
Inpatient Net Revenue per Day	\$2,263	\$3,675	0.62	\$3,502	0.65	\$4,244	0.53	\$2,033	1.11	
Outpatient Net Revenue per Visit	\$1,637	\$703	2.33	\$807	2.03	\$803	2.04	\$1,605	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$43,781,019	Cash & Cash Equivalents	\$399,083	Current Liabilities	\$2,842,501
Less Deductions	\$19,538,923	Net Patient Receivables	\$3,517,415	Long-Term Debt	\$3,083,313
Net Patient Revenue	\$24,242,096	Other Receivables	\$2,118,915	Other Liabilities	\$14,526,253
Plus Other Revenue	\$378,615			Subtotal	\$20,452,067
Total Revenue	\$24,620,711	Land, Buildings & Equipment (Net)	\$7,071,661	Unrestricted Fund Balance	\$0
Less Expenses	\$25,153,230	Other Assets	\$7,344,993	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$113,625			Total Liabilities & Fund Balance	\$20,452,067
Net Income	-\$418,894	Total Assets	\$20,452,067		

025 Memorial Hospital of Lafayette Co.
 800 Clay Street
 Darlington, WI 53530
 608-776-4466

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: County

County: Lafayette
 Analysis Area: Southern (1)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	6.1%	55.2%	0.11	59.0%	0.10	11.3%	0.54	6.4%	0.96
Obstetrics	0.0%	38.0%	N/A	44.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	6.1%	57.4%	0.11	61.2%	0.10	16.5%	0.37	6.4%	0.96
Average Census (Patients)									
Adult Medical-Surgical	1.5	26.0	0.06	24.6	0.06	1.8	0.87	1.6	0.96
Obstetrics	0.0	4.9	N/A	4.8	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.5	49.0	0.03	52.3	0.03	2.7	0.57	1.6	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.1	0.67	4.0	0.68	2.9	0.93	2.3	1.18
Obstetrics	0.0	2.6	N/A	2.7	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.5	N/A	3.0	N/A	0.0	N/A
Total Hospital	2.7	4.5	0.60	4.4	0.61	4.2	0.65	2.3	1.18
Surgical Operations									
Inpatient	158	1,426	0.11	2,131	0.07	127	1.25	128	1.23
Outpatient	550	4,581	0.12	7,954	0.07	1,225	0.45	275	2.00
Inpatient as % of All Surgeries	22.3%	23.7%	0.94	21.1%	1.06	9.4%	2.38	31.8%	0.70
Outpatient Visits									
Non-Emergency Visits	22,377	144,376	0.15	179,501	0.12	22,925	0.98	21,270	1.05
Emergency Visits	2,024	17,768	0.11	17,324	0.12	2,741	0.74	2,122	0.95
Full-Time Equivalents (FTEs)									
Administrators	5.0	23.0	0.22	23.4	0.21	3.1	1.61	5.0	1.00
Nurses, Licensed	35.6	251.3	0.14	255.4	0.14	36.6	0.97	27.2	1.31
Ancillary Nursing Personnel	14.7	39.7	0.37	45.5	0.32	7.5	1.97	17.3	0.85
All Other Personnel	68.0	509.3	0.13	652.5	0.10	77.2	0.88	62.4	1.09
Total FTEs	123.3	823.3	0.15	976.8	0.13	124.4	0.99	111.8	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	62.3	17.0	3.67	17.6	3.54	23.8	2.62	61.0	1.02
Nurses, Licensed	442.9	185.7	2.39	191.8	2.31	281.2	1.58	331.3	1.34
Ancillary Nursing Personnel	183.1	29.3	6.25	34.1	5.36	57.4	3.19	210.5	0.87
All Other Personnel	847.1	376.3	2.25	490.1	1.73	592.9	1.43	760.8	1.11
Total FTEs	1,535.4	608.3	2.52	733.6	2.09	955.3	1.61	1,363.6	1.13

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	25	Bassinets	0
Discharges	207	Preferred Provider Organization (PPO)	Yes	Discharges	56	Total Births	0
Inpatient Days	561			Inpatient Days	518	Newborn Days	0

025 Memorial Hospital of Lafayette Co.
Darlington, WI 53530

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	25	207	561	6.1%	1.5	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	1	2.4	Radiological Services Personnel	5	1	5.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	32	1	32.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	1	1	1.3	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	14	4	14.7	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	0	17.0
Health Info Mgmt-Administrators/Technicians	7	0	7.0	All Other Personnel	15	1	15.6
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	6	1	6.4				
				Total	120	10	123.3

025 Memorial Hospital of Lafayette Co.

Darlington, WI 53530

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,888,896	54.0%	46.3%	1.17	42.2%	1.28	45.9%	1.18	42.7%	1.27
Medical Assistance	\$3,539,096	8.0%	13.6%	0.59	11.5%	0.70	11.5%	0.70	8.0%	1.00
Commercial	\$16,220,110	36.7%	35.3%	1.04	38.6%	0.95	39.4%	0.93	47.2%	0.78
All Other	\$590,595	1.3%	4.8%	0.28	7.8%	0.17	3.3%	0.41	2.2%	0.61
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,825,345	26.7%	34.9%	0.77	31.6%	0.84	23.7%	1.13	24.5%	1.09
Medical Assistance	\$2,180,772	4.9%	10.4%	0.48	8.7%	0.56	7.7%	0.64	5.7%	0.87
Commercial	\$8,056,786	18.2%	14.7%	1.24	18.2%	1.00	10.4%	1.74	16.8%	1.08
Charity Care	\$94,950	0.2%	1.0%	0.22	0.8%	0.27	0.8%	0.27	0.4%	0.58
Bad Debt	\$100,552	0.2%	1.1%	0.21	1.1%	0.21	1.5%	0.15	1.5%	0.15
All Other	\$133,881	0.3%	2.2%	0.14	3.5%	0.09	1.4%	0.22	0.0%	N/A
Total Deductions	\$22,392,286	50.6%	64.2%	0.79	63.9%	0.79	45.5%	1.11	48.8%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.1%	5.5%	0.01	6.4%	0.01	3.1%	0.02	0.0%	1.21	N/A
Net Gains/Losses as % of Net Income	0.9%	13.2%	0.07	39.0%	0.02	1.4%	0.66	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,543,543	49.8%	44.0%	1.13	47.0%	1.06	51.0%	0.98	47.1%	1.06
Supplies & Services	\$9,303,977	43.9%	49.2%	0.89	45.7%	0.96	41.5%	1.06	48.4%	0.91
Capital Component	\$1,332,461	6.3%	6.8%	0.92	7.3%	0.87	7.5%	0.84	4.5%	1.39
Fiscal Statistics										
Operating Margin (%)	3.1%	9.1%	0.34	6.3%	0.49	9.5%	0.33	-0.4%	N/A	N/A
Total Hospital Net Income (%)	3.1%	10.3%	0.30	10.0%	0.31	9.7%	0.32	-0.4%	N/A	N/A
Return on Equity (%)	4.4%	6.0%	0.74	7.5%	0.59	13.7%	0.32	-0.6%	N/A	N/A
Current Ratio	4.3	4.7	0.91	2.4	1.82	3.6	1.19	3.7	1.16	1.16
Days in Net Patient Accounts Receivable	48.6	64.0	0.76	50.8	0.96	55.7	0.87	68.8	0.71	0.71
Average Payment Period	24.6	56.5	0.44	52.7	0.47	35.7	0.69	27.4	0.90	0.90
Equity Financing (%)	61.0%	69.2%	0.88	59.1%	1.03	50.2%	1.22	48.6%	1.26	1.26
Long-Term Debt to Equity Ratio	0.2	0.3	0.93	0.3	0.75	0.6	0.40	0.4	0.61	0.61
Times Interest Earned	8.3	13.4	0.62	9.5	0.88	10.9	0.76	0.2	50.40	50.40
Total Asset Turnover	1.4	0.6	2.47	0.7	1.96	1.4	1.00	1.4	1.02	1.02
Average Age of Plant (Years)	13.2	12.6	1.05	10.8	1.22	9.3	1.41	12.5	1.06	1.06
Increase (Decrease) Total Net Patient Revenue	10.1%	7.3%	1.39	5.8%	1.75	1.0%	10.35	7.5%	1.35	1.35
Outpatient Gross Revenue (% of Total GPR)	80.9%	63.3%	1.28	60.4%	1.34	79.1%	1.02	80.5%	1.00	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,710	\$16,906	0.93	\$18,736	0.84	\$20,479	0.77	\$8,049	1.95	1.95
Inpatient Net Revenue per Day	\$3,701	\$3,675	1.01	\$4,176	0.89	\$3,042	1.22	\$2,474	1.50	1.50
Outpatient Net Revenue per Visit	\$718	\$703	1.02	\$623	1.15	\$730	0.98	\$759	0.95	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$44,238,696	Cash & Cash Equivalents	\$1,896,821	Current Liabilities	\$1,373,130
Less Deductions	\$22,392,286	Net Patient Receivables	\$2,908,098	Long-Term Debt	\$2,259,534
Net Patient Revenue	\$21,846,410	Other Receivables	\$114,284	Other Liabilities	\$2,384,981
Plus Other Revenue	\$12,394			Subtotal	\$6,017,645
Total Revenue	\$21,858,805	Land, Buildings & Equipment (Net)	\$5,996,237	Unrestricted Fund Balance	\$9,431,250
Less Expenses	\$21,179,981	Other Assets	\$4,533,455	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,367	Total Assets	\$15,448,895	Total Liabilities & Fund Balance	\$15,448,895
Net Income	\$685,191				

026 Upland Hills Health Inc
 800 Compassion Way, PO Box 800
 Dodgeville, WI 53533
 608-930-8000

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Iowa
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.4%	55.2%	0.75	59.0%	0.70	40.9%	1.01	42.2%	0.98
Obstetrics	17.7%	38.0%	0.47	44.3%	0.03	25.8%	0.69	20.7%	0.86
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	31.5%	57.4%	0.55	61.2%	0.51	41.6%	0.76	34.8%	0.91
Average Census (Patients)									
Adult Medical-Surgical	6.2	26.0	0.24	24.6	0.25	10.2	0.61	6.3	0.98
Obstetrics	1.2	4.9	0.25	4.8	0.26	1.8	0.68	1.4	0.86
Pediatrics	0.1	1.3	0.04	2.2	0.03	0.0	0.04	0.0	1.11
Total Hospital	7.9	49.0	0.16	52.3	0.15	17.6	0.45	8.7	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	4.6	4.1	1.13	4.0	1.15	3.1	1.50	3.7	1.24
Obstetrics	2.0	2.6	0.77	2.7	0.73	2.2	0.89	2.4	0.81
Pediatrics	2.5	3.3	0.75	3.5	0.71	2.2	1.15	2.0	1.25
Total Hospital	3.6	4.5	0.79	4.4	0.80	3.3	1.07	3.4	1.04
Surgical Operations									
Inpatient	163	1,426	0.11	2,131	0.08	479	0.34	186	0.88
Outpatient	1,077	4,581	0.24	7,954	0.14	1,923	0.56	1,023	1.05
Inpatient as % of All Surgeries	13.1%	23.7%	0.55	21.1%	0.62	19.9%	0.66	15.4%	0.85
Outpatient Visits									
Non-Emergency Visits	49,571	144,376	0.34	179,501	0.28	67,442	0.74	52,220	0.95
Emergency Visits	6,821	17,768	0.38	17,324	0.39	12,660	0.54	6,616	1.03
Full-Time Equivalents (FTEs)									
Administrators	4.0	23.0	0.17	23.4	0.17	12.7	0.31	3.0	1.33
Nurses, Licensed	80.9	251.3	0.32	255.4	0.32	102.4	0.79	80.4	1.01
Ancillary Nursing Personnel	12.6	39.7	0.32	45.5	0.28	17.0	0.74	14.2	0.89
All Other Personnel	248.0	509.3	0.49	652.5	0.38	220.5	1.12	232.9	1.06
Total FTEs	345.5	823.3	0.42	976.8	0.35	352.5	0.98	330.5	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.0	17.0	0.47	17.6	0.45	19.4	0.41	6.6	1.20
Nurses, Licensed	161.3	185.7	0.87	191.8	0.84	155.7	1.04	177.8	0.91
Ancillary Nursing Personnel	25.2	29.3	0.86	34.1	0.74	25.8	0.97	31.4	0.80
All Other Personnel	494.3	376.3	1.31	490.1	1.01	335.3	1.47	514.7	0.96
Total FTEs	688.8	608.3	1.13	733.6	0.94	536.2	1.28	730.5	0.94

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	7
Discharges	809	Preferred Provider Organization (PPO)	Yes	Discharges	55	Total Births	230
Inpatient Days	2,878			Inpatient Days	336	Newborn Days	373

026 Upland Hills Health Inc
Dodgeville, WI 53533

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	495	2,269	41.4%	6.2	4.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	13	42	0.0%	0.1	3.2
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	8	20	0.0%	0.1	2.5
Obstetrics	1	7	232	453	17.7%	1.2	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	35	94	8.6%	0.3	2.7
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	1	1	1.6
Physicians & Dentists	14	2	15.4	Radiological Services Personnel	4	3	6.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	3	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	4	1	4.6
Registered Nurses	42	39	65.1	Occupational Therapy Assistants/Aides	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	4	10.6
Licensed Practical Nurses	6	2	7.6	Physical Therapy Assistants/Aides	2	1	2.3
Ancillary Nursing Personnel	3	18	12.6	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	2	3	3.0
Nurse Practitioners	6	1	6.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	8	16.2
Health Info Mgmt-Administrators/Technicians	6	2	7.5	All Other Personnel	87	70	130.5
Pharmacy Personnel	6	4	8.1				
Clinical Laboratory Personnel	12	6	16.0				
				Total	241	174	345.5

026 Upland Hills Health Inc
Dodgeville, WI 53533

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$44,083,932	33.2%	46.3%	0.72	42.2%	0.79	49.1%	0.68	41.9%	0.79
Medical Assistance	\$14,037,774	10.6%	13.6%	0.77	11.5%	0.92	10.9%	0.97	11.6%	0.91
Commercial	\$71,507,288	53.8%	35.3%	1.52	38.6%	1.39	36.4%	1.48	44.5%	1.21
All Other	\$3,256,153	2.5%	4.8%	0.51	7.8%	0.32	3.5%	0.69	2.0%	1.22
Deductions as % of Total Gross Patient Revenue										
Medicare	\$29,645,911	22.3%	34.9%	0.64	31.6%	0.71	35.9%	0.62	26.9%	0.83
Medical Assistance	\$10,916,273	8.2%	10.4%	0.79	8.7%	0.94	8.3%	1.00	8.6%	0.96
Commercial	\$31,199,678	23.5%	14.7%	1.60	18.2%	1.29	14.2%	1.65	18.0%	1.30
Charity Care	\$1,807,224	1.4%	1.0%	1.41	0.8%	1.74	1.3%	1.03	1.4%	0.99
Bad Debt	\$781,223	0.6%	1.1%	0.55	1.1%	0.54	1.2%	0.48	0.7%	0.86
All Other	\$2,143,682	1.6%	2.2%	0.75	3.5%	0.47	1.3%	1.22	1.3%	1.22
Total Deductions	\$76,493,991	57.6%	64.2%	0.90	63.9%	0.90	62.3%	0.92	56.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.6%	5.5%	0.64	6.4%	0.56	3.2%	1.10	3.3%	1.08
Net Gains/Losses as % of Net Income		25.9%	13.2%	1.96	39.0%	0.66	29.1%	0.89	12.4%	2.09
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,103,561	59.0%	44.0%	1.34	47.0%	1.25	44.1%	1.34	57.4%	1.03
Supplies & Services	\$17,148,789	31.5%	49.2%	0.64	45.7%	0.69	47.4%	0.66	31.6%	1.00
Capital Component	\$5,203,596	9.6%	6.8%	1.40	7.3%	1.32	8.5%	1.12	11.0%	0.87
Fiscal Statistics										
Operating Margin (%)		6.9%	9.1%	0.76	6.3%	1.08	5.4%	1.28	9.5%	0.73
Total Hospital Net Income (%)		9.0%	10.3%	0.88	10.0%	0.91	7.4%	1.22	10.7%	0.85
Return on Equity (%)		4.9%	6.0%	0.82	7.5%	0.66	4.7%	1.03	5.6%	0.87
Current Ratio		2.0	4.7	0.43	2.4	0.85	4.8	0.42	2.3	0.88
Days in Net Patient Accounts Receivable		44.6	64.0	0.70	50.8	0.88	49.3	0.91	36.0	1.24
Average Payment Period		55.6	56.5	0.98	52.7	1.06	48.1	1.16	50.0	1.11
Equity Financing (%)		73.5%	69.2%	1.06	59.1%	1.24	74.4%	0.99	77.4%	0.95
Long-Term Debt to Equity Ratio		0.3	0.3	1.12	0.3	0.89	0.2	1.48	0.2	1.20
Times Interest Earned		11.0	13.4	0.82	9.5	1.17	7.5	1.48	8.0	1.38
Total Asset Turnover		0.5	0.6	0.92	0.7	0.73	0.6	0.84	0.5	1.01
Average Age of Plant (Years)		9.7	12.6	0.77	10.8	0.90	10.2	0.95	9.8	0.99
Increase (Decrease) Total Net Patient Revenue		13.2%	7.3%	1.82	5.8%	2.29	4.2%	3.14	2.8%	4.80
Outpatient Gross Revenue (% of Total GPR)		86.0%	63.3%	1.36	60.4%	1.42	72.8%	1.18	81.8%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,081		\$16,906	0.66	\$18,736	0.59	\$11,314	0.98	\$11,855	0.93
Inpatient Net Revenue per Day	\$3,195		\$3,675	0.87	\$4,176	0.77	\$3,281	0.97	\$2,282	1.40
Outpatient Net Revenue per Visit	\$840		\$703	1.20	\$623	1.35	\$705	1.19	\$661	1.27

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$132,885,147	Cash & Cash Equivalents	\$5,592,226	Current Liabilities	\$7,647,018
Less Deductions	\$76,493,991	Net Patient Receivables	\$6,895,472	Long-Term Debt	\$23,258,088
Net Patient Revenue	\$56,391,156	Other Receivables	\$922,320	Other Liabilities	\$0
Plus Other Revenue	\$2,078,893			Subtotal	\$30,905,106
Total Revenue	\$58,470,049	Land, Buildings & Equipment (Net)	\$56,256,096	Unrestricted Fund Balance	\$81,222,786
Less Expenses	\$54,455,946	Other Assets	\$40,791,304	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,400,636			Total Liabilities & Fund Balance	\$112,127,892
Net Income	\$5,414,739	Total Assets	\$110,457,418		

027 AdventHealth Durand
 1220 Third Avenue, PO Box 224
 Durand, WI 54736
 715-672-4211

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Pepin
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	4.0%	55.2%	0.07	42.1%	0.10	11.3%	0.35	7.6%	0.53
Obstetrics	0.0%	38.0%	N/A	26.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	4.0%	57.4%	0.07	43.5%	0.09	16.5%	0.24	7.6%	0.53
Average Census (Patients)									
Adult Medical-Surgical	1.0	26.0	0.04	11.3	0.09	1.8	0.56	1.9	0.53
Obstetrics	0.0	4.9	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.0	49.0	0.02	18.5	0.05	2.7	0.37	1.9	0.53
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.1	0.67	3.6	0.75	2.9	0.94	3.6	0.76
Obstetrics	0.0	2.6	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.0	N/A	0.0	N/A
Total Hospital	2.7	4.5	0.61	3.9	0.70	4.2	0.66	3.7	0.75
Surgical Operations									
Inpatient	0	1,426	N/A	509	N/A	127	N/A	0	N/A
Outpatient	199	4,581	0.04	2,269	0.09	1,225	0.16	447	0.45
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	18.3%	N/A	9.4%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	24,083	144,376	0.17	78,013	0.31	22,925	1.05	25,587	0.94
Emergency Visits	1,674	17,768	0.09	8,412	0.20	2,741	0.61	1,360	1.23
Full-Time Equivalents (FTEs)									
Administrators	1.0	23.0	0.04	13.4	0.07	3.1	0.32	1.0	1.00
Nurses, Licensed	21.7	251.3	0.09	124.0	0.18	36.6	0.59	21.8	1.00
Ancillary Nursing Personnel	9.1	39.7	0.23	18.7	0.49	7.5	1.22	8.3	1.10
All Other Personnel	43.5	509.3	0.09	265.3	0.16	77.2	0.56	52.3	0.83
Total FTEs	75.3	823.3	0.09	421.4	0.18	124.4	0.61	83.4	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.6	17.0	0.80	20.2	0.67	23.8	0.57	9.2	1.47
Nurses, Licensed	294.6	185.7	1.59	186.6	1.58	281.2	1.05	200.9	1.47
Ancillary Nursing Personnel	123.4	29.3	4.21	28.1	4.39	57.4	2.15	76.4	1.61
All Other Personnel	589.5	376.3	1.57	399.1	1.48	592.9	0.99	481.2	1.23
Total FTEs	1,020.9	608.3	1.68	633.9	1.61	955.3	1.07	767.7	1.33

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	133	Preferred Provider Organization (PPO)	Yes	Discharges	54	Total Births	0
Inpatient Days	365			Inpatient Days	634	Newborn Days	0

027 AdventHealth Durand
Durand, WI 54736

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	133	365	4.0%	1.0	2.7
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	3	2	4.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	0.4
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	6	10	12.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	2	1	2.6	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	10	9.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.5
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	3	1	3.5	All Other Health Professionals	2	1	2.6
Health Info Mgmt-Administrators/Technicians	2	1	2.7	All Other Personnel	17	13	22.5
Pharmacy Personnel	0	2	1.2				
Clinical Laboratory Personnel	3	3	5.2				
				Total	49	47	75.3

027 AdventHealth Durand

Durand, WI 54736

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$14,241,728	60.8%	46.3%	1.31	50.4%	1.21	45.9%	1.33	63.9%	0.95
Medical Assistance	\$1,966,520	8.4%	13.6%	0.62	11.5%	0.73	11.5%	0.73	6.4%	1.32
Commercial	\$6,804,037	29.1%	35.3%	0.82	34.7%	0.84	39.4%	0.74	28.1%	1.03
All Other	\$400,684	1.7%	4.8%	0.36	3.4%	0.51	3.3%	0.52	1.6%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,242,464	22.4%	34.9%	0.64	33.8%	0.66	23.7%	0.95	19.4%	1.16
Medical Assistance	\$1,397,894	6.0%	10.4%	0.58	8.0%	0.74	7.7%	0.77	4.2%	1.41
Commercial	\$1,863,297	8.0%	14.7%	0.54	10.5%	0.76	10.4%	0.76	7.2%	1.11
Charity Care	\$315,808	1.3%	1.0%	1.40	0.9%	1.51	0.8%	1.68	0.8%	1.67
Bad Debt	\$47,840	0.2%	1.1%	0.19	1.0%	0.21	1.5%	0.14	2.3%	0.09
All Other	\$59,722	0.3%	2.2%	0.12	1.5%	0.17	1.4%	0.18	0.4%	0.61
Total Deductions	\$8,927,025	38.1%	64.2%	0.59	55.8%	0.68	45.5%	0.84	34.3%	1.11
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.4%	5.5%	1.33	3.2%	2.32	3.1%	2.34	1.4%	5.36
Net Gains/Losses as % of Net Income		10.6%	13.2%	0.81	52.1%	0.20	1.4%	7.56	57.3%	0.19
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,598,310	53.8%	44.0%	1.22	51.5%	1.04	51.0%	1.05	54.4%	0.99
Supplies & Services	\$6,116,159	43.3%	49.2%	0.88	43.3%	1.00	41.5%	1.04	43.5%	1.00
Capital Component	\$405,397	2.9%	6.8%	0.42	5.2%	0.56	7.5%	0.38	2.1%	1.36
Fiscal Statistics										
Operating Margin (%)		9.7%	9.1%	1.07	1.7%	5.64	9.5%	1.02	6.4%	1.52
Total Hospital Net Income (%)		10.7%	10.3%	1.04	3.5%	3.04	9.7%	1.11	13.8%	0.78
Return on Equity (%)		20.1%	6.0%	3.34	0.7%	26.79	13.7%	1.47	35.0%	0.57
Current Ratio		3.2	4.7	0.68	2.3	1.39	3.6	0.88	2.9	1.12
Days in Net Patient Accounts Receivable		39.6	64.0	0.62	168.6	0.23	55.7	0.71	42.9	0.92
Average Payment Period		60.4	56.5	1.07	192.0	0.31	35.7	1.69	54.0	1.12
Equity Financing (%)		29.2%	69.2%	0.42	52.0%	0.56	50.2%	0.58	13.2%	2.20
Long-Term Debt to Equity Ratio		1.5	0.3	5.66	0.6	2.28	0.6	2.40	4.1	0.35
Times Interest Earned		15.4	13.4	1.15	12.2	1.26	10.9	1.41	19.3	0.80
Total Asset Turnover		1.8	0.6	3.22	0.2	8.87	1.4	1.31	2.3	0.79
Average Age of Plant (Years)		1.1	12.6	0.09	38.0	0.03	9.3	0.12	0.6	1.79
Increase (Decrease) Total Net Patient Revenue		-6.0%	7.3%	N/A	16.1%	N/A	1.0%	N/A	7.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.4%	63.3%	1.37	72.3%	1.20	79.1%	1.09	82.4%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,714		\$16,906	1.05	\$14,502	1.22	\$20,479	0.86	\$16,421	1.08
Inpatient Net Revenue per Day	\$3,316		\$3,675	0.90	\$3,502	0.95	\$3,042	1.09	\$3,109	1.07
Outpatient Net Revenue per Visit	\$436		\$703	0.62	\$807	0.54	\$730	0.60	\$441	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$23,412,969	Cash & Cash Equivalents	\$5,079,709	Current Liabilities	\$2,310,567
Less Deductions	\$8,927,025	Net Patient Receivables	\$1,570,007	Long-Term Debt	\$3,589,691
Net Patient Revenue	\$14,485,944	Other Receivables	\$444,989	Other Liabilities	\$102,173
Plus Other Revenue	\$1,152,578			Subtotal	\$6,002,431
Total Revenue	\$15,638,522	Land, Buildings & Equipment (Net)	\$788,506		
Less Expenses	\$14,119,866	Other Assets	\$591,307	Unrestricted Fund Balance	\$2,472,087
Non-Operating Gains/Losses	\$180,653			Restricted Fund Balance	\$0
Net Income	\$1,699,309	Total Assets	\$8,474,518	Total Liabilities & Fund Balance	\$8,474,518

028 Ascension Eagle River Hospital
 201 Hospital Road
 Eagle River, WI 54521
 715-479-7411

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Vilas
 Analysis Area: North Central (6)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	19.0%	55.2%	0.34	59.6%	0.32	18.2%	1.05	20.0%	0.95
Obstetrics	0.0%	38.0%	N/A	37.4%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	19.0%	57.4%	0.33	63.9%	0.30	22.2%	0.86	20.0%	0.95
Average Census (Patients)									
Adult Medical-Surgical	2.7	26.0	0.10	21.4	0.12	2.8	0.95	2.8	0.95
Obstetrics	0.0	4.9	N/A	3.6	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	49.0	0.05	39.1	0.07	4.1	0.64	2.8	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.1	0.76	3.8	0.80	3.1	0.98	3.0	1.03
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.9	N/A	1.0	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.69	4.2	0.73	2.9	1.05	3.0	1.03
Surgical Operations									
Inpatient	1	1,426	0.00	1,304	0.00	305	0.00	4	0.25
Outpatient	617	4,581	0.13	3,131	0.20	1,106	0.56	596	1.04
Inpatient as % of All Surgeries	0.2%	23.7%	0.01	29.4%	0.01	21.6%	0.01	0.7%	0.24
Outpatient Visits									
Non-Emergency Visits	17,176	144,376	0.12	109,429	0.16	28,429	0.60	16,197	1.06
Emergency Visits	5,576	17,768	0.31	12,684	0.44	4,284	1.30	5,462	1.02
Full-Time Equivalents (FTEs)									
Administrators	1.6	23.0	0.07	33.8	0.05	5.9	0.27	1.0	1.56
Nurses, Licensed	16.3	251.3	0.06	182.8	0.09	43.5	0.38	17.6	0.93
Ancillary Nursing Personnel	2.7	39.7	0.07	28.6	0.09	6.3	0.42	5.2	0.51
All Other Personnel	27.3	509.3	0.05	375.9	0.07	106.9	0.26	28.7	0.95
Total FTEs	47.9	823.3	0.06	621.2	0.08	162.6	0.29	52.6	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.7	17.0	0.45	29.6	0.26	33.7	0.23	4.6	1.66
Nurses, Licensed	81.1	185.7	0.44	160.0	0.51	250.2	0.32	82.0	0.99
Ancillary Nursing Personnel	13.2	29.3	0.45	25.1	0.53	36.4	0.36	24.1	0.55
All Other Personnel	135.8	376.3	0.36	329.2	0.41	615.3	0.22	133.5	1.02
Total FTEs	237.9	608.3	0.39	543.8	0.44	935.7	0.25	244.3	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	14	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	316	Preferred Provider Organization (PPO)	Yes	Discharges	61	Total Births	0
Inpatient Days	972			Inpatient Days	578	Newborn Days	0

028 Ascension Eagle River Hospital
Eagle River, WI 54521

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	316	972	19.0%	2.7	3.1
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	1	1.6	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	2	4.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.0
Registered Nurses	16	3	16.3	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.9
Ancillary Nursing Personnel	2	1	2.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	5	9.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	1	0.9
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	6	1	6.0				
				Total	43	18	47.9

028 Ascension Eagle River Hospital
Eagle River, WI 54521

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$22,185,852	57.9%	46.3%	1.25	50.7%	1.14	47.3%	1.22	57.4%	1.01
Medical Assistance	\$5,161,316	13.5%	13.6%	0.99	13.1%	1.02	10.4%	1.30	13.5%	1.00
Commercial	\$8,173,796	21.3%	35.3%	0.60	32.1%	0.66	38.9%	0.55	23.1%	0.92
All Other	\$2,816,084	7.3%	4.8%	1.54	4.1%	1.79	3.4%	2.13	6.1%	1.21
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,543,459	35.3%	34.9%	1.01	36.8%	0.96	28.0%	1.26	33.9%	1.04
Medical Assistance	\$4,011,681	10.5%	10.4%	1.01	10.1%	1.04	7.2%	1.45	10.0%	1.04
Commercial	\$1,121,343	2.9%	14.7%	0.20	8.8%	0.33	13.6%	0.22	3.3%	0.89
Charity Care	\$367,618	1.0%	1.0%	0.99	0.8%	1.25	0.7%	1.35	2.0%	0.47
Bad Debt	\$1,123,081	2.9%	1.1%	2.76	1.0%	3.07	1.3%	2.29	1.7%	1.77
All Other	\$1,601,369	4.2%	2.2%	1.93	2.0%	2.05	2.1%	1.98	2.1%	2.01
Total Deductions	\$21,768,551	56.8%	64.2%	0.89	59.3%	0.96	52.9%	1.07	53.0%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.3%	5.5%	0.41		3.1%	0.73	4.8%	0.48	2.2%	1.05
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A		18.4%	N/A	10.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,310,447	35.4%	44.0%	0.80	42.1%	0.84	46.3%	0.76	42.6%	0.83
Supplies & Services	\$8,902,106	59.3%	49.2%	1.21	52.0%	1.14	46.3%	1.28	51.4%	1.15
Capital Component	\$799,203	5.3%	6.8%	0.78	5.9%	0.90	7.4%	0.72	6.0%	0.89
Fiscal Statistics										
Operating Margin (%)	11.5%	9.1%	1.26		5.2%	2.20	12.2%	0.94	10.4%	1.11
Total Hospital Net Income (%)	11.1%	10.3%	1.07		6.3%	1.76	13.5%	0.82	10.4%	1.07
Return on Equity (%)	21.0%	6.0%	3.51		3.2%	6.62	12.4%	1.70	18.4%	1.14
Current Ratio	3.1	4.7	0.67		2.6	1.18	3.1	1.02	3.6	0.87
Days in Net Patient Accounts Receivable	60.9	64.0	0.95		77.6	0.78	56.0	1.09	65.7	0.93
Average Payment Period	30.5	56.5	0.54		74.6	0.41	54.4	0.56	28.7	1.06
Equity Financing (%)	67.9%	69.2%	0.98		55.8%	1.22	61.0%	1.11	69.9%	0.97
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.5	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	0.0	13.4	N/A		15.9	N/A	16.6	N/A	0.0	N/A
Total Asset Turnover	1.9	0.6	3.32		0.5	3.82	0.9	2.10	1.8	1.08
Average Age of Plant (Years)	6.5	12.6	0.52		13.7	0.47	9.2	0.70	4.7	1.37
Increase (Decrease) Total Net Patient Revenue	-1.1%	7.3%	N/A		25.3%	N/A	3.3%	N/A	0.0%	188.74
Outpatient Gross Revenue (% of Total GPR)	87.6%	63.3%	1.38		65.8%	1.33	76.2%	1.15	86.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,210	\$16,906	0.37		\$14,935	0.42	\$15,352	0.40	\$8,118	0.76
Inpatient Net Revenue per Day	\$1,564	\$3,675	0.43		\$3,551	0.44	\$4,244	0.37	\$2,029	0.77
Outpatient Net Revenue per Visit	\$673	\$703	0.96		\$810	0.83	\$803	0.84	\$649	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,337,049	Cash & Cash Equivalents	\$475	Current Liabilities	\$1,190,146
Less Deductions	\$21,768,551	Net Patient Receivables	\$2,765,534	Long-Term Debt	\$0
Net Patient Revenue	\$16,568,498	Other Receivables	\$303,199	Other Liabilities	\$1,672,727
Plus Other Revenue	\$389,587			Subtotal	\$2,862,873
Total Revenue	\$16,958,085	Land, Buildings & Equipment (Net)	\$4,749,995	Unrestricted Fund Balance	\$6,042,032
Less Expenses	\$15,011,756	Other Assets	\$1,085,703	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$73,730	Total Assets	\$8,904,906	Total Liabilities & Fund Balance	\$8,904,906
Net Income	\$1,872,599				

322 Marshfield Medical Center - Eau Claire
 2310 Craig Rd
 Eau Claire, WI 54701

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2019 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.2%	55.2%	1.23	42.1%	1.62	50.7%	1.34	0.0%	N/A
Obstetrics	41.8%	38.0%	1.10	26.3%	0.13	34.4%	1.22	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	63.4%	57.4%	1.11	43.5%	1.46	54.8%	1.16	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	11.6	26.0	0.45	11.3	1.03	27.5	0.42	0.0	N/A
Obstetrics	3.3	4.9	0.68	1.9	1.79	6.2	0.54	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	4.2	N/A	0.0	N/A
Total Hospital	27.9	49.0	0.57	18.5	1.51	63.1	0.44	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.1	0.87	3.6	0.97	3.6	0.97	0.0	N/A
Obstetrics	2.2	2.6	0.86	2.3	0.96	2.5	0.87	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.6	4.5	0.81	3.9	0.93	4.3	0.85	0.0	N/A
Surgical Operations									
Inpatient	1,020	1,426	0.72	509	2.00	1,501	0.68	0	N/A
Outpatient	8,513	4,581	1.86	2,269	3.75	5,596	1.52	0	N/A
Inpatient as % of All Surgeries	10.7%	23.7%	0.45	18.3%	0.58	21.2%	0.51	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	173,484	144,376	1.20	78,013	2.22	193,333	0.90	0	N/A
Emergency Visits	7,870	17,768	0.44	8,412	0.94	29,751	0.26	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	22.6	23.0	0.98	13.4	1.69	31.4	0.72	0.0	N/A
Nurses, Licensed	188.9	251.3	0.75	124.0	1.52	357.1	0.53	0.0	N/A
Ancillary Nursing Personnel	28.9	39.7	0.73	18.7	1.54	53.7	0.54	0.0	N/A
All Other Personnel	547.8	509.3	1.08	265.3	2.06	692.3	0.79	0.0	N/A
Total FTEs	788.2	823.3	0.96	421.4	1.87	1,134.4	0.69	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.2	17.0	0.84	20.2	0.70	16.1	0.88	0.0	N/A
Nurses, Licensed	118.6	185.7	0.64	186.6	0.64	183.4	0.65	0.0	N/A
Ancillary Nursing Personnel	18.1	29.3	0.62	28.1	0.64	27.6	0.66	0.0	N/A
All Other Personnel	343.7	376.3	0.91	399.1	0.86	355.6	0.97	0.0	N/A
Total FTEs	494.6	608.3	0.81	633.9	0.78	582.6	0.85	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	44	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	2,793	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	552
Inpatient Days	10,190			Inpatient Days	0	Newborn Days	1,109

322 Marshfield Medical Center - Eau Claire
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	1,196	4,229	68.2%	11.6	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	558	1,221	41.8%	3.3	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	7	274	1,604	62.8%	4.4	5.9
Step-Down (Special Care)	1	12	765	3,136	71.6%	8.6	4.1
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	19	5	22.6	Surgical Personnel	9	17	15.0
Physicians & Dentists	78	14	85.3	Radiological Services Personnel	11	6	14.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	12	9.3
Dental Hygienists	0	0	0.0	Occupational Therapists	1	3	3.5
Registered Nurses	85	148	148.1	Occupational Therapy Assistants/Aides	0	2	0.3
Certified Nurse Midwives	5	1	5.8	Physical Therapists	7	6	10.0
Licensed Practical Nurses	7	6	10.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	13	40	28.9	Recreational Therapists	0	0	0.0
Physician Assistants	8	5	11.6	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	12	6	16.1	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	9	0	9.0	Social Workers	2	1	2.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	112	110	170.1
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	98	47	122.2
Pharmacy Personnel	15	15	22.2				
Clinical Laboratory Personnel	14	3	16.2				
				Total	552	484	788.2

322 Marshfield Medical Center - Eau Claire

Eau Claire, WI 54701

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs.		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$226,776,003	47.0%	46.3%	1.02	50.4%	0.93	41.9%	1.12	0.0%	N/A
Medical Assistance	\$59,823,466	12.4%	13.6%	0.91	11.5%	1.08	19.2%	0.65	0.0%	N/A
Commercial	\$184,014,626	38.2%	35.3%	1.08	34.7%	1.10	35.7%	1.07	0.0%	N/A
All Other	\$11,473,143	2.4%	4.8%	0.50	3.4%	0.70	3.3%	0.73	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$167,715,670	34.8%	34.9%	1.00	33.8%	1.03	32.2%	1.08	0.0%	N/A
Medical Assistance	\$46,068,198	9.6%	10.4%	0.92	8.0%	1.19	14.2%	0.67	0.0%	N/A
Commercial	\$67,544,718	14.0%	14.7%	0.95	10.5%	1.33	13.6%	1.03	0.0%	N/A
Charity Care	\$2,120,914	0.4%	1.0%	0.46	0.9%	0.49	1.0%	0.43	0.0%	N/A
Bad Debt	\$3,349,155	0.7%	1.1%	0.65	1.0%	0.70	1.2%	0.60	0.0%	N/A
All Other	\$5,825,918	1.2%	2.2%	0.56	1.5%	0.79	1.5%	0.79	0.0%	N/A
Total Deductions	\$292,624,573	60.7%	64.2%	0.95	55.8%	1.09	63.7%	0.95	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%	5.5%	0.15	3.2%	0.25	3.9%	0.21	0.0%	N/A	
Net Gains/Losses as % of Net Income	0.0%	13.2%	N/A	52.1%	N/A	14.4%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$91,228,761	41.0%	44.0%	0.93	51.5%	0.80	44.1%	0.93	0.0%	N/A
Supplies & Services	\$120,520,852	54.1%	49.2%	1.10	43.3%	1.25	48.5%	1.12	0.0%	N/A
Capital Component	\$10,944,490	4.9%	6.8%	0.72	5.2%	0.95	7.4%	0.66	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)	-16.6%	9.1%	N/A	1.7%	N/A	9.4%	N/A	0.0%	N/A	
Total Hospital Net Income (%)	-16.6%	10.3%	N/A	3.5%	N/A	10.8%	N/A	0.0%	N/A	
Return on Equity (%)	-1.2%	6.0%	N/A	0.7%	N/A	4.3%	N/A	0.0%	N/A	
Current Ratio	2.3	4.7	0.48	2.3	0.98	4.3	0.53	0.0	N/A	
Days in Net Patient Accounts Receivable	444.5	64.0	6.94	168.6	2.64	85.1	5.23	0.0	N/A	
Average Payment Period	455.2	56.5	8.06	192.0	2.37	80.6	5.65	0.0	N/A	
Equity Financing (%)	46.4%	69.2%	0.67	52.0%	0.89	65.0%	0.71	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.8	0.3	3.31	0.6	1.33	0.4	2.38	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	12.2	N/A	11.7	N/A	0.0	N/A	
Total Asset Turnover	0.1	0.6	0.13	0.2	0.35	0.4	0.19	0.0	N/A	
Average Age of Plant (Years)	69.2	12.6	5.51	38.0	1.82	14.3	4.85	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue	0.0%	7.3%	N/A	16.1%	N/A	7.2%	N/A	0.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.4%	63.3%	1.30	72.3%	1.14	66.6%	1.24	N/A	N/A	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,165	\$16,906	0.72	\$14,502	0.84	\$15,576	0.78	\$0	N/A	
Inpatient Net Revenue per Day	\$3,323	\$3,675	0.90	\$3,502	0.95	\$3,515	0.95	\$0	N/A	
Outpatient Net Revenue per Visit	\$876	\$703	1.25	\$807	1.08	\$685	1.28	\$0	N/A	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$482,087,238	Cash & Cash Equivalents	\$115,555,000	Current Liabilities	\$264,192,000
Less Deductions	\$292,624,573	Net Patient Receivables	\$230,731,000	Long-Term Debt	\$1,031,216,000
Net Patient Revenue	\$189,462,665	Other Receivables	\$134,541,000	Other Liabilities	\$107,600,000
Plus Other Revenue	\$1,539,455			Subtotal	\$1,403,008,000
Total Revenue	\$191,002,120	Land, Buildings & Equipment (Net)	\$969,112,000	Unrestricted Fund Balance	\$1,215,712,000
Less Expenses	\$222,694,102	Other Assets	\$1,168,781,000	Restricted Fund Balance	\$34,924,000
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$2,618,720,000
Net Income	-\$31,691,982	Total Assets	\$2,618,720,000		

029 Mayo Clinic Health System - Eau Claire
 1221 Whipple Street, PO Box 5
 Eau Claire, WI 54702
 715-838-3311

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	75.9%	55.2%	1.37	42.1%	1.80	71.0%	1.07	76.8%	0.99
Obstetrics	30.6%	38.0%	0.81	26.3%	0.27	50.6%	0.61	32.9%	0.93
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	65.4%	57.4%	1.14	43.5%	1.50	69.3%	0.94	68.3%	0.96
Average Census (Patients)									
Adult Medical-Surgical	86.5	26.0	3.33	11.3	7.65	106.3	0.81	81.4	1.06
Obstetrics	7.0	4.9	1.43	1.9	3.78	14.5	0.49	7.6	0.93
Pediatrics	0.0	1.3	N/A	0.0	N/A	3.2	N/A	0.0	N/A
Total Hospital	131.5	49.0	2.68	18.5	7.12	202.8	0.65	126.4	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.1	0.96	3.6	1.07	4.6	0.84	3.9	1.00
Obstetrics	2.5	2.6	1.00	2.3	1.11	2.7	0.94	2.5	1.01
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.3	N/A	0.0	N/A
Total Hospital	4.3	4.5	0.97	3.9	1.11	5.0	0.87	4.3	1.00
Surgical Operations									
Inpatient	3,090	1,426	2.17	509	6.07	5,403	0.57	2,898	1.07
Outpatient	7,382	4,581	1.61	2,269	3.25	16,162	0.46	7,255	1.02
Inpatient as % of All Surgeries	29.5%	23.7%	1.24	18.3%	1.61	25.1%	1.18	28.5%	1.03
Outpatient Visits									
Non-Emergency Visits	383,990	144,376	2.66	78,013	4.92	476,432	0.81	375,281	1.02
Emergency Visits	33,280	17,768	1.87	8,412	3.96	47,460	0.70	35,381	0.94
Full-Time Equivalents (FTEs)									
Administrators	57.5	23.0	2.50	13.4	4.28	71.8	0.80	45.0	1.28
Nurses, Licensed	1,002.9	251.3	3.99	124.0	8.09	913.4	1.10	960.0	1.04
Ancillary Nursing Personnel	111.6	39.7	2.81	18.7	5.97	148.8	0.75	114.5	0.97
All Other Personnel	1,575.5	509.3	3.09	265.3	5.94	1,805.9	0.87	1,498.3	1.05
Total FTEs	2,747.5	823.3	3.34	421.4	6.52	2,940.0	0.93	2,617.7	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.0	17.0	0.94	20.2	0.79	14.7	1.09	12.9	1.24
Nurses, Licensed	278.9	185.7	1.50	186.6	1.49	186.4	1.50	274.4	1.02
Ancillary Nursing Personnel	31.0	29.3	1.06	28.1	1.10	30.4	1.02	32.7	0.95
All Other Personnel	438.1	376.3	1.16	399.1	1.10	368.6	1.19	428.3	1.02
Total FTEs	764.0	608.3	1.26	633.9	1.21	600.1	1.27	748.3	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	201	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	23
Discharges	11,067	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	984
Inpatient Days	47,989			Inpatient Days	0	Newborn Days	2,728

029 Mayo Clinic Health System - Eau Claire
Eau Claire, WI 54702

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	114	8,121	31,578	75.9%	86.5	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,011	2,573	30.6%	7.0	2.5
Psychiatric	1	20	1,215	5,403	74.0%	14.8	4.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	26	470	6,486	68.3%	17.8	13.8
Step-Down (Special Care)	1	6	240	1,789	81.7%	4.9	7.5
Neonatal Intensive/Intermediate Care	1	12	10	160	3.7%	0.4	16.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	54	7	57.5	Surgical Personnel	62	45	83.0
Physicians & Dentists	157	257	249.2	Radiological Services Personnel	44	44	68.7
Medical & Dental Residents	15	0	15.0	Respiratory Therapists	21	14	28.0
Dental Hygienists	0	0	0.0	Occupational Therapists	5	17	12.1
Registered Nurses	387	909	862.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	6	0	6.0	Physical Therapists	7	43	28.2
Licensed Practical Nurses	31	50	62.1	Physical Therapy Assistants/Aides	4	10	7.3
Ancillary Nursing Personnel	26	196	111.6	Recreational Therapists	4	4	5.3
Physician Assistants	30	14	36.9	Dietitians & Nutritionists	7	12	13.3
Nurse Practitioners	54	34	72.9	Psychologists	12	11	18.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	19	26	34.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	115	217	213.1
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	392	303	549.8
Pharmacy Personnel	42	35	58.6				
Clinical Laboratory Personnel	47	15	57.8				
				Total	1,584	2,367	2,747.5

029 Mayo Clinic Health System - Eau Claire

Eau Claire, WI 54702

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	7 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$838,056,733	54.9%	46.3%	1.19	50.4%	1.09	46.7%	1.18	54.8%	1.00
Medical Assistance	\$146,877,515	9.6%	13.6%	0.71	11.5%	0.84	12.6%	0.76	9.9%	0.97
Commercial	\$509,355,979	33.4%	35.3%	0.94	34.7%	0.96	35.1%	0.95	32.8%	1.02
All Other	\$32,951,016	2.2%	4.8%	0.45	3.4%	0.64	5.6%	0.38	2.6%	0.84
Deductions as % of Total Gross Patient Revenue										
Medicare	\$624,617,378	40.9%	34.9%	1.17	33.8%	1.21	36.2%	1.13	41.1%	1.00
Medical Assistance	\$111,722,003	7.3%	10.4%	0.71	8.0%	0.91	9.8%	0.74	7.5%	0.97
Commercial	\$148,603,112	9.7%	14.7%	0.66	10.5%	0.92	15.6%	0.62	9.2%	1.06
Charity Care	\$15,279,496	1.0%	1.0%	1.04	0.9%	1.12	0.9%	1.08	1.0%	0.97
Bad Debt	\$9,492,129	0.6%	1.1%	0.59	1.0%	0.63	0.9%	0.69	0.7%	0.93
All Other	\$16,587,968	1.1%	2.2%	0.50	1.5%	0.71	2.5%	0.44	1.0%	1.08
Total Deductions	\$926,302,086	60.7%	64.2%	0.95	55.8%	1.09	66.0%	0.92	60.5%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.6%	5.5%	0.66	3.2%	1.15	6.8%	0.54	2.7%	1.37
Net Gains/Losses as % of Net Income		36.6%	13.2%	2.78	52.1%	0.70	13.1%	2.79	21.9%	1.67
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$356,783,270	60.4%	44.0%	1.37	51.5%	1.17	42.7%	1.41	59.9%	1.01
Supplies & Services	\$210,430,381	35.6%	49.2%	0.72	43.3%	0.82	51.1%	0.70	35.7%	1.00
Capital Component	\$23,648,104	4.0%	6.8%	0.59	5.2%	0.77	6.2%	0.65	4.4%	0.91
Fiscal Statistics										
Operating Margin (%)		5.3%	9.1%	0.58	1.7%	3.05	9.5%	0.55	5.6%	0.95
Total Hospital Net Income (%)		8.0%	10.3%	0.78	3.5%	2.28	10.8%	0.75	7.0%	1.15
Return on Equity (%)		12.0%	6.0%	2.00	0.7%	16.01	7.7%	1.56	4.6%	2.60
Current Ratio		2.1	4.7	0.44	2.3	0.90	5.5	0.37	7.0	0.29
Days in Net Patient Accounts Receivable		51.6	64.0	0.81	168.6	0.31	55.7	0.93	51.5	1.00
Average Payment Period		54.7	56.5	0.97	192.0	0.29	45.6	1.20	57.0	0.96
Equity Financing (%)		54.9%	69.2%	0.79	52.0%	1.06	72.1%	0.76	73.2%	0.75
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.6	N/A	0.2	N/A	0.1	N/A
Times Interest Earned		603.2	13.4	44.89	12.2	49.28	15.5	38.84	270.4	2.23
Total Asset Turnover		1.4	0.6	2.52	0.2	6.95	0.7	2.05	0.6	2.23
Average Age of Plant (Years)		14.4	12.6	1.15	38.0	0.38	12.1	1.19	13.1	1.10
Increase (Decrease) Total Net Patient Revenue		7.2%	7.3%	0.99	16.1%	0.44	8.9%	0.80	13.7%	0.52
Outpatient Gross Revenue (% of Total GPR)		63.6%	63.3%	1.00	72.3%	0.88	58.2%	1.09	64.1%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,616	\$16,906	1.10	\$14,502	1.28	\$19,324	0.96	\$17,626	1.06	
Inpatient Net Revenue per Day	\$4,307	\$3,675	1.17	\$3,502	1.23	\$3,829	1.12	\$4,099	1.05	
Outpatient Net Revenue per Visit	\$969	\$703	1.38	\$807	1.20	\$741	1.31	\$931	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,527,241,243	Cash & Cash Equivalents	\$139,088	Current Liabilities	\$85,387,129
Less Deductions	\$926,302,086	Net Patient Receivables	\$85,026,780	Long-Term Debt	\$0
Net Patient Revenue	\$600,939,157	Other Receivables	\$226,970	Other Liabilities	\$109,136,984
Plus Other Revenue	\$22,709,329			Subtotal	\$194,524,113
Total Revenue	\$623,648,486	Land, Buildings & Equipment (Net)	\$216,933,608	Unrestricted Fund Balance	\$236,884,398
Less Expenses	\$590,861,755	Other Assets	\$129,082,064	Restricted Fund Balance	\$2,818,246
Non-Operating Gains/Losses	\$18,911,802			Total Liabilities & Fund Balance	\$431,408,510
Net Income	\$51,698,533	Total Assets	\$431,408,510		

030 Sacred Heart Hospital
 900 West Clairemont Avenue
 Eau Claire, WI 54701
 715-839-4121

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	52.9%	55.2%	0.96	42.1%	1.26	43.3%	1.22	61.7%	0.86
Obstetrics	18.5%	38.0%	0.49	26.3%	0.13	23.8%	0.78	28.8%	0.64
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	48.7%	57.4%	0.85	43.5%	1.12	44.0%	1.11	54.8%	0.89
Average Census (Patients)									
Adult Medical-Surgical	57.7	26.0	2.22	11.3	5.10	15.3	3.78	72.8	0.79
Obstetrics	3.5	4.9	0.71	1.9	1.89	2.1	1.66	5.2	0.68
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	97.3	49.0	1.99	18.5	5.27	27.3	3.57	118.3	0.82
Average Length of Stay (Days)									
Adult Medical-Surgical	4.9	4.1	1.20	3.6	1.34	3.4	1.42	4.8	1.02
Obstetrics	2.2	2.6	0.88	2.3	0.98	2.3	0.97	2.2	1.02
Pediatrics	0.0	3.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.9	4.5	1.08	3.9	1.24	3.7	1.32	4.8	1.02
Surgical Operations									
Inpatient	1,788	1,426	1.25	509	3.51	657	2.72	2,361	0.76
Outpatient	2,260	4,581	0.49	2,269	1.00	2,872	0.79	2,470	0.91
Inpatient as % of All Surgeries	44.2%	23.7%	1.86	18.3%	2.41	18.6%	2.37	48.9%	0.90
Outpatient Visits									
Non-Emergency Visits	51,661	144,376	0.36	78,013	0.66	115,084	0.45	58,704	0.88
Emergency Visits	18,494	17,768	1.04	8,412	2.20	13,821	1.34	23,446	0.79
Full-Time Equivalents (FTEs)									
Administrators	21.0	23.0	0.91	13.4	1.56	18.2	1.16	10.0	2.10
Nurses, Licensed	257.5	251.3	1.02	124.0	2.08	150.6	1.71	240.1	1.07
Ancillary Nursing Personnel	59.1	39.7	1.49	18.7	3.16	19.7	2.99	62.6	0.94
All Other Personnel	574.1	509.3	1.13	265.3	2.16	320.3	1.79	622.7	0.92
Total FTEs	911.7	823.3	1.11	421.4	2.16	508.8	1.79	935.4	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.0	17.0	0.77	20.2	0.64	18.2	0.71	5.3	2.44
Nurses, Licensed	159.5	185.7	0.86	186.6	0.85	151.1	1.06	127.8	1.25
Ancillary Nursing Personnel	36.6	29.3	1.25	28.1	1.30	19.8	1.85	33.3	1.10
All Other Personnel	355.6	376.3	0.94	399.1	0.89	321.5	1.11	331.4	1.07
Total FTEs	564.7	608.3	0.93	633.9	0.89	510.6	1.11	497.8	1.13

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	200	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	7,310	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	552
Inpatient Days	35,518			Inpatient Days	0	Newborn Days	1,196

030 Sacred Heart Hospital
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	109	4,306	21,051	52.9%	57.7	4.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	24	223	3,156	36.0%	8.6	14.2
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	573	1,286	18.5%	3.5	2.2
Psychiatric	1	29	1,258	6,767	63.9%	18.5	5.4
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	998	3,258	63.8%	8.9	3.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	5	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	21	0	21.0	Surgical Personnel	14	12	19.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	24	8	30.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	14	21.3
Dental Hygienists	0	0	0.0	Occupational Therapists	8	5	10.2
Registered Nurses	142	170	257.5	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	8	12.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	5	2	5.5
Ancillary Nursing Personnel	21	65	59.1	Recreational Therapists	0	3	2.4
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	4	2	4.7
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	5	6.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	121	84	168.9
Health Info Mgmt-Administrators/Technicians	24	2	24.9	All Other Personnel	173	84	216.4
Pharmacy Personnel	23	11	28.9				
Clinical Laboratory Personnel	10	5	12.1				
				Total	618	488	911.7

030 Sacred Heart Hospital
Eau Claire, WI 54701

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$240,926,158	55.2%	46.3%	1.19	50.4%	1.09	51.1%	1.08	57.1%	0.97
Medical Assistance	\$58,258,276	13.3%	13.6%	0.98	11.5%	1.16	11.3%	1.18	13.5%	0.99
Commercial	\$116,605,328	26.7%	35.3%	0.76	34.7%	0.77	33.7%	0.79	25.6%	1.04
All Other	\$20,845,710	4.8%	4.8%	1.00	3.4%	1.41	3.9%	1.24	3.8%	1.26
Deductions as % of Total Gross Patient Revenue										
Medicare	\$165,814,975	38.0%	34.9%	1.09	33.8%	1.12	36.8%	1.03	42.1%	0.90
Medical Assistance	\$38,868,894	8.9%	10.4%	0.86	8.0%	1.11	8.5%	1.05	9.4%	0.95
Commercial	\$37,627,740	8.6%	14.7%	0.59	10.5%	0.82	12.8%	0.67	5.1%	1.69
Charity Care	\$5,645,295	1.3%	1.0%	1.34	0.9%	1.45	0.9%	1.45	1.8%	0.71
Bad Debt	\$1,984,315	0.5%	1.1%	0.43	1.0%	0.46	1.4%	0.33	0.2%	1.87
All Other	\$8,856,080	2.0%	2.2%	0.94	1.5%	1.33	2.1%	0.97	1.6%	1.28
Total Deductions	\$258,797,299	59.3%	64.2%	0.92	55.8%	1.06	62.4%	0.95	60.2%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.1%	5.5%	0.20		3.2%	0.35	3.4%	0.33	0.5%	2.25
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A		52.1%	N/A	4.5%	N/A	44.8%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$91,000,615	46.1%	44.0%	1.05	51.5%	0.90	46.0%	1.00	40.7%	1.13
Supplies & Services	\$94,835,818	48.1%	49.2%	0.98	43.3%	1.11	46.6%	1.03	51.3%	0.94
Capital Component	\$11,523,814	5.8%	6.8%	0.86	5.2%	1.13	7.4%	0.79	7.9%	0.74
Fiscal Statistics										
Operating Margin (%)	-9.7%	9.1%	N/A		1.7%	N/A	8.2%	N/A	14.2%	N/A
Total Hospital Net Income (%)	-7.9%	10.3%	N/A		3.5%	N/A	8.6%	N/A	23.0%	N/A
Return on Equity (%)	-2.1%	6.0%	N/A		0.7%	N/A	5.8%	N/A	8.1%	N/A
Current Ratio	1.2	4.7	0.26		2.3	0.53	4.4	0.28	1.3	0.93
Days in Net Patient Accounts Receivable	34.6	64.0	0.54		168.6	0.21	49.0	0.71	36.3	0.95
Average Payment Period	82.1	56.5	1.45		192.0	0.43	41.1	2.00	99.0	0.83
Equity Financing (%)	86.5%	69.2%	1.25		52.0%	1.66	81.8%	1.06	87.2%	0.99
Long-Term Debt to Equity Ratio	0.0	0.3	0.14		0.6	0.06	0.1	0.38	0.0	0.90
Times Interest Earned	-17.4	13.4	N/A		12.2	N/A	14.1	N/A	83.2	N/A
Total Asset Turnover	0.3	0.6	0.46		0.2	1.28	0.7	0.40	0.3	0.85
Average Age of Plant (Years)	20.3	12.6	1.61		38.0	0.53	9.6	2.11	14.4	1.40
Increase (Decrease) Total Net Patient Revenue	-17.0%	7.3%	N/A		16.1%	N/A	2.8%	N/A	-0.2%	93.30
Outpatient Gross Revenue (% of Total GPR)	40.4%	63.3%	0.64		72.3%	0.56	71.9%	0.56	37.1%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,068	\$16,906	0.83		\$14,502	0.97	\$12,065	1.17	\$14,400	0.98
Inpatient Net Revenue per Day	\$2,928	\$3,675	0.80		\$3,502	0.84	\$3,161	0.93	\$3,030	0.97
Outpatient Net Revenue per Visit	\$1,097	\$703	1.56		\$807	1.36	\$614	1.79	\$1,031	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$436,635,475	Cash & Cash Equivalents	\$124,548	Current Liabilities	\$42,472,986
Less Deductions	\$258,797,299	Net Patient Receivables	\$16,851,609	Long-Term Debt	\$21,739,347
Net Patient Revenue	\$177,838,176	Other Receivables	\$4,380,231	Other Liabilities	\$27,560,727
Plus Other Revenue	\$2,000,711			Subtotal	\$91,773,060
Total Revenue	\$179,838,884	Land, Buildings & Equipment (Net)	\$96,226,787	Unrestricted Fund Balance	\$585,800,526
Less Expenses	\$197,360,247	Other Assets	\$559,990,411	Restricted Fund Balance	\$18,628,132
Non-Operating Gains/Losses	\$3,146,502			Total Liabilities & Fund Balance	\$677,573,586
Net Income	-\$14,374,860	Total Assets	\$677,573,586		

031 Edgerton Hospital and Health Services
 11101 N. Sherman Rd
 Edgerton, WI 53534
 608-884-3441

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	7.7%	55.2%	0.14	59.0%	0.13	11.3%	0.68	7.7%	1.00	
Obstetrics	0.0%	38.0%	N/A	44.3%	N/A	0.0%	N/A	0.0%	N/A	
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	44.2%	N/A	0.0%	N/A	
Total Hospital	7.7%	57.4%	0.13	61.2%	0.13	16.5%	0.46	7.7%	1.00	
Average Census (Patients)										
Adult Medical-Surgical	1.4	26.0	0.05	24.6	0.06	1.8	0.78	1.4	1.00	
Obstetrics	0.0	4.9	N/A	4.8	N/A	0.0	N/A	0.0	N/A	
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.2	N/A	0.0	N/A	
Total Hospital	1.4	49.0	0.03	52.3	0.03	2.7	0.51	1.4	1.00	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.1	4.1	0.76	4.0	0.77	2.9	1.06	3.1	1.00	
Obstetrics	0.0	2.6	N/A	2.7	N/A	0.0	N/A	0.0	N/A	
Pediatrics	0.0	3.3	N/A	3.5	N/A	3.0	N/A	0.0	N/A	
Total Hospital	3.1	4.5	0.69	4.4	0.70	4.2	0.74	3.1	1.00	
Surgical Operations										
Inpatient	0	1,426	N/A	2,131	N/A	127	N/A	0	N/A	
Outpatient	272	4,581	0.06	7,954	0.03	1,225	0.22	342	0.80	
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	21.1%	N/A	9.4%	N/A	0.0%	N/A	
Outpatient Visits										
Non-Emergency Visits	20,225	144,376	0.14	179,501	0.11	22,925	0.88	14,527	1.39	
Emergency Visits	1,765	17,768	0.10	17,324	0.10	2,741	0.64	1,827	0.97	
Full-Time Equivalents (FTEs)										
Administrators	4.0	23.0	0.17	23.4	0.17	3.1	1.29	3.9	1.02	
Nurses, Licensed	5.1	251.3	0.02	255.4	0.02	36.6	0.14	28.3	0.18	
Ancillary Nursing Personnel	13.6	39.7	0.34	45.5	0.30	7.5	1.82	11.3	1.20	
All Other Personnel	116.1	509.3	0.23	652.5	0.18	77.2	1.50	80.2	1.45	
Total FTEs	138.8	823.3	0.17	976.8	0.14	124.4	1.12	123.8	1.12	
FTEs per 100 Patient Census (Adjusted)										
Administrators	69.3	17.0	4.08	17.6	3.94	23.8	2.91	65.1	1.06	
Nurses, Licensed	87.6	185.7	0.47	191.8	0.46	281.2	0.31	470.2	0.19	
Ancillary Nursing Personnel	236.1	29.3	8.05	34.1	6.91	57.4	4.11	188.6	1.25	
All Other Personnel	2,011.7	376.3	5.35	490.1	4.11	592.9	3.39	1,333.7	1.51	
Total FTEs	2,404.7	608.3	3.95	733.6	3.28	955.3	2.52	2,057.6	1.17	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	18	Health Maintenance		Average Beds Used	8	Bassinets	0
Discharges	163	Organization (HMO)	Yes	Discharges	156	Total Births	0
Inpatient Days	504	Preferred Provider		Inpatient Days	1,988	Newborn Days	0
		Organization (PPO)	Yes				

031 Edgerton Hospital and Health Services
Edgerton, WI 53534

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	163	504	7.7%	1.4	3.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	1	1	1.8
Physicians & Dentists	2	1	2.3	Radiological Services Personnel	3	9	7.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.1
Dental Hygienists	20	20	31.0	Occupational Therapists	1	0	1.0
Registered Nurses	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	4	2.9
Licensed Practical Nurses	2	2	3.1	Physical Therapy Assistants/Aides	2	2	2.3
Ancillary Nursing Personnel	8	10	13.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.7
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	1	1.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	4	9.0
Health Info Mgmt-Administrators/Technicians	13	4	14.8	All Other Personnel	21	8	26.1
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	6	5	8.7				
				Total	99	76	138.8

031 Edgerton Hospital and Health Services

Edgerton, WI 53534

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$24,464,916	55.6%	46.3%	1.20	42.2%	1.32	45.9%	1.21	54.2%	1.03
Medical Assistance	\$4,424,837	10.1%	13.6%	0.74	11.5%	0.88	11.5%	0.88	9.2%	1.09
Commercial	\$13,934,641	31.7%	35.3%	0.90	38.6%	0.82	39.4%	0.80	33.9%	0.94
All Other	\$1,147,021	2.6%	4.8%	0.55	7.8%	0.34	3.3%	0.80	2.7%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,595,563	28.6%	34.9%	0.82	31.6%	0.91	23.7%	1.21	26.2%	1.09
Medical Assistance	\$3,172,046	7.2%	10.4%	0.70	8.7%	0.82	7.7%	0.93	7.0%	1.03
Commercial	\$6,091,696	13.9%	14.7%	0.94	18.2%	0.76	10.4%	1.33	13.4%	1.03
Charity Care	\$78,626	0.2%	1.0%	0.19	0.8%	0.23	0.8%	0.22	0.2%	1.04
Bad Debt	\$866,892	2.0%	1.1%	1.86	1.1%	1.80	1.5%	1.34	2.6%	0.75
All Other	\$151,392	0.3%	2.2%	0.16	3.5%	0.10	1.4%	0.25	0.7%	0.49
Total Deductions	\$22,956,215	52.2%	64.2%	0.81	63.9%	0.82	45.5%	1.15	50.2%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.3%		5.5%	0.23	6.4%	0.20	3.1%	0.40	1.6%	0.79
Net Gains/Losses as % of Net Income	N/A		13.2%	N/A	39.0%	N/A	1.4%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,745,748	58.3%	44.0%	1.32	47.0%	1.24	51.0%	1.14	58.1%	1.00
Supplies & Services	\$6,190,910	28.3%	49.2%	0.58	45.7%	0.62	41.5%	0.68	27.7%	1.02
Capital Component	\$2,941,049	13.4%	6.8%	1.98	7.3%	1.85	7.5%	1.79	14.2%	0.95
Fiscal Statistics										
Operating Margin (%)	-2.8%		9.1%	N/A	6.3%	N/A	9.5%	N/A	-2.2%	1.26
Total Hospital Net Income (%)	-2.4%		10.3%	N/A	10.0%	N/A	9.7%	N/A	-2.0%	1.23
Return on Equity (%)	-2.3%		6.0%	N/A	7.5%	N/A	13.7%	N/A	-1.8%	1.27
Current Ratio	1.1		4.7	0.24	2.4	0.48	3.6	0.31	1.3	0.89
Days in Net Patient Accounts Receivable	53.0		64.0	0.83	50.8	1.04	55.7	0.95	51.1	1.04
Average Payment Period	68.8		56.5	1.22	52.7	1.31	35.7	1.93	64.8	1.06
Equity Financing (%)	0.0%		69.2%	N/A	59.1%	N/A	50.2%	N/A	0.0%	1.19
Long-Term Debt to Equity Ratio	-10.3		0.3	N/A	0.3	N/A	0.6	N/A	-12.4	0.84
Times Interest Earned	0.5		13.4	0.03	9.5	0.05	10.9	0.04	0.6	0.80
Total Asset Turnover	1.0		0.6	1.67	0.7	1.33	1.4	0.68	0.9	1.03
Average Age of Plant (Years)	10.2		12.6	0.81	10.8	0.94	9.3	1.09	8.9	1.15
Increase (Decrease) Total Net Patient Revenue	-0.6%		7.3%	N/A	5.8%	N/A	1.0%	N/A	-1.6%	0.37
Outpatient Gross Revenue (% of Total GPR)	76.4%		63.3%	1.21	60.4%	1.26	79.1%	0.97	77.2%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,353		\$16,906	0.85	\$18,736	0.77	\$20,479	0.70	\$16,147	0.89
Inpatient Net Revenue per Day	\$1,773		\$3,675	0.48	\$4,176	0.42	\$3,042	0.58	\$2,053	0.86
Outpatient Net Revenue per Visit	\$777		\$703	1.11	\$623	1.25	\$730	1.06	\$1,028	0.76

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$43,971,416	Cash & Cash Equivalents	\$659,924	Current Liabilities	\$3,864,063
Less Deductions	\$22,956,215	Net Patient Receivables	\$3,050,197	Long-Term Debt	\$20,264,720
Net Patient Revenue	\$21,015,201	Other Receivables	\$65,955	Other Liabilities	\$0
Plus Other Revenue	\$269,998			Subtotal	\$24,128,783
Total Revenue	\$21,285,199	Land, Buildings & Equipment (Net)	\$13,535,925	Unrestricted Fund Balance	-\$1,959,354
Less Expenses	\$21,877,707	Other Assets	\$4,857,428	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$79,817			Total Liabilities & Fund Balance	\$22,169,429
Net Income	-\$512,691	Total Assets	\$22,169,429		

032 Aurora Lakeland Medical Center in Elkhorn
W3985 Cty Rd NN
Elkhorn, WI 53121
262-741-2000

Fiscal Year: 01/01 to 12/31
Type: GMS
General Medical & Surgical
Control: Other Not-For-Profit

County: Walworth
Analysis Area: Southeastern (2A)
Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.0%	55.2%	0.76	58.8%	0.71	40.9%	1.03	40.2%	1.04
Obstetrics	26.0%	38.0%	0.69	30.5%	0.13	25.8%	1.01	26.3%	0.99
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	39.3%	57.4%	0.69	54.8%	0.72	41.6%	0.94	39.5%	1.00
Average Census (Patients)									
Adult Medical-Surgical	10.9	26.0	0.42	31.7	0.34	10.2	1.07	11.7	0.94
Obstetrics	3.9	4.9	0.79	5.2	0.75	1.8	2.14	3.9	0.99
Pediatrics	0.0	1.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	25.2	49.0	0.51	61.6	0.41	17.6	1.43	26.5	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.1	0.73	3.7	0.79	3.1	0.96	2.9	1.01
Obstetrics	2.0	2.6	0.79	2.3	0.88	2.2	0.93	2.1	0.98
Pediatrics	0.0	3.3	N/A	2.7	N/A	2.2	N/A	0.0	N/A
Total Hospital	3.3	4.5	0.74	4.0	0.83	3.3	0.99	3.3	0.99
Surgical Operations									
Inpatient	530	1,426	0.37	1,468	0.36	479	1.11	600	0.88
Outpatient	1,497	4,581	0.33	4,147	0.36	1,923	0.78	1,432	1.05
Inpatient as % of All Surgeries	26.1%	23.7%	1.10	26.1%	1.00	19.9%	1.31	29.5%	0.89
Outpatient Visits									
Non-Emergency Visits	55,986	144,376	0.39	165,725	0.34	67,442	0.83	55,097	1.02
Emergency Visits	15,216	17,768	0.86	24,778	0.61	12,660	1.20	14,982	1.02
Full-Time Equivalents (FTEs)									
Administrators	6.0	23.0	0.26	24.0	0.25	12.7	0.47	5.0	1.20
Nurses, Licensed	115.4	251.3	0.46	290.2	0.40	102.4	1.13	115.7	1.00
Ancillary Nursing Personnel	23.1	39.7	0.58	45.9	0.50	17.0	1.36	24.3	0.95
All Other Personnel	285.2	509.3	0.56	567.1	0.50	220.5	1.29	258.9	1.10
Total FTEs	429.8	823.3	0.52	927.1	0.46	352.5	1.22	403.9	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.7	17.0	0.45	13.1	0.59	19.4	0.40	6.5	1.19
Nurses, Licensed	148.5	185.7	0.80	158.4	0.94	155.7	0.95	150.2	0.99
Ancillary Nursing Personnel	29.8	29.3	1.02	25.0	1.19	25.8	1.15	31.6	0.94
All Other Personnel	367.0	376.3	0.98	309.5	1.19	335.3	1.09	336.3	1.09
Total FTEs	553.0	608.3	0.91	506.1	1.09	536.2	1.03	524.7	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	64	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,782	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	678
Inpatient Days	9,184			Inpatient Days	0	Newborn Days	1,248

032 Aurora Lakeland Medical Center in Elkhorn
Elkhorn, WI 53121

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	26	1,348	3,983	42.0%	10.9	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	119	1,265	34.7%	3.5	10.6
Hospice	2	1	72	187	51.2%	0.5	2.6
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	15	703	1,425	26.0%	3.9	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	422	2,324	53.1%	6.4	5.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	19	20	20.1	Radiological Services Personnel	13	8	18.0
Medical & Dental Residents	8	0	8.0	Respiratory Therapists	7	1	7.3
Dental Hygienists	0	0	0.0	Occupational Therapists	4	3	4.9
Registered Nurses	88	44	108.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	8	17.5
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	4	2	5.6
Ancillary Nursing Personnel	16	21	23.1	Recreational Therapists	0	1	0.7
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	40	26	52.4
Health Info Mgmt-Administrators/Technicians	3	4	5.6	All Other Personnel	72	32	93.0
Pharmacy Personnel	14	2	15.3				
Clinical Laboratory Personnel	17	5	20.5				
				Total	343	180	429.8

032 Aurora Lakeland Medical Center in Elkhorn
Elkhorn, WI 53121

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	2A Value	Ratio	4 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$110,398,702	49.5%	46.3%	1.07	50.9%	0.97	49.1%	1.01	49.1%	1.01
Medical Assistance	\$32,672,153	14.6%	13.6%	1.07	10.1%	1.44	10.9%	1.34	14.5%	1.01
Commercial	\$69,083,883	31.0%	35.3%	0.88	36.0%	0.86	36.4%	0.85	32.1%	0.97
All Other	\$11,015,204	4.9%	4.8%	1.03	3.0%	1.67	3.5%	1.39	4.4%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$87,095,566	39.0%	34.9%	1.12	40.8%	0.96	35.9%	1.09	38.6%	1.01
Medical Assistance	\$24,681,881	11.1%	10.4%	1.07	8.0%	1.39	8.3%	1.34	10.8%	1.03
Commercial	\$28,690,602	12.9%	14.7%	0.88	15.9%	0.81	14.2%	0.91	12.9%	1.00
Charity Care	\$6,089,920	2.7%	1.0%	2.83	1.1%	2.51	1.3%	2.06	2.3%	1.19
Bad Debt	\$3,383,506	1.5%	1.1%	1.43	1.1%	1.41	1.2%	1.23	1.8%	0.86
All Other	\$2,922,120	1.3%	2.2%	0.61	1.4%	0.94	1.3%	0.99	1.2%	1.05
Total Deductions	\$152,863,595	68.5%	64.2%	1.07	68.2%	1.00	62.3%	1.10	67.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	5.5%	0.06		4.9%	0.07	3.2%	0.11	0.4%	0.87
Net Gains/Losses as % of Net Income	0.2%	13.2%	0.02		N/A	N/A	29.1%	0.01	0.1%	3.11
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$27,443,322	46.8%	44.0%	1.06	39.6%	1.18	44.1%	1.06	46.2%	1.01
Supplies & Services	\$25,074,560	42.7%	49.2%	0.87	51.8%	0.83	47.4%	0.90	45.7%	0.94
Capital Component	\$6,145,377	10.5%	6.8%	1.54	8.7%	1.20	8.5%	1.23	8.1%	1.29
Fiscal Statistics										
Operating Margin (%)	16.9%	9.1%	1.86		14.3%	1.18	5.4%	3.14	15.8%	1.07
Total Hospital Net Income (%)	16.9%	10.3%	1.64		12.8%	1.32	7.4%	2.28	15.8%	1.07
Return on Equity (%)	4.5%	6.0%	0.75		8.8%	0.51	4.7%	0.95	4.2%	1.06
Current Ratio	52.0	4.7	11.05		9.4	5.52	4.8	10.90	51.2	1.02
Days in Net Patient Accounts Receivable	53.9	64.0	0.84		48.9	1.10	49.3	1.09	55.5	0.97
Average Payment Period	30.1	56.5	0.53		33.2	0.91	48.1	0.63	29.2	1.03
Equity Financing (%)	97.5%	69.2%	1.41		82.0%	1.19	74.4%	1.31	97.5%	1.00
Long-Term Debt to Equity Ratio	0.0	0.3	0.03		0.1	0.08	0.2	0.04	0.0	0.91
Times Interest Earned	11.0	13.4	0.82		13.0	0.85	7.5	1.47	35.3	0.31
Total Asset Turnover	0.3	0.6	0.46		0.7	0.38	0.6	0.42	0.3	0.99
Average Age of Plant (Years)	7.7	12.6	0.61		9.5	0.80	10.2	0.75	7.8	0.98
Increase (Decrease) Total Net Patient Revenue	4.4%	7.3%	0.60		4.1%	1.06	4.2%	1.03	1.7%	2.58
Outpatient Gross Revenue (% of Total GPR)	65.0%	63.3%	1.03		64.9%	1.00	72.8%	0.89	63.0%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,552	\$16,906	0.62		\$13,299	0.79	\$11,314	0.93	\$10,310	1.02
Inpatient Net Revenue per Day	\$2,961	\$3,675	0.81		\$3,202	0.92	\$3,281	0.90	\$2,871	1.03
Outpatient Net Revenue per Visit	\$623	\$703	0.89		\$685	0.91	\$705	0.88	\$587	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$223,169,942	Cash & Cash Equivalents	\$219,682,759	Current Liabilities	\$4,449,911
Less Deductions	\$152,863,595	Net Patient Receivables	\$10,388,558	Long-Term Debt	\$2,093,862
Net Patient Revenue	\$70,306,347	Other Receivables	\$152,726	Other Liabilities	\$29,187
Plus Other Revenue	\$249,407			Subtotal	\$6,572,960
Total Revenue	\$70,555,755	Land, Buildings & Equipment (Net)	\$32,357,185	Unrestricted Fund Balance	\$259,500,498
Less Expenses	\$58,663,259	Other Assets	\$3,492,229	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$25,500			Total Liabilities & Fund Balance	\$266,073,458
Net Income	\$11,917,996	Total Assets	\$266,073,457		

034 St Agnes Hospital – Fond du Lac
 430 E Division, PO Box 385
 Fond du Lac, WI 54935
 920-929-2300

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

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.6%	55.2%	0.90	46.6%	1.06	50.7%	0.98	50.0%	0.99
Obstetrics	26.6%	38.0%	0.70	30.9%	0.16	34.4%	0.77	27.4%	0.97
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	49.4%	57.4%	0.86	47.3%	1.04	54.8%	0.90	52.2%	0.95
Average Census (Patients)									
Adult Medical-Surgical	45.1	26.0	1.73	22.2	2.04	27.5	1.64	43.5	1.04
Obstetrics	5.0	4.9	1.02	4.4	1.14	6.2	0.82	5.2	0.97
Pediatrics	0.0	1.3	N/A	0.3	N/A	4.2	N/A	0.0	N/A
Total Hospital	70.6	49.0	1.44	36.8	1.92	63.1	1.12	72.5	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.1	0.86	3.5	0.99	3.6	0.96	3.5	0.99
Obstetrics	2.4	2.6	0.96	2.4	1.00	2.5	0.98	2.3	1.04
Pediatrics	0.0	3.3	N/A	2.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.3	4.5	1.18	4.2	1.28	4.3	1.23	3.6	1.46
Surgical Operations									
Inpatient	1,908	1,426	1.34	1,211	1.57	1,501	1.27	1,540	1.24
Outpatient	11,948	4,581	2.61	6,106	1.96	5,596	2.14	12,334	0.97
Inpatient as % of All Surgeries	13.8%	23.7%	0.58	16.6%	0.83	21.2%	0.65	11.1%	1.24
Outpatient Visits									
Non-Emergency Visits	274,145	144,376	1.90	97,819	2.80	193,333	1.42	711,755	0.39
Emergency Visits	32,371	17,768	1.82	15,674	2.07	29,751	1.09	31,169	1.04
Full-Time Equivalents (FTEs)									
Administrators	38.0	23.0	1.65	19.5	1.95	31.4	1.21	43.0	0.88
Nurses, Licensed	481.8	251.3	1.92	188.9	2.55	357.1	1.35	416.5	1.16
Ancillary Nursing Personnel	125.5	39.7	3.16	19.4	6.48	53.7	2.34	95.8	1.31
All Other Personnel	998.3	509.3	1.96	317.9	3.14	692.3	1.44	943.4	1.06
Total FTEs	1,643.6	823.3	2.00	545.6	3.01	1,134.4	1.45	1,498.6	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	18.2	17.0	1.07	16.9	1.08	16.1	1.13	13.6	1.34
Nurses, Licensed	230.9	185.7	1.24	164.2	1.41	183.4	1.26	131.7	1.75
Ancillary Nursing Personnel	60.1	29.3	2.05	16.8	3.57	27.6	2.18	30.3	1.99
All Other Personnel	478.4	376.3	1.27	276.3	1.73	355.6	1.35	298.4	1.60
Total FTEs	787.7	608.3	1.29	474.3	1.66	582.6	1.35	473.9	1.66

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	143	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	4,862	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	751
Inpatient Days	25,762			Inpatient Days	0	Newborn Days	1,725

034 St Agnes Hospital – Fond du Lac
Fond du Lac, WI 54935

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	91	4,724	16,470	49.6%	45.1	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	5	77	1,026	56.2%	2.8	13.3
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	753	1,843	26.6%	5.0	2.4
Psychiatric	1	16	681	3,184	54.5%	8.7	4.7
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	211	2,095	71.7%	5.7	9.9
Step-Down (Special Care)	1	4	101	1,144	78.4%	3.1	11.3
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	38	0	38.0	Surgical Personnel	15	9	21.7
Physicians & Dentists	41	6	45.5	Radiological Services Personnel	28	42	68.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	3	11.1
Dental Hygienists	0	0	0.0	Occupational Therapists	4	9	10.3
Registered Nurses	140	332	430.8	Occupational Therapy Assistants/Aides	2	2	4.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	18	16	31.5
Licensed Practical Nurses	10	15	23.1	Physical Therapy Assistants/Aides	3	13	11.4
Ancillary Nursing Personnel	32	121	125.5	Recreational Therapists	0	0	0.0
Physician Assistants	6	6	11.8	Dietitians & Nutritionists	2	7	7.2
Nurse Practitioners	14	6	19.7	Psychologists	8	1	8.9
Certified Registered Nurse Anesthetists	4	1	4.8	Social Workers	12	16	28.1
Clinical Nurse Specialists	0	5	3.5	All Other Health Professionals	84	74	133.0
Health Info Mgmt-Administrators/Technicians	20	15	30.9	All Other Personnel	337	255	520.6
Pharmacy Personnel	24	11	34.9				
Clinical Laboratory Personnel	0	0	0.0				
				Total	858	980	1,643.6

034 St Agnes Hospital – Fond du Lac

Fond du Lac, WI 54935

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$384,326,467	49.3%	46.3%	1.07	47.7%	1.03	41.9%	1.18	47.4%	1.04
Medical Assistance	\$84,234,013	10.8%	13.6%	0.79	10.5%	1.03	19.2%	0.56	10.5%	1.03
Commercial	\$298,346,047	38.3%	35.3%	1.08	39.1%	0.98	35.7%	1.07	40.6%	0.94
All Other	\$12,719,047	1.6%	4.8%	0.34	2.7%	0.60	3.3%	0.50	1.6%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$287,733,234	36.9%	34.9%	1.06	33.3%	1.11	32.2%	1.14	35.2%	1.05
Medical Assistance	\$71,007,044	9.1%	10.4%	0.88	7.8%	1.17	14.2%	0.64	8.2%	1.10
Commercial	\$107,581,469	13.8%	14.7%	0.94	13.9%	0.99	13.6%	1.01	16.9%	0.82
Charity Care	\$2,306,337	0.3%	1.0%	0.31	0.6%	0.47	1.0%	0.29	0.3%	1.01
Bad Debt	\$17,512,218	2.2%	1.1%	2.11	1.4%	1.55	1.2%	1.93	1.3%	1.72
All Other	\$3,958,743	0.5%	2.2%	0.23	2.0%	0.26	1.5%	0.33	0.4%	1.33
Total Deductions	\$490,099,045	62.9%	64.2%	0.98	59.1%	1.06	63.7%	0.99	62.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.5%	5.5%	0.64	1.9%	1.85	3.9%	0.91	2.2%	1.60
Net Gains/Losses as % of Net Income		52.5%	13.2%	3.98	11.5%	4.55	14.4%	3.65	63.2%	0.83
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$141,226,884	52.3%	44.0%	1.19	41.9%	1.25	44.1%	1.19	46.0%	1.14
Supplies & Services	\$99,163,532	36.7%	49.2%	0.75	50.8%	0.72	48.5%	0.76	45.9%	0.80
Capital Component	\$29,617,219	11.0%	6.8%	1.61	7.3%	1.50	7.4%	1.48	8.0%	1.37
Fiscal Statistics										
Operating Margin (%)		10.0%	9.1%	1.11	16.8%	0.60	9.4%	1.07	1.0%	9.80
Total Hospital Net Income (%)		19.0%	10.3%	1.84	18.6%	1.02	10.8%	1.75	2.7%	6.94
Return on Equity (%)		10.1%	6.0%	1.69	15.9%	0.64	4.3%	2.35	1.8%	5.58
Current Ratio		2.2	4.7	0.46	7.1	0.30	4.3	0.50	2.9	0.75
Days in Net Patient Accounts Receivable		87.7	64.0	1.37	58.8	1.49	85.1	1.03	61.2	1.43
Average Payment Period		69.8	56.5	1.24	30.8	2.27	80.6	0.87	39.4	1.77
Equity Financing (%)		80.6%	69.2%	1.16	86.8%	0.93	65.0%	1.24	57.0%	1.41
Long-Term Debt to Equity Ratio		0.2	0.3	0.92	0.1	2.56	0.4	0.66	0.4	0.61
Times Interest Earned		14.0	13.4	1.04	37.1	0.38	11.7	1.19	3.4	4.12
Total Asset Turnover		0.5	0.6	0.84	0.8	0.57	0.4	1.22	0.7	0.74
Average Age of Plant (Years)		2.0	12.6	0.16	8.9	0.23	14.3	0.14	11.3	0.18
Increase (Decrease) Total Net Patient Revenue		-22.2%	7.3%	N/A	0.5%	N/A	7.2%	N/A	4.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		65.4%	63.3%	1.03	67.6%	0.97	66.6%	0.98	75.8%	0.86
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$20,191	\$16,906	1.19	\$13,409	1.51	\$15,576	1.30	\$12,405	1.63
Inpatient Net Revenue per Day		\$3,730	\$3,675	1.01	\$3,142	1.19	\$3,515	1.06	\$3,235	1.15
Outpatient Net Revenue per Visit		\$681	\$703	0.97	\$724	0.94	\$685	1.00	\$397	1.72

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$779,625,574	Cash & Cash Equivalents	\$27,453,398	Current Liabilities	\$47,793,535
Less Deductions	\$490,099,045	Net Patient Receivables	\$69,554,837	Long-Term Debt	\$118,702,137
Net Patient Revenue	\$289,526,529	Other Receivables	\$1,040,736	Other Liabilities	-\$44,687,431
Plus Other Revenue	\$10,646,019			Subtotal	\$121,808,241
Total Revenue	\$300,172,548	Land, Buildings & Equipment (Net)	\$241,302,146	Unrestricted Fund Balance	\$505,013,265
Less Expenses	\$270,007,635	Other Assets	\$287,470,390	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$33,273,815			Total Liabilities & Fund Balance	\$626,821,507
Net Income	\$63,438,729	Total Assets	\$626,821,507		

035 Fort HealthCare
 611 East Sherman Avenue
 Fort Atkinson, WI 53538
 920-568-5000

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Jefferson
 Analysis Area: Southern (1)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.1%	55.2%	0.49	59.0%	0.46	50.7%	0.53	27.9%	0.97
Obstetrics	19.8%	38.0%	0.52	44.3%	0.05	34.4%	0.58	18.8%	1.05
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	25.7%	57.4%	0.45	61.2%	0.42	54.8%	0.47	26.2%	0.98
Average Census (Patients)									
Adult Medical-Surgical	8.9	26.0	0.34	24.6	0.36	27.5	0.33	9.2	0.97
Obstetrics	2.4	4.9	0.48	4.8	0.50	6.2	0.39	2.3	1.05
Pediatrics	0.0	1.3	N/A	2.2	N/A	4.2	N/A	0.0	N/A
Total Hospital	12.6	49.0	0.26	52.3	0.24	63.1	0.20	12.8	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.1	0.74	4.0	0.76	3.6	0.83	2.7	1.11
Obstetrics	2.4	2.6	0.95	2.7	0.90	2.5	0.97	2.3	1.05
Pediatrics	0.0	3.3	N/A	3.5	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.0	4.5	0.67	4.4	0.68	4.3	0.70	2.8	1.09
Surgical Operations									
Inpatient	456	1,426	0.32	2,131	0.21	1,501	0.30	496	0.92
Outpatient	3,174	4,581	0.69	7,954	0.40	5,596	0.57	2,800	1.13
Inpatient as % of All Surgeries	12.6%	23.7%	0.53	21.1%	0.59	21.2%	0.59	15.0%	0.83
Outpatient Visits									
Non-Emergency Visits	255,540	144,376	1.77	179,501	1.42	193,333	1.32	248,443	1.03
Emergency Visits	15,856	17,768	0.89	17,324	0.92	29,751	0.53	16,549	0.96
Full-Time Equivalents (FTEs)									
Administrators	4.6	23.0	0.20	23.4	0.20	31.4	0.15	4.8	0.96
Nurses, Licensed	157.4	251.3	0.63	255.4	0.62	357.1	0.44	106.0	1.49
Ancillary Nursing Personnel	25.1	39.7	0.63	45.5	0.55	53.7	0.47	10.9	2.29
All Other Personnel	500.1	509.3	0.98	652.5	0.77	692.3	0.72	327.7	1.53
Total FTEs	687.2	823.3	0.83	976.8	0.70	1,134.4	0.61	449.4	1.53
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.1	17.0	0.24	17.6	0.23	16.1	0.26	4.7	0.87
Nurses, Licensed	140.5	185.7	0.76	191.8	0.73	183.4	0.77	103.6	1.36
Ancillary Nursing Personnel	22.4	29.3	0.76	34.1	0.65	27.6	0.81	10.7	2.09
All Other Personnel	446.2	376.3	1.19	490.1	0.91	355.6	1.25	320.4	1.39
Total FTEs	613.2	608.3	1.01	733.6	0.84	582.6	1.05	439.4	1.40

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	49	Health Maintenance		Average Beds Used	0	Bassinets	10
Discharges	1,523	Organization (HMO)	Yes	Discharges	0	Total Births	352
Inpatient Days	4,588	Preferred Provider		Inpatient Days	0	Newborn Days	729
		Organization (PPO)	Yes				

035 Fort HealthCare
Fort Atkinson, WI 53538

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	33	1,080	3,262	27.1%	8.9	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	359	869	19.8%	2.4	2.4
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	83	457	31.3%	1.3	5.5
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	2	4.6	Surgical Personnel	9	2	10.1
Physicians & Dentists	35	6	38.6	Radiological Services Personnel	19	13	28.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	8	4.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	11	3.7
Registered Nurses	45	130	116.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	11	16.5
Licensed Practical Nurses	15	16	25.3	Physical Therapy Assistants/Aides	2	3	3.4
Ancillary Nursing Personnel	8	34	25.1	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	0	3	0.9
Nurse Practitioners	7	4	9.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	5	6.4	Social Workers	1	1	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	54	44	96.5
Health Info Mgmt-Administrators/Technicians	19	7	21.6	All Other Personnel	154	128	229.6
Pharmacy Personnel	5	7	8.8				
Clinical Laboratory Personnel	10	5	12.9				
				Total	424	454	687.2

035 Fort HealthCare
Fort Atkinson, WI 53538

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$139,553,315	41.9%	46.3%	0.90	42.2%	0.99	41.9%	1.00	42.7%	0.98
Medical Assistance	\$35,757,828	10.7%	13.6%	0.79	11.5%	0.93	19.2%	0.56	10.3%	1.04
Commercial	\$149,962,536	45.0%	35.3%	1.27	38.6%	1.17	35.7%	1.26	44.4%	1.01
All Other	\$8,054,462	2.4%	4.8%	0.51	7.8%	0.31	3.3%	0.74	2.6%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$108,166,677	32.5%	34.9%	0.93	31.6%	1.03	32.2%	1.01	32.9%	0.99
Medical Assistance	\$26,978,151	8.1%	10.4%	0.78	8.7%	0.93	14.2%	0.57	8.7%	0.93
Commercial	\$72,701,470	21.8%	14.7%	1.48	18.2%	1.20	13.6%	1.60	19.6%	1.11
Charity Care	\$1,312,623	0.4%	1.0%	0.41	0.8%	0.50	1.0%	0.39	0.5%	0.75
Bad Debt	\$3,440,757	1.0%	1.1%	0.97	1.1%	0.94	1.2%	0.89	0.8%	1.23
All Other	\$4,800,567	1.4%	2.2%	0.67	3.5%	0.42	1.5%	0.94	1.5%	0.99
Total Deductions	\$217,400,244	65.2%	64.2%	1.02	63.9%	1.02	63.7%	1.02	64.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.7%	5.5%	1.93	6.4%	1.67	3.9%	2.73	10.8%	0.99	
Net Gains/Losses as % of Net Income	38.3%	13.2%	2.90	39.0%	0.98	14.4%	2.66	68.3%	0.56	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,697,228	42.1%	44.0%	0.96	47.0%	0.90	44.1%	0.95	41.0%	1.03
Supplies & Services	\$58,532,890	47.7%	49.2%	0.97	45.7%	1.04	48.5%	0.98	47.9%	1.00
Capital Component	\$12,490,826	10.2%	6.8%	1.50	7.3%	1.40	7.4%	1.38	11.2%	0.91
Fiscal Statistics										
Operating Margin (%)	5.4%	9.1%	0.60	6.3%	0.86	9.4%	0.58	2.3%	2.34	
Total Hospital Net Income (%)	8.5%	10.3%	0.82	10.0%	0.85	10.8%	0.78	7.0%	1.22	
Return on Equity (%)	5.4%	6.0%	0.89	7.5%	0.72	4.3%	1.24	4.4%	1.21	
Current Ratio	2.4	4.7	0.52	2.4	1.04	4.3	0.57	2.5	0.98	
Days in Net Patient Accounts Receivable	54.1	64.0	0.84	50.8	1.06	85.1	0.64	54.0	1.00	
Average Payment Period	47.1	56.5	0.83	52.7	0.89	80.6	0.58	45.6	1.03	
Equity Financing (%)	72.2%	69.2%	1.04	59.1%	1.22	65.0%	1.11	69.7%	1.04	
Long-Term Debt to Equity Ratio	0.3	0.3	1.12	0.3	0.90	0.4	0.81	0.3	0.86	
Times Interest Earned	5.7	13.4	0.43	9.5	0.61	11.7	0.49	4.5	1.27	
Total Asset Turnover	0.6	0.6	1.06	0.7	0.85	0.4	1.56	0.6	1.01	
Average Age of Plant (Years)	18.4	12.6	1.47	10.8	1.71	14.3	1.29	16.3	1.13	
Increase (Decrease) Total Net Patient Revenue	5.0%	7.3%	0.69	5.8%	0.86	7.2%	0.69	1.8%	2.82	
Outpatient Gross Revenue (% of Total GPR)	88.8%	63.3%	1.40	60.4%	1.47	66.6%	1.33	86.9%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$3,715	\$16,906	0.22	\$18,736	0.20	\$15,576	0.24	\$8,659	0.43	
Inpatient Net Revenue per Day	\$1,234	\$3,675	0.34	\$4,176	0.30	\$3,515	0.35	\$3,005	0.41	
Outpatient Net Revenue per Visit	\$419	\$703	0.60	\$623	0.67	\$685	0.61	\$371	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$333,328,142	Cash & Cash Equivalents	\$13,571,596	Current Liabilities	\$14,997,610
Less Deductions	\$217,400,244	Net Patient Receivables	\$17,173,139	Long-Term Debt	\$44,275,886
Net Patient Revenue	\$115,927,898	Other Receivables	\$1,783,118	Other Liabilities	\$0
Plus Other Revenue	\$13,833,058			Subtotal	\$59,273,496
Total Revenue	\$129,760,958	Land, Buildings & Equipment (Net)	\$46,929,690	Unrestricted Fund Balance	\$153,590,368
Less Expenses	\$122,720,944	Other Assets	\$133,406,321	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,363,854			Total Liabilities & Fund Balance	\$212,863,864
Net Income	\$11,403,868	Total Assets	\$212,863,864		

311 Ascension SE Wisconsin Hospital - Franklin Campus
 10101 S. 27th Street
 Franklin, WI 53132
 414-325-4700

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	78.4%	55.2%	1.42	67.1%	1.17	40.9%	1.92	46.3%	1.69
Obstetrics	0.0%	38.0%	N/A	48.2%	N/A	25.8%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	74.7%	57.4%	1.30	70.0%	1.07	41.6%	1.79	78.7%	0.95
Average Census (Patients)									
Adult Medical-Surgical	15.7	26.0	0.60	108.6	0.14	10.2	1.53	16.7	0.94
Obstetrics	0.0	4.9	N/A	19.5	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	9.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	34.4	49.0	0.70	166.8	0.21	17.6	1.95	34.6	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.1	0.99	5.2	0.77	3.1	1.31	4.3	0.95
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.4	N/A	2.2	N/A	0.0	N/A
Total Hospital	4.3	4.5	0.96	5.7	0.75	3.3	1.29	4.4	0.98
Surgical Operations									
Inpatient	616	1,426	0.43	3,115	0.20	479	1.29	720	0.86
Outpatient	1,223	4,581	0.27	5,527	0.22	1,923	0.64	1,321	0.93
Inpatient as % of All Surgeries	33.5%	23.7%	1.41	36.0%	0.93	19.9%	1.68	35.3%	0.95
Outpatient Visits									
Non-Emergency Visits	69,606	144,376	0.48	275,295	0.25	67,442	1.03	71,344	0.98
Emergency Visits	20,777	17,768	1.17	46,822	0.44	12,660	1.64	21,976	0.95
Full-Time Equivalents (FTEs)									
Administrators	11.9	23.0	0.52	58.1	0.20	12.7	0.93	3.0	3.96
Nurses, Licensed	117.1	251.3	0.47	763.8	0.15	102.4	1.14	107.3	1.09
Ancillary Nursing Personnel	9.4	39.7	0.24	137.7	0.07	17.0	0.55	28.4	0.33
All Other Personnel	168.9	509.3	0.33	1,250.1	0.14	220.5	0.77	160.5	1.05
Total FTEs	307.3	823.3	0.37	2,209.8	0.14	352.5	0.87	299.2	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.9	17.0	0.76	16.3	0.79	19.4	0.67	3.3	3.88
Nurses, Licensed	126.8	185.7	0.68	213.6	0.59	155.7	0.81	118.7	1.07
Ancillary Nursing Personnel	10.2	29.3	0.35	38.5	0.26	25.8	0.40	31.4	0.33
All Other Personnel	182.9	376.3	0.49	349.6	0.52	335.3	0.55	177.5	1.03
Total FTEs	332.8	608.3	0.55	618.0	0.54	536.2	0.62	330.9	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	46	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,926	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	12,541			Inpatient Days	0	Newborn Days	0

311 Ascension SE Wisconsin Hospital - Franklin Campus
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	1,422	5,724	78.4%	15.7	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	26	1,437	6,817	71.8%	18.7	4.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	3	11.9	Surgical Personnel	9	6	9.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	27	26	38.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	4	10.5
Dental Hygienists	0	0	0.0	Occupational Therapists	3	12	7.7
Registered Nurses	89	54	115.3	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	16	13	19.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	10	9.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	1	1	1.8	All Other Health Professionals	22	31	34.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	8	13	14.2
Pharmacy Personnel	9	8	11.6				
Clinical Laboratory Personnel	15	5	17.0				
				Total	226	191	307.3

311 Ascension SE Wisconsin Hospital - Franklin Campus
Franklin, WI 53132

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	2B Value	Ratio	4 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$132,831,539	48.7%	46.3%	1.05	43.7%	1.11	49.1%	0.99	47.8%	1.02
Medical Assistance	\$29,474,989	10.8%	13.6%	0.79	20.7%	0.52	10.9%	0.99	11.6%	0.93
Commercial	\$103,037,233	37.8%	35.3%	1.07	31.5%	1.20	36.4%	1.04	38.5%	0.98
All Other	\$7,561,186	2.8%	4.8%	0.58	4.1%	0.67	3.5%	0.78	2.0%	1.36
Deductions as % of Total Gross Patient Revenue										
Medicare	\$98,480,785	36.1%	34.9%	1.03	34.8%	1.04	35.9%	1.00	36.6%	0.99
Medical Assistance	\$24,458,773	9.0%	10.4%	0.86	15.6%	0.57	8.3%	1.09	8.8%	1.02
Commercial	\$40,017,932	14.7%	14.7%	1.00	14.2%	1.04	14.2%	1.03	15.5%	0.95
Charity Care	\$5,121,996	1.9%	1.0%	1.95	1.2%	1.53	1.3%	1.42	1.2%	1.62
Bad Debt	\$3,190,227	1.2%	1.1%	1.10	1.0%	1.23	1.2%	0.95	1.7%	0.70
All Other	\$2,374,666	0.9%	2.2%	0.40	1.2%	0.74	1.3%	0.66	0.7%	1.29
Total Deductions	\$173,644,377	63.6%	64.2%	0.99	67.9%	0.94	62.3%	1.02	64.4%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.12		4.2%	0.15	3.2%	0.20	4.7%	0.14
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A		N/A	N/A	29.1%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$29,980,151	37.9%	44.0%	0.86	35.6%	1.06	44.1%	0.86	35.4%	1.07
Supplies & Services	\$43,167,429	54.5%	49.2%	1.11	57.8%	0.94	47.4%	1.15	56.9%	0.96
Capital Component	\$6,033,357	7.6%	6.8%	1.12	6.6%	1.15	8.5%	0.90	7.7%	0.99
Fiscal Statistics										
Operating Margin (%)	20.7%	9.1%	2.28		11.0%	1.89	5.4%	3.87	16.8%	1.23
Total Hospital Net Income (%)	20.6%	10.3%	2.00		10.6%	1.94	7.4%	2.79	16.8%	1.23
Return on Equity (%)	18.3%	6.0%	3.05		7.3%	2.50	4.7%	3.86	14.2%	1.28
Current Ratio	4.2	4.7	0.89		10.4	0.40	4.8	0.88	4.9	0.85
Days in Net Patient Accounts Receivable	47.1	64.0	0.74		48.4	0.97	49.3	0.96	49.0	0.96
Average Payment Period	28.5	56.5	0.51		30.5	0.93	48.1	0.59	25.5	1.12
Equity Financing (%)	88.6%	69.2%	1.28		87.0%	1.02	74.4%	1.19	83.1%	1.07
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	0.0	13.4	N/A		11.9	N/A	7.5	N/A	0.0	N/A
Total Asset Turnover	0.9	0.6	1.55		0.7	1.29	0.6	1.41	0.8	1.04
Average Age of Plant (Years)	3.6	12.6	0.29		10.5	0.34	10.2	0.35	2.4	1.51
Increase (Decrease) Total Net Patient Revenue	2.3%	7.3%	0.32		4.6%	0.50	4.2%	0.55	11.9%	0.20
Outpatient Gross Revenue (% of Total GPR)	62.7%	63.3%	0.99		52.2%	1.20	72.8%	0.86	60.9%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,547	\$16,906	0.92		\$22,775	0.68	\$11,314	1.37	\$13,695	1.14
Inpatient Net Revenue per Day	\$3,616	\$3,675	0.98		\$3,908	0.93	\$3,281	1.10	\$3,049	1.19
Outpatient Net Revenue per Visit	\$630	\$703	0.90		\$755	0.83	\$705	0.89	\$667	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$272,904,946	Cash & Cash Equivalents	\$4,200	Current Liabilities	\$5,740,771
Less Deductions	\$173,644,377	Net Patient Receivables	\$12,802,731	Long-Term Debt	\$0
Net Patient Revenue	\$99,260,569	Other Receivables	\$10,857	Other Liabilities	\$7,118,737
Plus Other Revenue	\$642,244			Subtotal	\$12,859,508
Total Revenue	\$99,902,813	Land, Buildings & Equipment (Net)	\$88,624,457	Unrestricted Fund Balance	\$99,889,091
Less Expenses	\$79,180,938	Other Assets	\$11,306,354	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$118,952			Total Liabilities & Fund Balance	\$112,748,599
Net Income	\$20,602,923	Total Assets	\$112,748,599		

313 Midwest Orthopedic Specialty Hospital
 10101 South 27th Street
 Franklin, WI 53132
 414-817-5800

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.2%	N/A	67.1%	N/A	18.2%	N/A	0.0%	N/A
Obstetrics	0.0%	38.0%	N/A	48.2%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	47.6%	57.4%	0.83	70.0%	0.68	22.2%	2.14	53.8%	0.88
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.0	N/A	108.6	N/A	2.8	N/A	0.0	N/A
Obstetrics	0.0	4.9	N/A	19.5	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	9.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.6	49.0	0.16	166.8	0.05	4.1	1.84	8.6	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.1	N/A	5.2	N/A	3.1	N/A	0.0	N/A
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.4	N/A	1.0	N/A	0.0	N/A
Total Hospital	1.9	4.5	0.42	5.7	0.33	2.9	0.64	2.0	0.95
Surgical Operations									
Inpatient	1,511	1,426	1.06	3,115	0.49	305	4.96	1,615	0.94
Outpatient	3,693	4,581	0.81	5,527	0.67	1,106	3.34	3,558	1.04
Inpatient as % of All Surgeries	29.0%	23.7%	1.22	36.0%	0.81	21.6%	1.34	31.2%	0.93
Outpatient Visits									
Non-Emergency Visits	6,039	144,376	0.04	275,295	0.02	28,429	0.21	6,493	0.93
Emergency Visits	0	17,768	N/A	46,822	N/A	4,284	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	5.6	23.0	0.24	58.1	0.10	5.9	0.96	2.0	2.82
Nurses, Licensed	57.8	251.3	0.23	763.8	0.08	43.5	1.33	51.6	1.12
Ancillary Nursing Personnel	3.8	39.7	0.10	137.7	0.03	6.3	0.61	13.3	0.29
All Other Personnel	50.9	509.3	0.10	1,250.1	0.04	106.9	0.48	71.8	0.71
Total FTEs	118.2	823.3	0.14	2,209.8	0.05	162.6	0.73	138.7	0.85
FTEs per 100 Patient Census (Adjusted)									
Administrators	33.0	17.0	1.94	16.3	2.03	33.7	0.98	11.3	2.93
Nurses, Licensed	338.8	185.7	1.83	213.6	1.59	250.2	1.35	290.4	1.17
Ancillary Nursing Personnel	22.5	29.3	0.77	38.5	0.58	36.4	0.62	75.0	0.30
All Other Personnel	298.0	376.3	0.79	349.6	0.85	615.3	0.48	404.1	0.74
Total FTEs	692.3	608.3	1.14	618.0	1.12	935.7	0.74	780.7	0.89

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 1,479
 Inpatient Days 2,778

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

313 Midwest Orthopedic Specialty Hospital
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	16	1,479	2,778	47.6%	7.6	1.9
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	1	5.6	Surgical Personnel	27	5	29.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	42	25	56.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	3	3.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	9	10	14.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	2	7.4
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	93	46	118.2

313 Midwest Orthopedic Specialty Hospital

Franklin, WI 53132

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$70,354,083	39.3%	46.3%	0.85	43.7%	0.90	47.3%	0.83	37.3%	1.05
Medical Assistance	\$11,941,235	6.7%	13.6%	0.49	20.7%	0.32	10.4%	0.64	6.7%	0.99
Commercial	\$96,558,913	53.9%	35.3%	1.53	31.5%	1.71	38.9%	1.39	55.8%	0.97
All Other	\$228,804	0.1%	4.8%	0.03	4.1%	0.03	3.4%	0.04	0.2%	0.85
Deductions as % of Total Gross Patient Revenue										
Medicare	\$54,563,950	30.5%	34.9%	0.87	34.8%	0.88	28.0%	1.09	29.3%	1.04
Medical Assistance	\$10,395,462	5.8%	10.4%	0.56	15.6%	0.37	7.2%	0.80	4.9%	1.18
Commercial	\$39,360,353	22.0%	14.7%	1.50	14.2%	1.55	13.6%	1.62	22.0%	1.00
Charity Care	\$466,928	0.3%	1.0%	0.27	1.2%	0.21	0.7%	0.37	0.2%	1.21
Bad Debt	\$1,413,218	0.8%	1.1%	0.74	1.0%	0.83	1.3%	0.62	0.7%	1.07
All Other	\$58,212	0.0%	2.2%	0.02	1.2%	0.03	2.1%	0.02	0.1%	0.44
Total Deductions	\$106,258,123	59.3%	64.2%	0.92	67.9%	0.87	52.9%	1.12	57.2%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.10		4.2%	0.13	4.8%	0.12	0.5%	1.10
Net Gains/Losses as % of Net Income	0.4%	13.2%	0.03		N/A	N/A	10.4%	0.03	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,714,722	23.2%	44.0%	0.53	35.6%	0.65	46.3%	0.50	21.2%	1.09
Supplies & Services	\$31,215,915	74.4%	49.2%	1.51	57.8%	1.29	46.3%	1.61	75.8%	0.98
Capital Component	\$1,020,543	2.4%	6.8%	0.36	6.6%	0.37	7.4%	0.33	3.0%	0.81
Fiscal Statistics										
Operating Margin (%)	42.7%	9.1%	4.70		11.0%	3.89	12.2%	3.49	46.9%	0.91
Total Hospital Net Income (%)	42.8%	10.3%	4.15		10.6%	4.02	13.5%	3.18	46.9%	0.91
Return on Equity (%)	70.3%	6.0%	11.72		7.3%	9.62	12.4%	5.68	70.2%	1.00
Current Ratio	3.6	4.7	0.76		10.4	0.34	3.1	1.16	3.2	1.13
Days in Net Patient Accounts Receivable	54.9	64.0	0.86		48.4	1.13	56.0	0.98	57.0	0.96
Average Payment Period	66.1	56.5	1.17		30.5	2.16	54.4	1.21	94.0	0.70
Equity Financing (%)	83.4%	69.2%	1.20		87.0%	0.96	61.0%	1.37	80.1%	1.04
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	0.0	13.4	N/A		11.9	N/A	16.6	N/A	0.0	N/A
Total Asset Turnover	1.6	0.6	2.86		0.7	2.38	0.9	1.81	1.5	1.10
Average Age of Plant (Years)	16.9	12.6	1.34		10.5	1.60	9.2	1.83	14.4	1.17
Increase (Decrease) Total Net Patient Revenue	-2.8%	7.3%	N/A		4.6%	N/A	3.3%	N/A	1.2%	N/A
Outpatient Gross Revenue (% of Total GPR)	55.4%	63.3%	0.88		52.2%	1.06	76.2%	0.73	51.5%	1.08
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$21,252	\$16,906	1.26		\$22,775	0.93	\$15,352	1.38	\$21,963	0.97
Inpatient Net Revenue per Day	\$11,315	\$3,675	3.08		\$3,908	2.90	\$4,244	2.67	\$11,090	1.02
Outpatient Net Revenue per Visit	\$7,088	\$703	10.08		\$755	9.39	\$803	8.82	\$6,368	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$179,083,035	Cash & Cash Equivalents	\$13,002,219	Current Liabilities	\$7,412,438
Less Deductions	\$106,258,123	Net Patient Receivables	\$10,948,349	Long-Term Debt	\$0
Net Patient Revenue	\$72,824,912	Other Receivables	\$680,309	Other Liabilities	\$0
Plus Other Revenue	\$414,183			Subtotal	\$7,412,438
Total Revenue	\$73,239,095	Land, Buildings & Equipment (Net)	\$14,667,475	Unrestricted Fund Balance	\$37,251,738
Less Expenses	\$41,951,180	Other Assets	\$5,365,824	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$113,783			Total Liabilities & Fund Balance	\$44,664,176
Net Income	\$31,401,698	Total Assets	\$44,664,176		

037 Gunderson Moundview Hospital and Clinics
 402 W Lake Street, PO Box 40
 Friendship, WI 53934
 608-339-3331

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Adams
 Analysis Area: North Central (6)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	3.3%	55.2%	0.06	59.6%	0.05	18.2%	0.18	4.8%	0.68
Obstetrics	0.0%	38.0%	N/A	37.4%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	3.3%	57.4%	0.06	63.9%	0.05	22.2%	0.15	4.8%	0.68
Average Census (Patients)									
Adult Medical-Surgical	0.8	26.0	0.03	21.4	0.04	2.8	0.29	1.2	0.68
Obstetrics	0.0	4.9	N/A	3.6	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	0.8	49.0	0.02	39.1	0.02	4.1	0.20	1.2	0.68
Average Length of Stay (Days)									
Adult Medical-Surgical	2.3	4.1	0.56	3.8	0.59	3.1	0.72	2.5	0.91
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.9	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.4	4.5	0.53	4.2	0.57	2.9	0.82	2.5	0.96
Surgical Operations									
Inpatient	2	1,426	0.00	1,304	0.00	305	0.01	4	0.50
Outpatient	170	4,581	0.04	3,131	0.05	1,106	0.15	154	1.10
Inpatient as % of All Surgeries	1.2%	23.7%	0.05	29.4%	0.04	21.6%	0.05	2.5%	0.46
Outpatient Visits									
Non-Emergency Visits	33,985	144,376	0.24	109,429	0.31	28,429	1.20	36,564	0.93
Emergency Visits	5,609	17,768	0.32	12,684	0.44	4,284	1.31	5,020	1.12
Full-Time Equivalents (FTEs)									
Administrators	0.0	23.0	N/A	33.8	N/A	5.9	N/A	0.0	N/A
Nurses, Licensed	28.9	251.3	0.12	182.8	0.16	43.5	0.66	29.1	0.99
Ancillary Nursing Personnel	1.0	39.7	0.03	28.6	0.03	6.3	0.16	1.6	0.63
All Other Personnel	94.3	509.3	0.19	375.9	0.25	106.9	0.88	89.3	1.06
Total FTEs	124.2	823.3	0.15	621.2	0.20	162.6	0.76	120.0	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	17.0	N/A	29.6	N/A	33.7	N/A	0.0	N/A
Nurses, Licensed	172.2	185.7	0.93	160.0	1.08	250.2	0.69	173.1	0.99
Ancillary Nursing Personnel	6.0	29.3	0.20	25.1	0.24	36.4	0.16	9.5	0.63
All Other Personnel	561.7	376.3	1.49	329.2	1.71	615.3	0.91	531.9	1.06
Total FTEs	739.8	608.3	1.22	543.8	1.36	935.7	0.79	714.6	1.04

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 125
 Inpatient Days 299

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 22
 Inpatient Days 214

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

037 Gunderson Moundview Hospital and Clinics
 Friendship, WI 53934

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	25	132	299	3.3%	0.8	2.3
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	1	1	1.6
Physicians & Dentists	1	1	1.0	Radiological Services Personnel	5	0	5.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	1.6
Dental Hygienists	0	0	0.0	Occupational Therapists	1	3	1.5
Registered Nurses	23	7	24.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	1	1	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	1	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	1	4.7
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	50	3	52.7
Pharmacy Personnel	2	2	2.8				
Clinical Laboratory Personnel	5	0	5.0				
				Total	116	23	124.2

037 Gunderson Moundview Hospital and Clinics

Friendship, WI 53934

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$19,958,135	50.7%	46.3%	1.10	50.7%	1.00	47.3%	1.07	50.1%	1.01
Medical Assistance	\$8,156,826	20.7%	13.6%	1.52	13.1%	1.58	10.4%	2.00	21.3%	0.97
Commercial	\$9,656,074	24.6%	35.3%	0.70	32.1%	0.77	38.9%	0.63	23.6%	1.04
All Other	\$1,559,700	4.0%	4.8%	0.83	4.1%	0.97	3.4%	1.15	5.0%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,039,059	30.6%	34.9%	0.88	36.8%	0.83	28.0%	1.09	30.3%	1.01
Medical Assistance	\$6,469,505	16.4%	10.4%	1.59	10.1%	1.64	7.2%	2.27	17.8%	0.92
Commercial	\$1,588,281	4.0%	14.7%	0.27	8.8%	0.46	13.6%	0.30	6.1%	0.66
Charity Care	\$77,247	0.2%	1.0%	0.20	0.8%	0.26	0.7%	0.28	0.2%	0.89
Bad Debt	\$412,009	1.0%	1.1%	0.99	1.0%	1.10	1.3%	0.82	2.9%	0.36
All Other	\$1,381,647	3.5%	2.2%	1.63	2.0%	1.72	2.1%	1.67	0.4%	8.95
Total Deductions	\$21,967,749	55.9%	64.2%	0.87	59.3%	0.94	52.9%	1.06	57.8%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%	5.5%	0.15		3.1%	0.26	4.8%	0.17	1.1%	0.72
Net Gains/Losses as % of Net Income	52.7%	13.2%	4.00		18.4%	2.87	10.4%	5.07	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,952,677	52.0%	44.0%	1.18	42.1%	1.24	46.3%	1.12	51.5%	1.01
Supplies & Services	\$7,100,298	41.2%	49.2%	0.84	52.0%	0.79	46.3%	0.89	43.4%	0.95
Capital Component	\$1,162,573	6.8%	6.8%	0.99	5.9%	1.14	7.4%	0.91	5.1%	1.32
Fiscal Statistics										
Operating Margin (%)	1.7%	9.1%	0.18		5.2%	0.32	12.2%	0.14	-4.0%	N/A
Total Hospital Net Income (%)	3.5%	10.3%	0.34		6.3%	0.55	13.5%	0.26	-2.9%	N/A
Return on Equity (%)	4.4%	6.0%	0.74		3.2%	1.40	12.4%	0.36	-3.6%	N/A
Current Ratio	2.9	4.7	0.61		2.6	1.08	3.1	0.93	2.3	1.24
Days in Net Patient Accounts Receivable	46.1	64.0	0.72		77.6	0.59	56.0	0.82	61.4	0.75
Average Payment Period	51.0	56.5	0.90		74.6	0.68	54.4	0.94	62.1	0.82
Equity Financing (%)	73.8%	69.2%	1.07		55.8%	1.32	61.0%	1.21	62.8%	1.17
Long-Term Debt to Equity Ratio	0.1	0.3	0.51		0.5	0.25	0.4	0.36	0.3	0.52
Times Interest Earned	4.9	13.4	0.37		15.9	0.31	16.6	0.30	-1.9	N/A
Total Asset Turnover	1.3	0.6	2.19		0.5	2.52	0.9	1.39	1.2	1.04
Average Age of Plant (Years)	1.8	12.6	0.14		13.7	0.13	9.2	0.19	1.3	1.34
Increase (Decrease) Total Net Patient Revenue	-2.9%	7.3%	N/A		25.3%	N/A	3.3%	N/A	-8.3%	0.35
Outpatient Gross Revenue (% of Total GPR)	95.1%	63.3%	1.50		65.8%	1.45	76.2%	1.25	92.9%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,322	\$16,906	0.73		\$14,935	0.83	\$15,352	0.80	\$14,184	0.87
Inpatient Net Revenue per Day	\$3,214	\$3,675	0.87		\$3,551	0.91	\$4,244	0.76	\$4,188	0.77
Outpatient Net Revenue per Visit	\$402	\$703	0.57		\$810	0.50	\$803	0.50	\$388	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$39,330,737	Cash & Cash Equivalents	\$3,331,138	Current Liabilities	\$2,298,846
Less Deductions	\$21,967,749	Net Patient Receivables	\$2,192,279	Long-Term Debt	\$1,351,517
Net Patient Revenue	\$17,362,988	Other Receivables	\$590,143	Other Liabilities	\$0
Plus Other Revenue	\$145,381			Subtotal	\$3,650,363
Total Revenue	\$17,508,369	Land, Buildings & Equipment (Net)	\$5,861,831		
Less Expenses	\$17,215,548	Other Assets	\$1,943,715	Unrestricted Fund Balance	\$10,268,743
Non-Operating Gains/Losses	\$326,207			Restricted Fund Balance	\$552,169
Net Income	\$619,028	Total Assets	\$13,919,106	Total Liabilities & Fund Balance	\$13,919,106

195 Orthopaedic Hospital of Wisconsin
 475 West River Woods Parkway
 Glendale, WI 53212
 414-961-6800

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.2%	N/A	67.1%	N/A	18.2%	N/A	0.0%	N/A
Obstetrics	0.0%	38.0%	N/A	48.2%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.3%	57.4%	0.53	70.0%	0.43	22.2%	1.36	29.1%	1.04
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.0	N/A	108.6	N/A	2.8	N/A	0.0	N/A
Obstetrics	0.0	4.9	N/A	19.5	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	9.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.1	49.0	0.19	166.8	0.05	4.1	2.20	8.7	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.1	N/A	5.2	N/A	3.1	N/A	0.0	N/A
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.4	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.1	4.5	0.47	5.7	0.37	2.9	0.72	2.1	0.98
Surgical Operations									
Inpatient	1,573	1,426	1.10	3,115	0.50	305	5.16	1,470	1.07
Outpatient	7,512	4,581	1.64	5,527	1.36	1,106	6.79	7,493	1.00
Inpatient as % of All Surgeries	17.3%	23.7%	0.73	36.0%	0.48	21.6%	0.80	16.4%	1.06
Outpatient Visits									
Non-Emergency Visits	42,672	144,376	0.30	275,295	0.16	28,429	1.50	39,586	1.08
Emergency Visits	0	17,768	N/A	46,822	N/A	4,284	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	10.5	23.0	0.46	58.1	0.18	5.9	1.79	7.0	1.50
Nurses, Licensed	57.6	251.3	0.23	763.8	0.08	43.5	1.32	56.9	1.01
Ancillary Nursing Personnel	6.8	39.7	0.17	137.7	0.05	6.3	1.07	11.0	0.62
All Other Personnel	140.1	509.3	0.28	1,250.1	0.11	106.9	1.31	127.0	1.10
Total FTEs	215.0	823.3	0.26	2,209.8	0.10	162.6	1.32	201.9	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	49.0	17.0	2.88	16.3	3.01	33.7	1.45	33.5	1.46
Nurses, Licensed	268.6	185.7	1.45	213.6	1.26	250.2	1.07	272.4	0.99
Ancillary Nursing Personnel	31.7	29.3	1.08	38.5	0.82	36.4	0.87	52.4	0.60
All Other Personnel	653.4	376.3	1.74	349.6	1.87	615.3	1.06	608.0	1.07
Total FTEs	1,002.7	608.3	1.65	618.0	1.62	935.7	1.07	966.3	1.04

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 1,579
 Inpatient Days 3,318

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

195 Orthopaedic Hospital of Wisconsin
Glendale, WI 53212

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	30	1,579	3,318	30.3%	9.1	2.1
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	1	10.5	Surgical Personnel	29	5	31.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	4	7.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	6	2.4
Registered Nurses	40	53	57.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	22	14	27.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	5	12	6.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.0
Nurse Practitioners	0	1	0.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	0.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	4	11.1
Health Info Mgmt-Administrators/Technicians	11	0	11.0	All Other Personnel	35	6	37.6
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	2	2	3.3				
				Total	180	114	215.0

195 Orthopaedic Hospital of Wisconsin

Glendale, WI 53212

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$72,812,959	38.8%	46.3%	0.84	43.7%	0.89	47.3%	0.82	38.3%	1.01
Medical Assistance	\$14,303,956	7.6%	13.6%	0.56	20.7%	0.37	10.4%	0.73	7.5%	1.02
Commercial	\$99,462,063	53.0%	35.3%	1.50	31.5%	1.68	38.9%	1.37	53.9%	0.98
All Other	\$914,217	0.5%	4.8%	0.10	4.1%	0.12	3.4%	0.14	0.3%	1.45
Deductions as % of Total Gross Patient Revenue										
Medicare	\$54,342,747	29.0%	34.9%	0.83	34.8%	0.83	28.0%	1.04	28.6%	1.01
Medical Assistance	\$12,149,074	6.5%	10.4%	0.63	15.6%	0.41	7.2%	0.89	6.6%	0.98
Commercial	\$37,476,353	20.0%	14.7%	1.36	14.2%	1.41	13.6%	1.47	21.3%	0.94
Charity Care	\$448,674	0.2%	1.0%	0.25	1.2%	0.20	0.7%	0.34	0.1%	3.29
Bad Debt	\$474,245	0.3%	1.1%	0.24	1.0%	0.27	1.3%	0.20	0.4%	0.68
All Other	\$531,724	0.3%	2.2%	0.13	1.2%	0.24	2.1%	0.13	0.3%	0.90
Total Deductions	\$105,422,817	56.2%	64.2%	0.88	67.9%	0.83	52.9%	1.06	57.2%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.1%	5.5%	0.20	4.2%	0.26	4.8%	0.23	1.4%	0.77	
Net Gains/Losses as % of Net Income	0.0%	13.2%	N/A	N/A	N/A	10.4%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,749,026	42.1%	44.0%	0.96	35.6%	1.18	46.3%	0.91	42.2%	1.00
Supplies & Services	\$24,626,303	52.5%	49.2%	1.07	57.8%	0.91	46.3%	1.13	52.3%	1.00
Capital Component	\$2,566,416	5.5%	6.8%	0.80	6.6%	0.82	7.4%	0.74	5.6%	0.98
Fiscal Statistics										
Operating Margin (%)	43.4%	9.1%	4.78	11.0%	3.95	12.2%	3.55	42.5%	1.02	
Total Hospital Net Income (%)	43.4%	10.3%	4.21	10.6%	4.08	13.5%	3.23	42.4%	1.02	
Return on Equity (%)	53.3%	6.0%	8.88	7.3%	7.29	12.4%	4.30	49.9%	1.07	
Current Ratio	6.5	4.7	1.38	10.4	0.63	3.1	2.13	6.6	0.98	
Days in Net Patient Accounts Receivable	59.8	64.0	0.93	48.4	1.24	56.0	1.07	61.2	0.98	
Average Payment Period	42.5	56.5	0.75	30.5	1.39	54.4	0.78	41.1	1.03	
Equity Financing (%)	78.7%	69.2%	1.14	87.0%	0.91	61.0%	1.29	77.9%	1.01	
Long-Term Debt to Equity Ratio	0.1	0.3	0.49	0.1	2.15	0.4	0.34	0.2	0.70	
Times Interest Earned	211.2	13.4	15.72	11.9	17.70	16.6	12.75	174.1	1.21	
Total Asset Turnover	1.2	0.6	2.14	0.7	1.78	0.9	1.35	1.2	1.04	
Average Age of Plant (Years)	10.3	12.6	0.82	10.5	0.98	9.2	1.12	10.1	1.03	
Increase (Decrease) Total Net Patient Revenue	12.6%	7.3%	1.73	4.6%	2.71	3.3%	3.81	10.5%	1.20	
Outpatient Gross Revenue (% of Total GPR)	58.0%	63.3%	0.92	52.2%	1.11	76.2%	0.76	58.0%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$22,387	\$16,906	1.32	\$22,775	0.98	\$15,352	1.46	\$20,895	1.07	
Inpatient Net Revenue per Day	\$10,751	\$3,675	2.93	\$3,908	2.75	\$4,244	2.53	\$9,694	1.11	
Outpatient Net Revenue per Visit	\$1,106	\$703	1.57	\$755	1.46	\$803	1.38	\$1,073	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$187,493,195	Cash & Cash Equivalents	\$18,952,388	Current Liabilities	\$5,232,813
Less Deductions	\$105,422,817	Net Patient Receivables	\$13,438,423	Long-Term Debt	\$6,631,452
Net Patient Revenue	\$82,070,378	Other Receivables	\$0	Other Liabilities	\$2,544,783
Plus Other Revenue	\$904,736			Subtotal	\$14,409,048
Total Revenue	\$82,975,115	Land, Buildings & Equipment (Net)	\$31,340,129	Unrestricted Fund Balance	\$53,243,491
Less Expenses	\$46,941,745	Other Assets	\$3,921,599	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$67,652,539	Total Liabilities & Fund Balance	\$67,652,539
Net Income	\$36,033,370				

315 Aurora Medical Center in Grafton
 975 Port Washington Road
 Grafton, WI 53024
 262-392-4321

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Ozaukee
 Analysis Area: Southeastern (2A)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	65.7%	55.2%	1.19	58.8%	1.12	50.7%	1.30	71.7%	0.92
Obstetrics	46.1%	38.0%	1.21	30.5%	0.27	34.4%	1.34	42.0%	1.10
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	59.8%	57.4%	1.04	54.8%	1.09	54.8%	1.09	63.1%	0.95
Average Census (Patients)									
Adult Medical-Surgical	56.5	26.0	2.17	31.7	1.78	27.5	2.06	60.2	0.94
Obstetrics	8.3	4.9	1.68	5.2	1.59	6.2	1.34	7.6	1.10
Pediatrics	0.0	1.3	N/A	0.1	N/A	4.2	N/A	0.0	N/A
Total Hospital	78.9	49.0	1.61	61.6	1.28	63.1	1.25	80.2	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.1	0.91	3.7	0.99	3.6	1.01	3.5	1.05
Obstetrics	2.5	2.6	0.99	2.3	1.09	2.5	1.01	2.4	1.06
Pediatrics	0.0	3.3	N/A	2.7	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.8	4.5	0.84	4.0	0.95	4.3	0.87	3.6	1.05
Surgical Operations									
Inpatient	2,764	1,426	1.94	1,468	1.88	1,501	1.84	2,924	0.95
Outpatient	6,240	4,581	1.36	4,147	1.50	5,596	1.12	5,967	1.05
Inpatient as % of All Surgeries	30.7%	23.7%	1.29	26.1%	1.17	21.2%	1.45	32.9%	0.93
Outpatient Visits									
Non-Emergency Visits	131,364	144,376	0.91	165,725	0.79	193,333	0.68	130,558	1.01
Emergency Visits	19,248	17,768	1.08	24,778	0.78	29,751	0.65	18,301	1.05
Full-Time Equivalents (FTEs)									
Administrators	15.0	23.0	0.65	24.0	0.63	31.4	0.48	11.9	1.27
Nurses, Licensed	444.7	251.3	1.77	290.2	1.53	357.1	1.25	422.5	1.05
Ancillary Nursing Personnel	91.3	39.7	2.30	45.9	1.99	53.7	1.70	82.8	1.10
All Other Personnel	756.1	509.3	1.48	567.1	1.33	692.3	1.09	694.5	1.09
Total FTEs	1,307.0	823.3	1.59	927.1	1.41	1,134.4	1.15	1,211.6	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.3	17.0	0.43	13.1	0.56	16.1	0.46	6.2	1.19
Nurses, Licensed	217.5	185.7	1.17	158.4	1.37	183.4	1.19	219.5	0.99
Ancillary Nursing Personnel	44.7	29.3	1.52	25.0	1.78	27.6	1.62	43.0	1.04
All Other Personnel	369.8	376.3	0.98	309.5	1.19	355.6	1.04	360.8	1.03
Total FTEs	639.3	608.3	1.05	506.1	1.26	582.6	1.10	629.4	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	132	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	7,648	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,160
Inpatient Days	28,802			Inpatient Days	0	Newborn Days	2,229

315 Aurora Medical Center in Grafton
Grafton, WI 53024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	86	5,586	20,630	65.7%	56.5	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	1,204	3,027	46.1%	8.3	2.5
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	17	465	3,899	62.8%	10.7	8.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	113	1,246	31.0%	3.4	11.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	0	15.0	Surgical Personnel	18	6	20.4
Physicians & Dentists	66	22	68.9	Radiological Services Personnel	54	41	76.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	5	13.2
Dental Hygienists	0	0	0.0	Occupational Therapists	7	15	14.9
Registered Nurses	290	177	408.9	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	31	20	42.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	4	2	5.1
Ancillary Nursing Personnel	43	106	91.3	Recreational Therapists	0	0	0.0
Physician Assistants	15	2	15.7	Dietitians & Nutritionists	2	1	2.0
Nurse Practitioners	30	7	34.8	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	1	6.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	150	76	180.8
Health Info Mgmt-Administrators/Technicians	15	2	16.8	All Other Personnel	174	86	211.5
Pharmacy Personnel	24	12	27.8				
Clinical Laboratory Personnel	25	7	29.2				
				Total	1,001	596	1,307.0

315 Aurora Medical Center in Grafton
Grafton, WI 53024

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$465,587,976	51.2%	46.3%	1.11	50.9%	1.00	41.9%	1.22	50.7%	1.01
Medical Assistance	\$61,894,149	6.8%	13.6%	0.50	10.1%	0.67	19.2%	0.35	6.7%	1.02
Commercial	\$366,163,662	40.2%	35.3%	1.14	36.0%	1.12	35.7%	1.13	41.2%	0.98
All Other	\$16,337,573	1.8%	4.8%	0.38	3.0%	0.61	3.3%	0.55	1.5%	1.20
Deductions as % of Total Gross Patient Revenue										
Medicare	\$388,443,701	42.7%	34.9%	1.22	40.8%	1.05	32.2%	1.32	41.7%	1.02
Medical Assistance	\$52,007,673	5.7%	10.4%	0.55	8.0%	0.72	14.2%	0.40	5.6%	1.02
Commercial	\$187,731,009	20.6%	14.7%	1.40	15.9%	1.30	13.6%	1.52	20.8%	0.99
Charity Care	\$5,790,365	0.6%	1.0%	0.66	1.1%	0.59	1.0%	0.62	0.6%	1.13
Bad Debt	\$6,401,475	0.7%	1.1%	0.66	1.1%	0.66	1.2%	0.61	0.9%	0.81
All Other	\$7,692,886	0.8%	2.2%	0.39	1.4%	0.61	1.5%	0.55	0.6%	1.35
Total Deductions	\$648,067,107	71.2%	64.2%	1.11	68.2%	1.04	63.7%	1.12	70.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	5.5%	0.07		4.9%	0.08	3.9%	0.10	0.4%	1.01
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A		N/A	N/A	14.4%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$82,595,824	38.6%	44.0%	0.88	39.6%	0.98	44.1%	0.88	38.3%	1.01
Supplies & Services	\$109,327,613	51.1%	49.2%	1.04	51.8%	0.99	48.5%	1.05	52.5%	0.97
Capital Component	\$22,046,636	10.3%	6.8%	1.51	8.7%	1.18	7.4%	1.39	9.1%	1.13
Fiscal Statistics										
Operating Margin (%)	18.6%	9.1%	2.05		14.3%	1.31	9.4%	1.98	21.9%	0.85
Total Hospital Net Income (%)	18.6%	10.3%	1.80		12.8%	1.45	10.8%	1.72	21.9%	0.85
Return on Equity (%)	8.3%	6.0%	1.38		8.8%	0.94	4.3%	1.92	10.2%	0.81
Current Ratio	24.0	4.7	5.10		9.4	2.55	4.3	5.62	18.3	1.31
Days in Net Patient Accounts Receivable	52.0	64.0	0.81		48.9	1.06	85.1	0.61	52.4	0.99
Average Payment Period	28.3	56.5	0.50		33.2	0.85	80.6	0.35	33.8	0.84
Equity Financing (%)	94.8%	69.2%	1.37		82.0%	1.16	65.0%	1.46	93.9%	1.01
Long-Term Debt to Equity Ratio	0.0	0.3	0.11		0.1	0.26	0.4	0.08	0.0	0.88
Times Interest Earned	12.0	13.4	0.89		13.0	0.92	11.7	1.02	48.4	0.25
Total Asset Turnover	0.4	0.6	0.77		0.7	0.64	0.4	1.14	0.5	0.95
Average Age of Plant (Years)	9.4	12.6	0.75		9.5	0.99	14.3	0.66	8.7	1.08
Increase (Decrease) Total Net Patient Revenue	3.3%	7.3%	0.45		4.1%	0.81	7.2%	0.46	4.4%	0.75
Outpatient Gross Revenue (% of Total GPR)	58.2%	63.3%	0.92		64.9%	0.90	66.6%	0.87	55.9%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,545	\$16,906	0.86		\$13,299	1.09	\$15,576	0.93	\$14,068	1.03
Inpatient Net Revenue per Day	\$3,563	\$3,675	0.97		\$3,202	1.11	\$3,515	1.01	\$3,693	0.96
Outpatient Net Revenue per Visit	\$1,043	\$703	1.48		\$685	1.52	\$685	1.52	\$985	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$909,983,359	Cash & Cash Equivalents	\$322,757,448	Current Liabilities	\$15,292,372
Less Deductions	\$648,067,107	Net Patient Receivables	\$37,344,413	Long-Term Debt	\$15,637,644
Net Patient Revenue	\$261,916,252	Other Receivables	\$630,782	Other Liabilities	\$0
Plus Other Revenue	\$1,052,428			Subtotal	\$30,930,016
Total Revenue	\$262,968,680	Land, Buildings & Equipment (Net)	\$222,336,588	Unrestricted Fund Balance	\$560,995,066
Less Expenses	\$213,970,073	Other Assets	\$8,855,850	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$56,825	Total Assets	\$591,925,081	Total Liabilities & Fund Balance	\$591,925,082
Net Income	\$48,941,782				

038 Burnett Medical Center
 257 W St George Avenue
 Grantsburg, WI 54840
 715-463-5353

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Burnett
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	6.6%	55.2%	0.12	22.3%	0.30	11.3%	0.59	9.8%	0.68
Obstetrics	0.0%	38.0%	N/A	25.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	6.6%	57.4%	0.12	24.4%	0.27	16.5%	0.40	9.8%	0.68
Average Census (Patients)									
Adult Medical-Surgical	1.1	26.0	0.04	4.2	0.27	1.8	0.64	1.7	0.68
Obstetrics	0.0	4.9	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.1	49.0	0.02	5.7	0.20	2.7	0.42	1.7	0.68
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.1	0.63	2.7	0.94	2.9	0.87	2.7	0.94
Obstetrics	0.0	2.6	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.0	N/A	0.0	N/A
Total Hospital	2.6	4.5	0.57	3.2	0.81	4.2	0.61	2.7	0.94
Surgical Operations									
Inpatient	12	1,426	0.01	137	0.09	127	0.09	8	1.50
Outpatient	338	4,581	0.07	759	0.45	1,225	0.28	361	0.94
Inpatient as % of All Surgeries	3.4%	23.7%	0.14	15.3%	0.22	9.4%	0.37	2.2%	1.58
Outpatient Visits									
Non-Emergency Visits	26,279	144,376	0.18	20,365	1.29	22,925	1.15	25,423	1.03
Emergency Visits	3,630	17,768	0.20	6,830	0.53	2,741	1.32	4,095	0.89
Full-Time Equivalents (FTEs)									
Administrators	7.0	23.0	0.30	3.7	1.88	3.1	2.26	6.0	1.17
Nurses, Licensed	34.1	251.3	0.14	69.4	0.49	36.6	0.93	42.0	0.81
Ancillary Nursing Personnel	0.0	39.7	N/A	8.5	N/A	7.5	N/A	0.0	N/A
All Other Personnel	91.0	509.3	0.18	147.1	0.62	77.2	1.18	97.0	0.94
Total FTEs	132.0	823.3	0.16	228.6	0.58	124.4	1.06	145.0	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	53.3	17.0	3.14	10.1	5.30	23.8	2.24	40.7	1.31
Nurses, Licensed	259.7	185.7	1.40	187.9	1.38	281.2	0.92	285.3	0.91
Ancillary Nursing Personnel	0.0	29.3	N/A	22.9	N/A	57.4	N/A	0.0	N/A
All Other Personnel	693.1	376.3	1.84	398.4	1.74	592.9	1.17	658.4	1.05
Total FTEs	1,006.2	608.3	1.65	619.3	1.62	955.3	1.05	984.4	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	161	Preferred Provider Organization (PPO)	Yes	Discharges	31	Total Births	0
Inpatient Days	411			Inpatient Days	209	Newborn Days	0

038 Burnett Medical Center
Grantsburg, WI 54840

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	161	411	6.6%	1.1	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	0	2	1.6
Physicians & Dentists	3	0	3.0	Radiological Services Personnel	3	1	3.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.5
Registered Nurses	17	14	23.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	1	0.6	Physical Therapists	2	1	2.5
Licensed Practical Nurses	3	3	4.7	Physical Therapy Assistants/Aides	1	2	2.3
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	2	1.3
Health Info Mgmt-Administrators/Technicians	9	2	10.7	All Other Personnel	37	28	49.4
Pharmacy Personnel	4	3	4.6				
Clinical Laboratory Personnel	4	2	4.8				
				Total	100	65	132.0

038 Burnett Medical Center
Grantsburg, WI 54840

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$15,743,492	51.4%	46.3%	1.11	49.8%	1.03	45.9%	1.12	50.8%	1.01
Medical Assistance	\$5,369,457	17.5%	13.6%	1.29	17.6%	1.00	11.5%	1.53	15.7%	1.12
Commercial	\$7,393,956	24.2%	35.3%	0.68	27.8%	0.87	39.4%	0.61	27.0%	0.90
All Other	\$2,105,761	6.9%	4.8%	1.44	4.7%	1.45	3.3%	2.11	6.5%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$6,809,970	22.2%	34.9%	0.64	26.0%	0.86	23.7%	0.94	23.4%	0.95
Medical Assistance	\$2,560,356	8.4%	10.4%	0.81	11.5%	0.73	7.7%	1.08	8.6%	0.98
Commercial	\$1,853,507	6.1%	14.7%	0.41	5.1%	1.19	10.4%	0.58	7.5%	0.81
Charity Care	\$77,353	0.3%	1.0%	0.26	1.1%	0.23	0.8%	0.31	0.1%	2.30
Bad Debt	\$1,183,326	3.9%	1.1%	3.64	2.1%	1.86	1.5%	2.64	3.2%	1.22
All Other	\$526,413	1.7%	2.2%	0.80	2.2%	0.79	1.4%	1.24	1.8%	0.94
Total Deductions	\$13,010,925	42.5%	64.2%	0.66	47.9%	0.89	45.5%	0.93	44.5%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.3%	5.5%	0.24	1.7%	0.78	3.1%	0.42	0.6%	2.22	
Net Gains/Losses as % of Net Income	12.7%	13.2%	0.96	14.8%	0.86	1.4%	9.03	8.5%	1.49	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,118,197	58.7%	44.0%	1.33	52.4%	1.12	51.0%	1.15	58.0%	1.01
Supplies & Services	\$5,176,177	30.0%	49.2%	0.61	40.0%	0.75	41.5%	0.72	29.1%	1.03
Capital Component	\$1,936,565	11.2%	6.8%	1.65	7.5%	1.49	7.5%	1.50	12.9%	0.87
Fiscal Statistics										
Operating Margin (%)	3.4%	9.1%	0.37	8.1%	0.42	9.5%	0.36	2.1%	1.65	
Total Hospital Net Income (%)	3.9%	10.3%	0.37	9.4%	0.41	9.7%	0.40	2.2%	1.72	
Return on Equity (%)	3.9%	6.0%	0.65	6.6%	0.59	13.7%	0.28	2.1%	1.84	
Current Ratio	2.5	4.7	0.54	5.7	0.44	3.6	0.70	2.6	0.97	
Days in Net Patient Accounts Receivable	78.3	64.0	1.22	51.1	1.53	55.7	1.41	62.9	1.24	
Average Payment Period	59.7	56.5	1.06	44.6	1.34	35.7	1.67	52.9	1.13	
Equity Financing (%)	24.2%	69.2%	0.35	81.9%	0.29	50.2%	0.48	22.5%	1.07	
Long-Term Debt to Equity Ratio	2.4	0.3	9.39	0.1	20.94	0.6	3.98	2.8	0.87	
Times Interest Earned	2.3	13.4	0.17	17.2	0.13	10.9	0.21	1.6	1.37	
Total Asset Turnover	1.0	0.6	1.74	0.7	1.45	1.4	0.71	0.9	1.06	
Average Age of Plant (Years)	18.3	12.6	1.45	9.0	2.03	9.3	1.96	16.9	1.08	
Increase (Decrease) Total Net Patient Revenue	5.6%	7.3%	0.76	12.3%	0.45	1.0%	5.70	2.6%	2.18	
Outpatient Gross Revenue (% of Total GPR)	91.4%	63.3%	1.44	84.3%	1.08	79.1%	1.16	88.7%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,690	\$16,906	0.57	\$12,554	0.77	\$20,479	0.47	\$8,649	1.12	
Inpatient Net Revenue per Day	\$2,998	\$3,675	0.82	\$3,387	0.89	\$3,042	0.99	\$2,411	1.24	
Outpatient Net Revenue per Visit	\$565	\$703	0.80	\$1,287	0.44	\$730	0.77	\$516	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$30,612,666	Cash & Cash Equivalents	\$2,119,093	Current Liabilities	\$2,646,917
Less Deductions	\$13,010,925	Net Patient Receivables	\$3,777,401	Long-Term Debt	\$10,378,559
Net Patient Revenue	\$17,601,741	Other Receivables	\$376,869	Other Liabilities	\$522,873
Plus Other Revenue	\$234,448			Subtotal	\$13,548,349
Total Revenue	\$17,836,189	Land, Buildings & Equipment (Net)	\$8,868,362	Unrestricted Fund Balance	\$4,313,809
Less Expenses	\$17,230,939	Other Assets	\$2,720,433	Restricted Fund Balance	\$14,298
Non-Operating Gains/Losses	\$88,012			Total Liabilities & Fund Balance	\$17,862,158
Net Income	\$693,262	Total Assets	\$17,862,158		

197 Aurora BayCare Medical Center in Green Bay
 PO Box 8900, 2845 Greenbrier Drive
 Green Bay, WI 54308
 920-288-8000

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

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.4%	55.2%	1.24	48.2%	1.42	71.0%	0.96	74.9%	0.91
Obstetrics	53.7%	38.0%	1.41	34.9%	0.35	50.6%	1.06	53.6%	1.00
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	70.4%	57.4%	1.23	47.8%	1.47	69.3%	1.02	69.8%	1.01
Average Census (Patients)									
Adult Medical-Surgical	64.3	26.0	2.47	22.4	2.87	106.3	0.61	70.4	0.91
Obstetrics	12.4	4.9	2.50	4.2	2.93	14.5	0.85	12.3	1.00
Pediatrics	0.0	1.3	N/A	0.6	N/A	3.2	N/A	0.0	N/A
Total Hospital	117.5	49.0	2.40	40.5	2.90	202.8	0.58	116.6	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.1	0.92	3.6	1.03	4.6	0.81	3.6	1.05
Obstetrics	2.6	2.6	1.02	2.4	1.07	2.7	0.96	2.7	0.95
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.3	N/A	0.0	N/A
Total Hospital	4.0	4.5	0.90	3.7	1.09	5.0	0.81	4.2	0.97
Surgical Operations									
Inpatient	3,461	1,426	2.43	1,109	3.12	5,403	0.64	3,511	0.99
Outpatient	14,698	4,581	3.21	5,157	2.85	16,162	0.91	14,062	1.05
Inpatient as % of All Surgeries	19.1%	23.7%	0.80	17.7%	1.08	25.1%	0.76	20.0%	0.95
Outpatient Visits									
Non-Emergency Visits	396,832	144,376	2.75	219,705	1.81	476,432	0.83	384,204	1.03
Emergency Visits	28,389	17,768	1.60	18,012	1.58	47,460	0.60	27,027	1.05
Full-Time Equivalents (FTEs)									
Administrators	24.0	23.0	1.04	16.0	1.50	71.8	0.33	20.0	1.20
Nurses, Licensed	704.0	251.3	2.80	277.3	2.54	913.4	0.77	688.4	1.02
Ancillary Nursing Personnel	105.8	39.7	2.67	36.2	2.92	148.8	0.71	101.2	1.05
All Other Personnel	1,120.5	509.3	2.20	540.2	2.07	1,805.9	0.62	1,057.6	1.06
Total FTEs	1,954.3	823.3	2.37	869.6	2.25	2,940.0	0.66	1,867.2	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.9	17.0	0.34	10.4	0.56	14.7	0.40	5.1	1.15
Nurses, Licensed	171.8	185.7	0.93	180.1	0.95	186.4	0.92	175.9	0.98
Ancillary Nursing Personnel	25.8	29.3	0.88	23.5	1.10	30.4	0.85	25.9	1.00
All Other Personnel	273.4	376.3	0.73	350.8	0.78	368.6	0.74	270.2	1.01
Total FTEs	476.8	608.3	0.78	564.7	0.84	600.1	0.79	477.0	1.00

Total Hospital:
 Beds Set Up & Staffed 167
 Discharges 10,592
 Inpatient Days 42,884

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 26
 Total Births 1,732
 Newborn Days 3,001

197 Aurora BayCare Medical Center in Green Bay
Green Bay, WI 54308

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	94	6,274	23,480	68.4%	64.3	3.7
Orthopedic	1	8	718	1,898	65.0%	5.2	2.6
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,732	4,512	53.7%	12.4	2.6
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	1,249	8,580	97.9%	23.5	6.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	210	4,414	67.2%	12.1	21.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	24	0	24.0	Surgical Personnel	43	18	54.3
Physicians & Dentists	68	6	70.7	Radiological Services Personnel	68	23	85.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	26	11	33.4
Dental Hygienists	0	0	0.0	Occupational Therapists	11	7	15.5
Registered Nurses	479	234	634.8	Occupational Therapy Assistants/Aides	2	1	2.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	31	11	38.1
Licensed Practical Nurses	31	17	42.6	Physical Therapy Assistants/Aides	6	11	13.5
Ancillary Nursing Personnel	71	66	105.8	Recreational Therapists	0	1	0.0
Physician Assistants	7	0	7.0	Dietitians & Nutritionists	8	3	10.2
Nurse Practitioners	25	2	26.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	3	8.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	182	55	213.8
Health Info Mgmt-Administrators/Technicians	28	6	31.3	All Other Personnel	264	175	370.0
Pharmacy Personnel	42	14	49.1				
Clinical Laboratory Personnel	51	9	58.5				
				Total	1,514	699	1,954.3

197 Aurora BayCare Medical Center in Green Bay

Green Bay, WI 54308

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$670,362,230	43.9%	46.3%	0.95	47.5%	0.92	46.7%	0.94	42.9%	1.02
Medical Assistance	\$159,189,932	10.4%	13.6%	0.76	11.3%	0.92	12.6%	0.83	11.1%	0.94
Commercial	\$631,214,290	41.3%	35.3%	1.17	37.0%	1.12	35.1%	1.18	43.4%	0.95
All Other	\$67,925,604	4.4%	4.8%	0.93	4.2%	1.05	5.6%	0.79	2.6%	1.68
Deductions as % of Total Gross Patient Revenue										
Medicare	\$535,833,040	35.1%	34.9%	1.00	35.6%	0.98	36.2%	0.97	34.3%	1.02
Medical Assistance	\$126,937,276	8.3%	10.4%	0.80	8.9%	0.93	9.8%	0.84	9.0%	0.93
Commercial	\$283,299,550	18.5%	14.7%	1.26	15.3%	1.21	15.6%	1.18	19.6%	0.95
Charity Care	\$10,598,786	0.7%	1.0%	0.72	1.0%	0.72	0.9%	0.75	0.7%	0.95
Bad Debt	\$12,948,103	0.8%	1.1%	0.80	1.1%	0.76	0.9%	0.94	0.9%	0.92
All Other	\$43,529,880	2.8%	2.2%	1.32	2.1%	1.33	2.5%	1.15	1.3%	2.16
Total Deductions	\$1,013,146,636	66.3%	64.2%	1.03	64.1%	1.03	66.0%	1.00	65.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	5.5%	0.61	3.5%	0.97	6.8%	0.50	3.2%	1.06
Net Gains/Losses as % of Net Income		10.2%	13.2%	0.78	N/A	N/A	13.1%	0.78	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$154,177,768	38.0%	44.0%	0.86	47.1%	0.81	42.7%	0.89	37.6%	1.01
Supplies & Services	\$226,789,466	55.9%	49.2%	1.14	45.7%	1.22	51.1%	1.09	55.9%	1.00
Capital Component	\$24,682,961	6.1%	6.8%	0.89	7.2%	0.84	6.2%	0.98	6.5%	0.93
Fiscal Statistics										
Operating Margin (%)		24.0%	9.1%	2.64	10.6%	2.26	9.5%	2.53	20.4%	1.17
Total Hospital Net Income (%)		26.0%	10.3%	2.52	10.5%	2.47	10.8%	2.41	20.4%	1.28
Return on Equity (%)		26.2%	6.0%	4.37	7.1%	3.71	7.7%	3.41	22.0%	1.19
Current Ratio		3.8	4.7	0.80	4.5	0.84	5.5	0.68	3.8	0.99
Days in Net Patient Accounts Receivable		58.1	64.0	0.91	51.1	1.14	55.7	1.04	55.9	1.04
Average Payment Period		76.2	56.5	1.35	60.2	1.27	45.6	1.67	62.4	1.22
Equity Financing (%)		67.8%	69.2%	0.98	74.2%	0.91	72.1%	0.94	65.4%	1.04
Long-Term Debt to Equity Ratio		0.3	0.3	0.99	0.2	1.42	0.2	1.39	0.3	0.81
Times Interest Earned		40.3	13.4	3.00	13.3	3.02	15.5	2.59	20.7	1.95
Total Asset Turnover		1.0	0.6	1.71	0.7	1.46	0.7	1.39	1.1	0.91
Average Age of Plant (Years)		8.7	12.6	0.69	10.6	0.82	12.1	0.72	8.1	1.08
Increase (Decrease) Total Net Patient Revenue		7.9%	7.3%	1.09	6.6%	1.20	8.9%	0.89	8.3%	0.95
Outpatient Gross Revenue (% of Total GPR)		69.9%	63.3%	1.10	72.4%	0.97	58.2%	1.20	68.9%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$16,643	\$16,906	0.98	\$13,311	1.25	\$19,324	0.86	\$16,604	1.00
Inpatient Net Revenue per Day		\$3,919	\$3,675	1.07	\$3,405	1.15	\$3,829	1.02	\$3,824	1.02
Outpatient Net Revenue per Visit		\$828	\$703	1.18	\$549	1.51	\$741	1.12	\$779	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,528,692,056	Cash & Cash Equivalents	\$37,267	Current Liabilities	\$80,713,642
Less Deductions	\$1,013,146,636	Net Patient Receivables	\$82,046,930	Long-Term Debt	\$93,457,602
Net Patient Revenue	\$515,545,420	Other Receivables	\$871,240	Other Liabilities	\$760,177
Plus Other Revenue	\$17,989,668			Subtotal	\$174,931,421
Total Revenue	\$533,535,086	Land, Buildings & Equipment (Net)	\$233,199,969	Unrestricted Fund Balance	\$369,014,278
Less Expenses	\$405,650,195	Other Assets	\$227,790,292	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$14,568,640			Total Liabilities & Fund Balance	\$543,945,699
Net Income	\$142,453,531	Total Assets	\$543,945,698		

039 Bellin Hospital
 744 S Webster Ave, PO Box 23400
 Green Bay, WI 54305
 920-433-3500

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.1%	55.2%	1.03	48.2%	1.18	71.0%	0.80	55.7%	1.02
Obstetrics	53.2%	38.0%	1.40	34.9%	0.27	50.6%	1.05	55.4%	0.96
Pediatrics	9.3%	51.3%	0.18	22.1%	0.42	38.2%	0.24	9.5%	0.98
Total Hospital	50.2%	57.4%	0.88	47.8%	1.05	69.3%	0.73	47.8%	1.05
Average Census (Patients)									
Adult Medical-Surgical	45.1	26.0	1.73	22.4	2.01	106.3	0.42	44.0	1.02
Obstetrics	9.6	4.9	1.94	4.2	2.27	14.5	0.66	10.0	0.96
Pediatrics	0.8	1.3	0.65	0.6	1.45	3.2	0.65	0.9	0.98
Total Hospital	83.9	49.0	1.71	40.5	2.07	202.8	0.41	79.9	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.1	0.95	3.6	1.07	4.6	0.84	3.7	1.05
Obstetrics	2.5	2.6	0.98	2.4	1.03	2.7	0.93	2.6	0.98
Pediatrics	1.9	3.3	0.57	3.4	0.56	3.3	0.57	2.1	0.89
Total Hospital	3.8	4.5	0.84	3.7	1.01	5.0	0.75	3.6	1.05
Surgical Operations									
Inpatient	3,321	1,426	2.33	1,109	2.99	5,403	0.61	3,136	1.06
Outpatient	18,744	4,581	4.09	5,157	3.63	16,162	1.16	11,670	1.61
Inpatient as % of All Surgeries	15.1%	23.7%	0.63	17.7%	0.85	25.1%	0.60	21.2%	0.71
Outpatient Visits									
Non-Emergency Visits	1,220,521	144,376	8.45	219,705	5.56	476,432	2.56	1,060,247	1.15
Emergency Visits	29,359	17,768	1.65	18,012	1.63	47,460	0.62	32,326	0.91
Full-Time Equivalents (FTEs)									
Administrators	36.0	23.0	1.57	16.0	2.25	71.8	0.50	39.0	0.92
Nurses, Licensed	1,048.3	251.3	4.17	277.3	3.78	913.4	1.15	959.3	1.09
Ancillary Nursing Personnel	102.1	39.7	2.57	36.2	2.82	148.8	0.69	61.1	1.67
All Other Personnel	2,085.1	509.3	4.09	540.2	3.86	1,805.9	1.15	1,956.8	1.07
Total FTEs	3,271.4	823.3	3.97	869.6	3.76	2,940.0	1.11	3,016.2	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.8	17.0	0.52	10.4	0.85	14.7	0.60	10.8	0.81
Nurses, Licensed	255.7	185.7	1.38	180.1	1.42	186.4	1.37	266.1	0.96
Ancillary Nursing Personnel	24.9	29.3	0.85	23.5	1.06	30.4	0.82	16.9	1.47
All Other Personnel	508.6	376.3	1.35	350.8	1.45	368.6	1.38	542.8	0.94
Total FTEs	797.9	608.3	1.31	564.7	1.41	600.1	1.33	836.7	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	167	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	33
Discharges	8,144	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,396
Inpatient Days	30,615			Inpatient Days	0	Newborn Days	2,826

039 Bellin Hospital
Green Bay, WI 54305

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	79	4,250	16,466	57.1%	45.1	3.9
Orthopedic	1	30	1,783	3,687	33.7%	10.1	2.1
Rehabilitation & Physical Medicine	1	14	342	3,867	75.7%	10.6	11.3
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	9	162	307	9.3%	0.8	1.9
Obstetrics	1	18	1,391	3,494	53.2%	9.6	2.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	17	216	2,794	45.0%	7.7	12.9
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	36	0	36.0	Surgical Personnel	48	21	60.6
Physicians & Dentists	140	8	144.6	Radiological Services Personnel	76	42	100.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	6	11.8
Dental Hygienists	0	0	0.0	Occupational Therapists	10	13	19.9
Registered Nurses	506	354	737.8	Occupational Therapy Assistants/Aides	1	2	2.2
Certified Nurse Midwives	4	0	4.0	Physical Therapists	84	14	89.2
Licensed Practical Nurses	121	64	167.2	Physical Therapy Assistants/Aides	9	7	13.5
Ancillary Nursing Personnel	76	37	102.1	Recreational Therapists	0	0	0.0
Physician Assistants	33	7	36.2	Dietitians & Nutritionists	9	8	14.8
Nurse Practitioners	98	17	110.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	17	6	21.1	Social Workers	12	12	20.8
Clinical Nurse Specialists	5	4	7.8	All Other Health Professionals	389	75	432.4
Health Info Mgmt-Administrators/Technicians	71	14	81.0	All Other Personnel	614	304	796.8
Pharmacy Personnel	35	13	43.8				
Clinical Laboratory Personnel	57	42	85.7				
				Total	2,524	1,211	3,271.4

039 Bellin Hospital
Green Bay, WI 54305

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$542,368,385	43.7%	46.3%	0.94	47.5%	0.92	46.7%	0.94	43.8%	1.00
Medical Assistance	\$128,116,598	10.3%	13.6%	0.76	11.3%	0.91	12.6%	0.82	10.5%	0.98
Commercial	\$515,540,615	41.5%	35.3%	1.18	37.0%	1.12	35.1%	1.18	40.9%	1.01
All Other	\$56,215,170	4.5%	4.8%	0.95	4.2%	1.07	5.6%	0.80	4.7%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$389,036,418	31.3%	34.9%	0.90	35.6%	0.88	36.2%	0.86	30.9%	1.01
Medical Assistance	\$104,831,196	8.4%	10.4%	0.81	8.9%	0.94	9.8%	0.86	7.8%	1.09
Commercial	\$157,556,857	12.7%	14.7%	0.86	15.3%	0.83	15.6%	0.81	13.0%	0.98
Charity Care	\$14,388,679	1.2%	1.0%	1.20	1.0%	1.21	0.9%	1.25	1.0%	1.11
Bad Debt	\$15,543,752	1.3%	1.1%	1.18	1.1%	1.13	0.9%	1.39	1.0%	1.20
All Other	\$11,070,327	0.9%	2.2%	0.41	2.1%	0.41	2.5%	0.36	0.9%	0.97
Total Deductions	\$692,427,229	55.7%	64.2%	0.87	64.1%	0.87	66.0%	0.84	54.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.0%	5.5%	0.37	3.5%	0.58	6.8%	0.30	1.9%	1.08
Net Gains/Losses as % of Net Income		6.9%	13.2%	0.52	N/A	N/A	13.1%	0.53	16.3%	0.42
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$334,266,984	63.7%	44.0%	1.45	47.1%	1.35	42.7%	1.49	58.1%	1.10
Supplies & Services	\$151,291,976	28.8%	49.2%	0.59	45.7%	0.63	51.1%	0.56	34.3%	0.84
Capital Component	\$38,945,524	7.4%	6.8%	1.09	7.2%	1.03	6.2%	1.20	7.6%	0.97
Fiscal Statistics										
Operating Margin (%)		6.5%	9.1%	0.72	10.6%	0.62	9.5%	0.69	4.4%	1.49
Total Hospital Net Income (%)		7.0%	10.3%	0.68	10.5%	0.66	10.8%	0.65	5.2%	1.35
Return on Equity (%)		5.8%	6.0%	0.96	7.1%	0.82	7.7%	0.75	4.5%	1.27
Current Ratio		3.8	4.7	0.80	4.5	0.84	5.5	0.69	2.7	1.40
Days in Net Patient Accounts Receivable		48.0	64.0	0.75	51.1	0.94	55.7	0.86	46.9	1.02
Average Payment Period		48.8	56.5	0.86	60.2	0.81	45.6	1.07	46.5	1.05
Equity Financing (%)		66.8%	69.2%	0.96	74.2%	0.90	72.1%	0.93	70.6%	0.95
Long-Term Debt to Equity Ratio		0.3	0.3	1.19	0.2	1.71	0.2	1.67	0.2	1.31
Times Interest Earned		8.4	13.4	0.62	13.3	0.63	15.5	0.54	5.9	1.42
Total Asset Turnover		0.8	0.6	1.43	0.7	1.22	0.7	1.16	0.9	0.94
Average Age of Plant (Years)		9.4	12.6	0.75	10.6	0.89	12.1	0.78	8.8	1.08
Increase (Decrease) Total Net Patient Revenue		9.7%	7.3%	1.33	6.6%	1.46	8.9%	1.08	6.1%	1.58
Outpatient Gross Revenue (% of Total GPR)		78.5%	63.3%	1.24	72.4%	1.08	58.2%	1.35	76.5%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,902	\$16,906	0.82	\$13,311	1.04	\$19,324	0.72	\$14,716	0.94	
Inpatient Net Revenue per Day	\$3,520	\$3,675	0.96	\$3,405	1.03	\$3,829	0.92	\$3,893	0.90	
Outpatient Net Revenue per Visit	\$362	\$703	0.51	\$549	0.66	\$741	0.49	\$359	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,242,240,768	Cash & Cash Equivalents	\$106,907,392	Current Liabilities	\$66,989,520
Less Deductions	\$692,427,229	Net Patient Receivables	\$72,341,506	Long-Term Debt	\$139,755,688
Net Patient Revenue	\$549,813,539	Other Receivables	\$379,079	Other Liabilities	\$20,351,605
Plus Other Revenue	\$11,398,331			Subtotal	\$227,096,813
Total Revenue	\$561,211,870	Land, Buildings & Equipment (Net)	\$191,342,695	Unrestricted Fund Balance	\$457,063,672
Less Expenses	\$524,504,484	Other Assets	\$313,189,813	Restricted Fund Balance	\$5,062,732
Non-Operating Gains/Losses	\$2,725,093			Total Liabilities & Fund Balance	\$684,160,485
Net Income	\$39,432,479	Total Assets	\$684,160,485		

041 St Mary's Hospital Medical Center
 1726 Shawano Avenue
 Green Bay, WI 54303
 920-498-4200

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	43.4%	55.2%	0.79	48.2%	0.90	43.3%	1.00	41.1%	1.06
Obstetrics	17.8%	38.0%	0.47	34.9%	0.06	23.8%	0.75	22.4%	0.80
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	41.6%	57.4%	0.72	47.8%	0.87	44.0%	0.94	40.4%	1.03
Average Census (Patients)									
Adult Medical-Surgical	27.3	26.0	1.05	22.4	1.22	15.3	1.79	25.9	1.06
Obstetrics	2.1	4.9	0.43	4.2	0.51	2.1	1.01	2.7	0.80
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	34.5	49.0	0.70	40.5	0.85	27.3	1.27	33.6	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.1	0.86	3.6	0.96	3.4	1.01	3.1	1.12
Obstetrics	2.2	2.6	0.86	2.4	0.90	2.3	0.95	2.2	0.99
Pediatrics	0.0	3.3	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.5	0.80	3.7	0.96	3.7	0.97	3.2	1.12
Surgical Operations									
Inpatient	620	1,426	0.43	1,109	0.56	657	0.94	871	0.71
Outpatient	5,065	4,581	1.11	5,157	0.98	2,872	1.76	5,637	0.90
Inpatient as % of All Surgeries	10.9%	23.7%	0.46	17.7%	0.62	18.6%	0.59	13.4%	0.81
Outpatient Visits									
Non-Emergency Visits	73,693	144,376	0.51	219,705	0.34	115,084	0.64	72,879	1.01
Emergency Visits	26,183	17,768	1.47	18,012	1.45	13,821	1.89	28,398	0.92
Full-Time Equivalents (FTEs)									
Administrators	7.7	23.0	0.34	16.0	0.48	18.2	0.43	7.5	1.03
Nurses, Licensed	176.2	251.3	0.70	277.3	0.64	150.6	1.17	185.8	0.95
Ancillary Nursing Personnel	22.2	39.7	0.56	36.2	0.61	19.7	1.13	30.1	0.74
All Other Personnel	264.1	509.3	0.52	540.2	0.49	320.3	0.82	267.4	0.99
Total FTEs	470.2	823.3	0.57	869.6	0.54	508.8	0.92	490.8	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.4	17.0	0.38	10.4	0.62	18.2	0.35	6.5	0.99
Nurses, Licensed	146.3	185.7	0.79	180.1	0.81	151.1	0.97	159.8	0.92
Ancillary Nursing Personnel	18.5	29.3	0.63	23.5	0.79	19.8	0.93	25.9	0.71
All Other Personnel	219.3	376.3	0.58	350.8	0.63	321.5	0.68	230.0	0.95
Total FTEs	390.4	608.3	0.64	564.7	0.69	510.6	0.76	422.1	0.93

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	83	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	3,528	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	344
Inpatient Days	12,590			Inpatient Days	0	Newborn Days	644

041 St Mary's Hospital Medical Center
Green Bay, WI 54303

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	63	2,858	9,982	43.4%	27.3	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	357	781	17.8%	2.1	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	265	1,827	62.6%	5.0	6.9
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	1	7.7	Surgical Personnel	7	14	16.1
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	13	18	25.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	5	9.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	3.8
Registered Nurses	70	144	171.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	4	7.5
Licensed Practical Nurses	0	5	4.1	Physical Therapy Assistants/Aides	2	3	3.4
Ancillary Nursing Personnel	8	23	22.2	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	15	25.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	78	73	119.9
Pharmacy Personnel	11	3	12.8				
Clinical Laboratory Personnel	17	21	29.8				
				Total	249	334	470.2

041 St Mary's Hospital Medical Center
Green Bay, WI 54303

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area ⁴		Volume Group ⁵		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$170,114,122	45.5%	46.3%	0.98	47.5%	0.96	51.1%	0.89	44.4%	1.02
Medical Assistance	\$48,636,126	13.0%	13.6%	0.95	11.3%	1.15	11.3%	1.15	14.5%	0.89
Commercial	\$138,049,282	36.9%	35.3%	1.05	37.0%	1.00	33.7%	1.10	36.9%	1.00
All Other	\$17,046,882	4.6%	4.8%	0.95	4.2%	1.07	3.9%	1.18	4.1%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$130,629,387	34.9%	34.9%	1.00	35.6%	0.98	36.8%	0.95	34.0%	1.03
Medical Assistance	\$42,663,640	11.4%	10.4%	1.10	8.9%	1.28	8.5%	1.34	11.6%	0.98
Commercial	\$64,740,978	17.3%	14.7%	1.18	15.3%	1.13	12.8%	1.36	16.8%	1.03
Charity Care	\$4,581,081	1.2%	1.0%	1.27	1.0%	1.28	0.9%	1.38	0.9%	1.31
Bad Debt	\$3,944,300	1.1%	1.1%	0.99	1.1%	0.95	1.4%	0.78	0.8%	1.34
All Other	\$7,933,582	2.1%	2.2%	0.98	2.1%	0.99	2.1%	1.01	3.0%	0.71
Total Deductions	\$254,492,967	68.1%	64.2%	1.06	64.1%	1.06	62.4%	1.09	67.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.1%	5.5%	0.74	3.5%	1.18	3.4%	1.21	4.0%	1.02	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	N/A	N/A	4.5%	N/A	32.1%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,762,768	40.4%	44.0%	0.92	47.1%	0.86	46.0%	0.88	35.9%	1.12
Supplies & Services	\$69,206,253	52.0%	49.2%	1.06	45.7%	1.14	46.6%	1.11	55.5%	0.94
Capital Component	\$10,193,480	7.7%	6.8%	1.12	7.2%	1.06	7.4%	1.03	8.6%	0.89
Fiscal Statistics										
Operating Margin (%)	-7.0%	9.1%	N/A	10.6%	N/A	8.2%	N/A	6.8%	N/A	
Total Hospital Net Income (%)	-6.7%	10.3%	N/A	10.5%	N/A	8.6%	N/A	9.7%	N/A	
Return on Equity (%)	-4.2%	6.0%	N/A	7.1%	N/A	5.8%	N/A	6.3%	N/A	
Current Ratio	1.4	4.7	0.29	4.5	0.31	4.4	0.31	1.3	1.10	
Days in Net Patient Accounts Receivable	46.6	64.0	0.73	51.1	0.91	49.0	0.95	43.9	1.06	
Average Payment Period	76.0	56.5	1.35	60.2	1.26	41.1	1.85	79.3	0.96	
Equity Financing (%)	72.3%	69.2%	1.04	74.2%	0.97	81.8%	0.88	74.7%	0.97	
Long-Term Debt to Equity Ratio	0.1	0.3	0.33	0.2	0.47	0.1	0.85	0.1	0.92	
Times Interest Earned	-17.5	13.4	N/A	13.3	N/A	14.1	N/A	32.1	N/A	
Total Asset Turnover	0.6	0.6	1.10	0.7	0.94	0.7	0.94	0.6	0.99	
Average Age of Plant (Years)	11.8	12.6	0.94	10.6	1.11	9.6	1.23	12.2	0.97	
Increase (Decrease) Total Net Patient Revenue	-1.6%	7.3%	N/A	6.6%	N/A	2.8%	N/A	-3.8%	0.42	
Outpatient Gross Revenue (% of Total GPR)	71.3%	63.3%	1.13	72.4%	0.98	71.9%	0.99	70.5%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,657	\$16,906	0.63	\$13,311	0.80	\$12,065	0.88	\$10,223	1.04	
Inpatient Net Revenue per Day	\$2,982	\$3,675	0.81	\$3,405	0.88	\$3,161	0.94	\$3,127	0.95	
Outpatient Net Revenue per Visit	\$858	\$703	1.22	\$549	1.56	\$614	1.40	\$839	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$373,846,411	Cash & Cash Equivalents	\$2,340,625	Current Liabilities	\$26,278,137
Less Deductions	\$254,492,967	Net Patient Receivables	\$15,253,280	Long-Term Debt	\$12,049,185
Net Patient Revenue	\$119,353,444	Other Receivables	\$2,800,782	Other Liabilities	\$16,562,808
Plus Other Revenue	\$5,114,947			Subtotal	\$54,890,130
Total Revenue	\$124,468,391	Land, Buildings & Equipment (Net)	\$71,297,442	Unrestricted Fund Balance	\$143,120,160
Less Expenses	\$133,162,501	Other Assets	\$106,318,161	Restricted Fund Balance	\$5,039,121
Non-Operating Gains/Losses	\$356,499			Total Liabilities & Fund Balance	\$198,010,290
Net Income	-\$8,337,611	Total Assets	\$198,010,290		

042 St Vincent Hospital
 835 S Van Buren St, PO Box 13508
 Green Bay, WI 54307
 920-433-0111

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.3%	55.2%	0.89	48.2%	1.02	71.0%	0.69	53.3%	0.92
Obstetrics	46.8%	38.0%	1.23	34.9%	0.24	50.6%	0.92	49.5%	0.95
Pediatrics	27.8%	51.3%	0.54	22.1%	1.26	38.2%	0.73	20.1%	1.39
Total Hospital	52.7%	57.4%	0.92	47.8%	1.10	69.3%	0.76	52.4%	1.01
Average Census (Patients)									
Adult Medical-Surgical	61.1	26.0	2.35	22.4	2.73	106.3	0.58	66.1	0.92
Obstetrics	8.4	4.9	1.70	4.2	2.00	14.5	0.58	8.9	0.95
Pediatrics	5.6	1.3	4.32	0.6	9.55	3.2	4.32	4.0	1.39
Total Hospital	134.3	49.0	2.74	40.5	3.32	202.8	0.66	133.6	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.1	1.08	3.6	1.21	4.6	0.95	4.6	0.96
Obstetrics	2.7	2.6	1.07	2.4	1.13	2.7	1.01	2.8	0.97
Pediatrics	3.9	3.3	1.16	3.4	1.14	3.3	1.16	3.3	1.17
Total Hospital	4.7	4.5	1.04	3.7	1.26	5.0	0.93	4.5	1.03
Surgical Operations									
Inpatient	2,523	1,426	1.77	1,109	2.27	5,403	0.47	2,507	1.01
Outpatient	5,155	4,581	1.13	5,157	1.00	16,162	0.32	5,690	0.91
Inpatient as % of All Surgeries	32.9%	23.7%	1.38	17.7%	1.86	25.1%	1.31	30.6%	1.07
Outpatient Visits									
Non-Emergency Visits	141,497	144,376	0.98	219,705	0.64	476,432	0.30	113,566	1.25
Emergency Visits	32,222	17,768	1.81	18,012	1.79	47,460	0.68	32,178	1.00
Full-Time Equivalents (FTEs)									
Administrators	45.0	23.0	1.96	16.0	2.82	71.8	0.63	43.0	1.05
Nurses, Licensed	559.6	251.3	2.23	277.3	2.02	913.4	0.61	515.5	1.09
Ancillary Nursing Personnel	75.9	39.7	1.91	36.2	2.10	148.8	0.51	8.4	9.07
All Other Personnel	1,102.6	509.3	2.16	540.2	2.04	1,805.9	0.61	1,141.7	0.97
Total FTEs	1,783.1	823.3	2.17	869.6	2.05	2,940.0	0.61	1,708.6	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.5	17.0	0.80	10.4	1.30	14.7	0.92	13.3	1.02
Nurses, Licensed	168.3	185.7	0.91	180.1	0.93	186.4	0.90	159.0	1.06
Ancillary Nursing Personnel	22.8	29.3	0.78	23.5	0.97	30.4	0.75	2.6	8.84
All Other Personnel	331.6	376.3	0.88	350.8	0.95	368.6	0.90	352.1	0.94
Total FTEs	536.2	608.3	0.88	564.7	0.95	600.1	0.89	526.9	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	255	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	24
Discharges	10,530	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,096
Inpatient Days	49,026			Inpatient Days	0	Newborn Days	1,937

042 St Vincent Hospital
Green Bay, WI 54307

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	124	5,087	22,308	49.3%	61.1	4.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	32	335	4,300	36.8%	11.8	12.8
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	20	524	2,029	27.8%	5.6	3.9
Obstetrics	1	18	1,123	3,073	46.8%	8.4	2.7
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	20	1,636	6,328	86.7%	17.3	3.9
Cardiac Intensive Unit	1	4	243	1,105	75.7%	3.0	4.5
Pediatric Intensive Care	1	4	447	1,353	92.7%	3.7	3.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	9	804	3,142	95.6%	8.6	3.9
Neonatal Intensive/Intermediate Care	1	24	294	5,388	61.5%	14.8	18.3
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	45	0	45.0	Surgical Personnel	25	21	41.0
Physicians & Dentists	14	2	15.0	Radiological Services Personnel	41	33	62.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	25	10	32.4
Dental Hygienists	0	0	0.0	Occupational Therapists	11	17	21.3
Registered Nurses	260	393	541.1	Occupational Therapy Assistants/Aides	0	2	1.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	49	20	61.8
Licensed Practical Nurses	8	5	11.5	Physical Therapy Assistants/Aides	12	9	16.4
Ancillary Nursing Personnel	31	79	75.9	Recreational Therapists	3	7	7.2
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	7	8	12.1
Nurse Practitioners	6	2	7.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	15	24	31.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	133	46	165.5
Health Info Mgmt-Administrators/Technicians	18	2	19.1	All Other Personnel	344	204	473.9
Pharmacy Personnel	46	16	58.5				
Clinical Laboratory Personnel	41	27	59.2				
				Total	1,148	941	1,783.1

042 St Vincent Hospital
Green Bay, WI 54307

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area ⁴		Volume Group ⁷		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$544,477,996	50.4%	46.3%	1.09	47.5%	1.06	46.7%	1.08	49.2%	1.03
Medical Assistance	\$139,504,606	12.9%	13.6%	0.95	11.3%	1.14	12.6%	1.03	13.0%	0.99
Commercial	\$343,092,820	31.8%	35.3%	0.90	37.0%	0.86	35.1%	0.91	34.1%	0.93
All Other	\$52,686,903	4.9%	4.8%	1.02	4.2%	1.15	5.6%	0.87	3.7%	1.31
Deductions as % of Total Gross Patient Revenue										
Medicare	\$419,377,549	38.8%	34.9%	1.11	35.6%	1.09	36.2%	1.07	37.1%	1.05
Medical Assistance	\$108,720,102	10.1%	10.4%	0.97	8.9%	1.13	9.8%	1.02	9.9%	1.02
Commercial	\$161,151,394	14.9%	14.7%	1.02	15.3%	0.97	15.6%	0.95	15.6%	0.96
Charity Care	\$9,829,729	0.9%	1.0%	0.94	1.0%	0.95	0.9%	0.98	0.9%	1.06
Bad Debt	\$5,324,512	0.5%	1.1%	0.46	1.1%	0.44	0.9%	0.55	0.4%	1.16
All Other	\$32,586,063	3.0%	2.2%	1.40	2.1%	1.40	2.5%	1.22	2.7%	1.10
Total Deductions	\$736,989,349	68.3%	64.2%	1.06	64.1%	1.06	66.0%	1.03	66.6%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.2%	5.5%	0.57	3.5%	0.91	6.8%	0.46	2.2%	1.45	
Net Gains/Losses as % of Net Income	283.9%	13.2%	21.55	N/A	N/A	13.1%	21.62	45.5%	6.24	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$119,034,143	35.8%	44.0%	0.81	47.1%	0.76	42.7%	0.84	35.5%	1.01
Supplies & Services	\$196,907,451	59.2%	49.2%	1.20	45.7%	1.30	51.1%	1.16	57.9%	1.02
Capital Component	\$16,545,502	5.0%	6.8%	0.73	7.2%	0.69	6.2%	0.80	6.6%	0.76
Fiscal Statistics										
Operating Margin (%)	6.1%	9.1%	0.67	10.6%	0.57	9.5%	0.64	9.0%	0.67	
Total Hospital Net Income (%)	-3.6%	10.3%	N/A	10.5%	N/A	10.8%	N/A	15.4%	N/A	
Return on Equity (%)	-1.7%	6.0%	N/A	7.1%	N/A	7.7%	N/A	8.3%	N/A	
Current Ratio	2.3	4.7	0.50	4.5	0.52	5.5	0.42	2.2	1.06	
Days in Net Patient Accounts Receivable	53.7	64.0	0.84	51.1	1.05	55.7	0.96	49.2	1.09	
Average Payment Period	69.5	56.5	1.23	60.2	1.15	45.6	1.53	68.1	1.02	
Equity Financing (%)	78.9%	69.2%	1.14	74.2%	1.06	72.1%	1.09	81.5%	0.97	
Long-Term Debt to Equity Ratio	0.1	0.3	0.20	0.2	0.29	0.2	0.28	0.1	0.90	
Times Interest Earned	-12.5	13.4	N/A	13.3	N/A	15.5	N/A	62.9	N/A	
Total Asset Turnover	0.5	0.6	0.89	0.7	0.76	0.7	0.73	0.5	1.02	
Average Age of Plant (Years)	19.5	12.6	1.55	10.6	1.84	12.1	1.61	14.0	1.40	
Increase (Decrease) Total Net Patient Revenue	1.9%	7.3%	0.26	6.6%	0.28	8.9%	0.21	0.0%	37.90	
Outpatient Gross Revenue (% of Total GPR)	57.8%	63.3%	0.91	72.4%	0.80	58.2%	0.99	58.2%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,524	\$16,906	0.92	\$13,311	1.17	\$19,324	0.80	\$14,772	1.05	
Inpatient Net Revenue per Day	\$3,191	\$3,675	0.87	\$3,405	0.94	\$3,829	0.83	\$3,227	0.99	
Outpatient Net Revenue per Visit	\$1,063	\$703	1.51	\$549	1.94	\$741	1.43	\$1,244	0.85	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,079,762,325	Cash & Cash Equivalents	\$14,197,052	Current Liabilities	\$61,223,461
Less Deductions	\$736,989,349	Net Patient Receivables	\$50,455,989	Long-Term Debt	\$28,262,104
Net Patient Revenue	\$342,772,976	Other Receivables	\$18,336,625	Other Liabilities	\$55,788,349
Plus Other Revenue	\$11,151,308			Subtotal	\$145,273,914
Total Revenue	\$353,924,286	Land, Buildings & Equipment (Net)	\$128,908,029	Unrestricted Fund Balance	\$544,674,906
Less Expenses	\$332,487,097	Other Assets	\$478,051,125	Restricted Fund Balance	\$21,297,619
Non-Operating Gains/Losses	-\$33,094,543			Total Liabilities & Fund Balance	\$689,948,820
Net Income	-\$11,657,354	Total Assets	\$689,948,820		

043 Aurora Medical Center in Hartford
 1032 East Sumner Street
 Hartford, WI 53027
 262-673-2300

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Washington
 Analysis Area: Southeastern (2A)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.6%	55.2%	0.68	58.8%	0.64	35.3%	1.06	38.9%	0.97
Obstetrics	0.0%	38.0%	N/A	30.5%	N/A	22.7%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	40.8%	57.4%	0.71	54.8%	0.74	35.5%	1.15	42.4%	0.96
Average Census (Patients)									
Adult Medical-Surgical	10.9	26.0	0.42	31.7	0.34	6.5	1.68	10.9	1.00
Obstetrics	0.0	4.9	N/A	5.2	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	14.3	49.0	0.29	61.6	0.23	8.7	1.65	14.4	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.80	3.7	0.87	3.0	1.10	2.9	1.13
Obstetrics	0.0	2.6	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.7	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.5	4.5	0.77	4.0	0.87	3.2	1.10	3.2	1.10
Surgical Operations									
Inpatient	441	1,426	0.31	1,468	0.30	302	1.46	471	0.94
Outpatient	2,831	4,581	0.62	4,147	0.68	1,419	1.99	2,156	1.31
Inpatient as % of All Surgeries	13.5%	23.7%	0.57	26.1%	0.52	17.6%	0.77	17.9%	0.75
Outpatient Visits									
Non-Emergency Visits	79,341	144,376	0.55	165,725	0.48	63,228	1.25	78,443	1.01
Emergency Visits	8,540	17,768	0.48	24,778	0.34	8,308	1.03	8,579	1.00
Full-Time Equivalents (FTEs)									
Administrators	6.0	23.0	0.26	24.0	0.25	11.1	0.54	5.0	1.20
Nurses, Licensed	96.9	251.3	0.39	290.2	0.33	78.4	1.24	99.3	0.98
Ancillary Nursing Personnel	18.2	39.7	0.46	45.9	0.40	13.7	1.33	18.4	0.99
All Other Personnel	244.0	509.3	0.48	567.1	0.43	191.7	1.27	228.7	1.07
Total FTEs	365.1	823.3	0.44	927.1	0.39	294.9	1.24	351.3	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.7	17.0	0.63	13.1	0.82	28.7	0.37	9.8	1.09
Nurses, Licensed	172.6	185.7	0.93	158.4	1.09	202.2	0.85	195.0	0.89
Ancillary Nursing Personnel	32.4	29.3	1.11	25.0	1.30	35.2	0.92	36.1	0.90
All Other Personnel	434.8	376.3	1.16	309.5	1.40	494.1	0.88	449.1	0.97
Total FTEs	650.5	608.3	1.07	506.1	1.29	760.1	0.86	690.0	0.94

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	35	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	1,498	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	5,206			Inpatient Days	0	Newborn Days	0

043 Aurora Medical Center in Hartford
Hartford, WI 53027

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	29	1,223	3,975	37.6%	10.9	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	273	1,231	56.2%	3.4	4.5
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	10	17	11.1	Radiological Services Personnel	12	8	17.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	6.8
Dental Hygienists	0	0	0.0	Occupational Therapists	3	8	7.5
Registered Nurses	53	52	87.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	19	23.4
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	3	4.2
Ancillary Nursing Personnel	6	26	18.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.6
Nurse Practitioners	2	2	3.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	1	2	2.9
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	44	31	55.9
Health Info Mgmt-Administrators/Technicians	2	3	4.3	All Other Personnel	56	46	83.1
Pharmacy Personnel	4	1	4.9				
Clinical Laboratory Personnel	8	5	12.0				
				Total	240	229	365.1

043 Aurora Medical Center in Hartford

Hartford, WI 53027

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$108,264,240	48.2%	46.3%	1.04	50.9%	0.95	45.9%	1.05	48.5%	1.00
Medical Assistance	\$17,222,365	7.7%	13.6%	0.56	10.1%	0.76	12.4%	0.62	7.7%	1.00
Commercial	\$92,487,461	41.2%	35.3%	1.17	36.0%	1.15	36.6%	1.13	41.7%	0.99
All Other	\$6,413,297	2.9%	4.8%	0.60	3.0%	0.97	5.1%	0.56	2.1%	1.37
Deductions as % of Total Gross Patient Revenue										
Medicare	\$90,338,012	40.3%	34.9%	1.15	40.8%	0.99	28.9%	1.39	39.7%	1.01
Medical Assistance	\$15,136,085	6.7%	10.4%	0.65	8.0%	0.85	8.3%	0.81	6.7%	1.01
Commercial	\$45,371,629	20.2%	14.7%	1.38	15.9%	1.27	13.0%	1.56	20.2%	1.00
Charity Care	\$2,364,686	1.1%	1.0%	1.09	1.1%	0.97	1.1%	0.98	0.8%	1.30
Bad Debt	\$2,492,117	1.1%	1.1%	1.05	1.1%	1.03	1.9%	0.58	1.2%	0.94
All Other	\$2,668,520	1.2%	2.2%	0.55	1.4%	0.86	2.5%	0.49	0.8%	1.40
Total Deductions	\$158,371,050	70.6%	64.2%	1.10	68.2%	1.04	55.7%	1.27	69.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%		5.5%	0.10	4.9%	0.12	6.0%	0.09	0.5%	1.05
Net Gains/Losses as % of Net Income	N/A		13.2%	N/A	N/A	N/A	15.2%	N/A	0.7%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,664,537	47.7%	44.0%	1.08	39.6%	1.21	51.6%	0.93	47.0%	1.02
Supplies & Services	\$23,538,794	43.8%	49.2%	0.89	51.8%	0.85	40.7%	1.07	46.7%	0.94
Capital Component	\$4,598,558	8.5%	6.8%	1.26	8.7%	0.98	7.7%	1.11	6.3%	1.36
Fiscal Statistics										
Operating Margin (%)	19.0%	9.1%	2.09	14.3%	1.33	7.0%	2.69	17.2%	1.10	
Total Hospital Net Income (%)	19.0%	10.3%	1.84	12.8%	1.48	8.2%	2.31	17.3%	1.09	
Return on Equity (%)	8.1%	6.0%	1.35	8.8%	0.93	2.2%	3.77	7.9%	1.02	
Current Ratio	26.3	4.7	5.59	9.4	2.79	3.1	8.54	29.1	0.91	
Days in Net Patient Accounts Receivable	55.2	64.0	0.86	48.9	1.13	140.0	0.39	53.4	1.03	
Average Payment Period	35.8	56.5	0.63	33.2	1.08	146.6	0.24	29.8	1.20	
Equity Financing (%)	95.4%	69.2%	1.38	82.0%	1.16	56.4%	1.69	97.0%	0.98	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.6	N/A	0.0	N/A	
Times Interest Earned	16.5	13.4	1.23	13.0	1.27	9.0	1.83	0.0	N/A	
Total Asset Turnover	0.4	0.6	0.75	0.7	0.61	0.3	1.65	0.5	0.94	
Average Age of Plant (Years)	8.7	12.6	0.69	9.5	0.91	23.9	0.37	9.3	0.94	
Increase (Decrease) Total Net Patient Revenue	4.0%	7.3%	0.55	4.1%	0.97	7.2%	0.55	7.6%	0.52	
Outpatient Gross Revenue (% of Total GPR)	74.0%	63.3%	1.17	64.9%	1.14	77.9%	0.95	71.1%	1.04	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,235	\$16,906	0.66	\$13,299	0.84	\$13,622	0.82	\$11,092	1.01	
Inpatient Net Revenue per Day	\$3,158	\$3,675	0.86	\$3,202	0.99	\$4,079	0.77	\$3,425	0.92	
Outpatient Net Revenue per Visit	\$588	\$703	0.84	\$685	0.86	\$592	0.99	\$546	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$224,387,363	Cash & Cash Equivalents	\$120,352,019	Current Liabilities	\$5,006,172
Less Deductions	\$158,371,050	Net Patient Receivables	\$9,987,480	Long-Term Debt	\$0
Net Patient Revenue	\$66,016,313	Other Receivables	\$77,258	Other Liabilities	\$2,098,411
Plus Other Revenue	\$379,318			Subtotal	\$7,104,583
Total Revenue	\$66,395,631	Land, Buildings & Equipment (Net)	\$20,516,798	Unrestricted Fund Balance	\$148,157,758
Less Expenses	\$53,801,889	Other Assets	\$4,328,786	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$3,500	Total Assets	\$155,262,341	Total Liabilities & Fund Balance	\$155,262,341
Net Income	\$12,590,242				

044 Hayward Area Memorial Hospital
 11040 N State Road 77
 Hayward, WI 54843
 715-934-4321

Fiscal Year: 04/01 to 03/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Sawyer
 Analysis Area: Western Lake Superior (7)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.5%	55.2%	0.48	22.3%	1.19	35.3%	0.75	24.3%	1.09
Obstetrics	19.5%	38.0%	0.51	25.3%	0.03	22.7%	0.86	25.1%	0.78
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.4%	57.4%	0.44	24.4%	1.04	35.5%	0.72	24.4%	1.04
Average Census (Patients)									
Adult Medical-Surgical	5.6	26.0	0.21	4.2	1.33	6.5	0.86	5.1	1.09
Obstetrics	0.8	4.9	0.16	1.1	0.69	0.9	0.88	1.0	0.78
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.3	49.0	0.13	5.7	1.12	8.7	0.73	6.1	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.1	0.79	2.7	1.19	3.0	1.09	3.2	1.01
Obstetrics	2.3	2.6	0.92	2.6	0.91	2.2	1.08	2.3	1.01
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.69	3.2	0.98	3.2	0.98	3.0	1.03
Surgical Operations									
Inpatient	166	1,426	0.12	137	1.22	302	0.55	103	1.61
Outpatient	811	4,581	0.18	759	1.07	1,419	0.57	662	1.23
Inpatient as % of All Surgeries	17.0%	23.7%	0.72	15.3%	1.11	17.6%	0.97	13.5%	1.26
Outpatient Visits									
Non-Emergency Visits	6,735	144,376	0.05	20,365	0.33	63,228	0.11	6,754	1.00
Emergency Visits	7,408	17,768	0.42	6,830	1.08	8,308	0.89	7,594	0.98
Full-Time Equivalents (FTEs)									
Administrators	4.0	23.0	0.17	3.7	1.08	11.1	0.36	4.0	1.00
Nurses, Licensed	71.9	251.3	0.29	69.4	1.04	78.4	0.92	68.6	1.05
Ancillary Nursing Personnel	6.4	39.7	0.16	8.5	0.76	13.7	0.47	9.2	0.70
All Other Personnel	149.6	509.3	0.29	147.1	1.02	191.7	0.78	144.2	1.04
Total FTEs	231.9	823.3	0.28	228.6	1.01	294.9	0.79	226.0	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.4	17.0	0.79	10.1	1.34	28.7	0.47	13.4	1.00
Nurses, Licensed	241.5	185.7	1.30	187.9	1.29	202.2	1.19	230.0	1.05
Ancillary Nursing Personnel	21.6	29.3	0.74	22.9	0.94	35.2	0.61	30.8	0.70
All Other Personnel	502.6	376.3	1.34	398.4	1.26	494.1	1.02	483.4	1.04
Total FTEs	779.1	608.3	1.28	619.3	1.26	760.1	1.03	757.7	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	6
Discharges	750	Preferred Provider Organization (PPO)	Yes	Discharges	51	Total Births	125
Inpatient Days	2,315			Inpatient Days	520	Newborn Days	267

044 Hayward Area Memorial Hospital
Hayward, WI 54843

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	628	2,030	26.5%	5.6	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	122	285	19.5%	0.8	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	4	3	5.5
Physicians & Dentists	2	1	2.6	Radiological Services Personnel	11	3	12.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	6	3.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.2
Registered Nurses	57	8	62.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	1	7.2
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	6	1	6.2
Ancillary Nursing Personnel	4	10	6.4	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.2	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	1	4	3.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.8	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	4	3.9
Health Info Mgmt-Administrators/Technicians	7	1	7.7	All Other Personnel	57	30	73.6
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	10	3	11.3				
				Total	193	81	231.9

044 Hayward Area Memorial Hospital

Hayward, WI 54843

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$47,057,576	48.9%	46.3%	1.06	49.8%	0.98	45.9%	1.06	46.9%	1.04
Medical Assistance	\$19,019,964	19.8%	13.6%	1.45	17.6%	1.12	12.4%	1.59	20.9%	0.95
Commercial	\$22,422,899	23.3%	35.3%	0.66	27.8%	0.84	36.6%	0.64	25.3%	0.92
All Other	\$7,742,664	8.0%	4.8%	1.68	4.7%	1.70	5.1%	1.59	6.9%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$27,173,857	28.2%	34.9%	0.81	26.0%	1.09	28.9%	0.98	26.9%	1.05
Medical Assistance	\$10,892,762	11.3%	10.4%	1.09	11.5%	0.98	8.3%	1.36	12.8%	0.88
Commercial	\$2,915,202	3.0%	14.7%	0.21	5.1%	0.60	13.0%	0.23	0.4%	8.32
Charity Care	\$702,478	0.7%	1.0%	0.76	1.1%	0.67	1.1%	0.68	1.0%	0.71
Bad Debt	\$1,960,177	2.0%	1.1%	1.92	2.1%	0.98	1.9%	1.06	1.9%	1.05
All Other	\$3,154,894	3.3%	2.2%	1.52	2.2%	1.51	2.5%	1.34	2.3%	1.44
Total Deductions	\$46,799,369	48.6%	64.2%	0.76	47.9%	1.01	55.7%	0.87	45.3%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.8%		5.5%	0.15	1.7%	0.49	6.0%	0.14	0.6%	1.29
Net Gains/Losses as % of Net Income	11.4%		13.2%	0.86	14.8%	0.77	15.2%	0.75	15.0%	0.76
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,655,589	54.9%	44.0%	1.25	52.4%	1.05	51.6%	1.07	53.5%	1.03
Supplies & Services	\$15,960,378	35.5%	49.2%	0.72	40.0%	0.89	40.7%	0.87	35.9%	0.99
Capital Component	\$4,285,792	9.5%	6.8%	1.40	7.5%	1.27	7.7%	1.24	10.6%	0.90
Fiscal Statistics										
Operating Margin (%)	9.9%		9.1%	1.09	8.1%	1.22	7.0%	1.41	12.4%	0.80
Total Hospital Net Income (%)	11.1%		10.3%	1.07	9.4%	1.18	8.2%	1.35	14.2%	0.78
Return on Equity (%)	7.1%		6.0%	1.18	6.6%	1.07	2.2%	3.27	9.0%	0.78
Current Ratio	8.8		4.7	1.86	5.7	1.53	3.1	2.84	8.7	1.00
Days in Net Patient Accounts Receivable	49.2		64.0	0.77	51.1	0.96	140.0	0.35	57.7	0.85
Average Payment Period	43.0		56.5	0.76	44.6	0.96	146.6	0.29	47.3	0.91
Equity Financing (%)	86.9%		69.2%	1.26	81.9%	1.06	56.4%	1.54	84.5%	1.03
Long-Term Debt to Equity Ratio	0.1		0.3	0.31	0.1	0.69	0.6	0.14	0.1	0.75
Times Interest Earned	27.5		13.4	2.05	17.2	1.60	9.0	3.05	23.3	1.18
Total Asset Turnover	0.6		0.6	1.10	0.7	0.91	0.3	2.43	0.6	1.01
Average Age of Plant (Years)	9.7		12.6	0.77	9.0	1.08	23.9	0.41	8.4	1.15
Increase (Decrease) Total Net Patient Revenue	7.1%		7.3%	0.98	12.3%	0.58	7.2%	0.99	6.1%	1.18
Outpatient Gross Revenue (% of Total GPR)	78.7%		63.3%	1.24	84.3%	0.93	77.9%	1.01	79.5%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,519		\$16,906	1.04	\$12,554	1.40	\$13,622	1.29	\$16,167	1.08
Inpatient Net Revenue per Day	\$4,933		\$3,675	1.34	\$3,387	1.46	\$4,079	1.21	\$4,752	1.04
Outpatient Net Revenue per Visit	\$2,641		\$703	3.76	\$1,287	2.05	\$592	4.46	\$2,427	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$96,243,104	Cash & Cash Equivalents	\$34,073,753	Current Liabilities	\$4,937,119
Less Deductions	\$46,799,369	Net Patient Receivables	\$6,670,770	Long-Term Debt	\$5,429,469
Net Patient Revenue	\$49,443,735	Other Receivables	\$704,079	Other Liabilities	\$0
Plus Other Revenue	\$407,827			Subtotal	\$10,366,588
Total Revenue	\$49,851,562	Land, Buildings & Equipment (Net)	\$23,136,252	Unrestricted Fund Balance	\$68,845,420
Less Expenses	\$44,901,759	Other Assets	\$14,627,154	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$635,404			Total Liabilities & Fund Balance	\$79,212,008
Net Income	\$5,585,207	Total Assets	\$79,212,008		

045 Gundersen St. Joseph's Hospital and Clinics
 PO Box 527, 400 Water Avenue
 Hillsboro, WI 54634
 608-489-8000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Vernon
 Analysis Area: Southwestern (5B)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	15.2%	55.2%	0.28	45.6%	0.33	18.2%	0.84	17.0%	0.90
Obstetrics	0.0%	38.0%	N/A	53.1%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	31.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	15.2%	57.4%	0.27	50.4%	0.30	22.2%	0.68	17.1%	0.89
Average Census (Patients)									
Adult Medical-Surgical	2.0	26.0	0.08	16.7	0.12	2.8	0.71	2.2	0.90
Obstetrics	0.0	4.9	N/A	3.6	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.0	49.0	0.04	27.5	0.07	4.1	0.48	2.2	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.1	0.72	4.0	0.73	3.1	0.94	3.1	0.96
Obstetrics	0.0	2.6	N/A	2.5	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.8	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.9	4.5	0.66	4.7	0.63	2.9	1.01	3.1	0.96
Surgical Operations									
Inpatient	5	1,426	0.00	857	0.01	305	0.02	40	0.13
Outpatient	239	4,581	0.05	2,753	0.09	1,106	0.22	527	0.45
Inpatient as % of All Surgeries	2.0%	23.7%	0.09	23.7%	0.09	21.6%	0.09	7.1%	0.29
Outpatient Visits									
Non-Emergency Visits	33,613	144,376	0.23	121,727	0.28	28,429	1.18	35,046	0.96
Emergency Visits	3,621	17,768	0.20	13,192	0.27	4,284	0.85	3,416	1.06
Full-Time Equivalents (FTEs)									
Administrators	16.0	23.0	0.70	14.1	1.14	5.9	2.73	17.0	0.94
Nurses, Licensed	32.9	251.3	0.13	157.2	0.21	43.5	0.76	34.1	0.96
Ancillary Nursing Personnel	5.1	39.7	0.13	21.0	0.24	6.3	0.81	4.4	1.16
All Other Personnel	89.4	509.3	0.18	425.8	0.21	106.9	0.84	95.0	0.94
Total FTEs	143.4	823.3	0.17	618.1	0.23	162.6	0.88	150.5	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	84.3	17.0	4.96	12.2	6.93	33.7	2.50	77.2	1.09
Nurses, Licensed	173.3	185.7	0.93	135.8	1.28	250.2	0.69	154.8	1.12
Ancillary Nursing Personnel	27.0	29.3	0.92	18.1	1.49	36.4	0.74	20.1	1.34
All Other Personnel	471.1	376.3	1.25	367.9	1.28	615.3	0.77	431.2	1.09
Total FTEs	755.8	608.3	1.24	533.9	1.42	935.7	0.81	683.3	1.11

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	13	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	245	Preferred Provider Organization (PPO)	Yes	Discharges	43	Total Births	0
Inpatient Days	722			Inpatient Days	410	Newborn Days	0

045 Gundersen St. Joseph's Hospital and Clinics
Hillsboro, WI 54634

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	245	722	15.2%	2.0	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	16	0	16.0	Surgical Personnel	1	1	1.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	2	4.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	3.2
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.0
Registered Nurses	19	23	29.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	3	3.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	3	1.2
Ancillary Nursing Personnel	4	7	5.1	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	1	0.6
Nurse Practitioners	2	2	3.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	1	2.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	35	27	47.3
Pharmacy Personnel	1	3	2.7				
Clinical Laboratory Personnel	6	2	7.0				
				Total	109	84	143.4

045 Gundersen St. Joseph's Hospital and Clinics
Hillsboro, WI 54634

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$24,066,086	51.9%	46.3%	1.12	45.4%	1.14	47.3%	1.10	50.2%	1.03
Medical Assistance	\$5,216,734	11.2%	13.6%	0.82	9.5%	1.18	10.4%	1.08	10.9%	1.03
Commercial	\$13,342,123	28.8%	35.3%	0.81	37.9%	0.76	38.9%	0.74	28.6%	1.01
All Other	\$3,771,069	8.1%	4.8%	1.70	7.2%	1.13	3.4%	2.36	10.3%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,323,213	22.3%	34.9%	0.64	32.9%	0.68	28.0%	0.80	21.5%	1.03
Medical Assistance	\$3,155,896	6.8%	10.4%	0.66	7.4%	0.92	7.2%	0.94	6.7%	1.01
Commercial	\$4,728,957	10.2%	14.7%	0.69	15.7%	0.65	13.6%	0.75	9.4%	1.08
Charity Care	\$706,762	1.5%	1.0%	1.58	0.8%	1.79	0.7%	2.15	0.9%	1.78
Bad Debt	\$686,121	1.5%	1.1%	1.39	1.0%	1.51	1.3%	1.15	2.4%	0.63
All Other	\$2,745,522	5.9%	2.2%	2.74	4.8%	1.23	2.1%	2.81	6.6%	0.89
Total Deductions	\$22,346,471	48.2%	64.2%	0.75	62.7%	0.77	52.9%	0.91	47.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	5.5%	0.22	20.1%	0.06	4.8%	0.25	1.7%	0.71
Net Gains/Losses as % of Net Income		15.8%	13.2%	1.20	47.1%	0.34	10.4%	1.52	24.5%	0.65
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,833,355	55.1%	44.0%	1.25	56.2%	0.98	46.3%	1.19	54.9%	1.00
Supplies & Services	\$9,301,311	43.3%	49.2%	0.88	38.9%	1.11	46.3%	0.94	42.5%	1.02
Capital Component	\$339,053	1.6%	6.8%	0.23	4.9%	0.32	7.4%	0.21	2.6%	0.61
Fiscal Statistics										
Operating Margin (%)		11.8%	9.1%	1.30	6.1%	1.94	12.2%	0.96	10.9%	1.08
Total Hospital Net Income (%)		13.7%	10.3%	1.33	10.9%	1.25	13.5%	1.02	14.0%	0.98
Return on Equity (%)		8.5%	6.0%	1.41	8.9%	0.95	12.4%	0.68	15.6%	0.54
Current Ratio		2.1	4.7	0.45	25.9	0.08	3.1	0.69	5.2	0.41
Days in Net Patient Accounts Receivable		47.6	64.0	0.74	63.0	0.75	56.0	0.85	51.0	0.93
Average Payment Period		95.8	56.5	1.70	13.4	7.14	54.4	1.76	49.7	1.93
Equity Financing (%)		56.7%	69.2%	0.82	87.1%	0.65	61.0%	0.93	85.0%	0.67
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	31.0	N/A	16.6	N/A	0.0	N/A
Total Asset Turnover		0.6	0.6	1.05	0.8	0.78	0.9	0.67	1.1	0.56
Average Age of Plant (Years)		43.4	12.6	3.45	9.2	4.72	9.2	4.70	26.2	1.66
Increase (Decrease) Total Net Patient Revenue		-0.6%	7.3%	N/A	3.8%	N/A	3.3%	N/A	4.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		89.7%	63.3%	1.42	79.1%	1.13	76.2%	1.18	89.8%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,884		\$16,906	0.82	\$15,344	0.90	\$15,352	0.90	\$12,068	1.15
Inpatient Net Revenue per Day	\$3,648		\$3,675	0.99	\$3,493	1.04	\$4,244	0.86	\$3,338	1.09
Outpatient Net Revenue per Visit	\$557		\$703	0.79	\$855	0.65	\$803	0.69	\$565	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$46,396,012	Cash & Cash Equivalents	\$8,242,105	Current Liabilities	\$5,563,765
Less Deductions	\$22,346,471	Net Patient Receivables	\$3,133,635	Long-Term Debt	\$0
Net Patient Revenue	\$24,049,541	Other Receivables	\$0	Other Liabilities	\$11,888,925
Plus Other Revenue	\$295,334			Subtotal	\$17,452,690
Total Revenue	\$24,344,875	Land, Buildings & Equipment (Net)	\$26,262,391	Unrestricted Fund Balance	\$22,883,465
Less Expenses	\$21,473,719	Other Assets	\$2,698,024	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$539,401			Total Liabilities & Fund Balance	\$40,336,155
Net Income	\$3,410,557	Total Assets	\$40,336,155		

046 Hudson Hospital & Clinics
 405 Stageline Road
 Hudson, WI 54016
 715-531-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.6%	55.2%	0.63	42.1%	0.82	40.9%	0.85	31.1%	1.11
Obstetrics	44.3%	38.0%	1.17	26.3%	0.12	25.8%	1.72	51.4%	0.86
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	37.4%	57.4%	0.65	43.5%	0.86	41.6%	0.90	37.0%	1.01
Average Census (Patients)									
Adult Medical-Surgical	5.9	26.0	0.23	11.3	0.52	10.2	0.58	5.3	1.11
Obstetrics	3.1	4.9	0.63	1.9	1.67	1.8	1.70	3.6	0.86
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.0	49.0	0.18	18.5	0.49	17.6	0.51	8.9	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	2.4	4.1	0.59	3.6	0.66	3.1	0.79	2.5	0.97
Obstetrics	2.2	2.6	0.86	2.3	0.96	2.2	1.00	2.2	0.99
Pediatrics	0.0	3.3	N/A	0.0	N/A	2.2	N/A	0.0	N/A
Total Hospital	2.3	4.5	0.52	3.9	0.60	3.3	0.70	2.4	0.98
Surgical Operations									
Inpatient	328	1,426	0.23	509	0.64	479	0.68	293	1.12
Outpatient	1,306	4,581	0.29	2,269	0.58	1,923	0.68	1,437	0.91
Inpatient as % of All Surgeries	20.1%	23.7%	0.85	18.3%	1.10	19.9%	1.01	16.9%	1.19
Outpatient Visits									
Non-Emergency Visits	37,413	144,376	0.26	78,013	0.48	67,442	0.55	36,616	1.02
Emergency Visits	11,677	17,768	0.66	8,412	1.39	12,660	0.92	11,135	1.05
Full-Time Equivalents (FTEs)									
Administrators	27.0	23.0	1.17	13.4	2.01	12.7	2.12	28.2	0.96
Nurses, Licensed	54.0	251.3	0.21	124.0	0.44	102.4	0.53	67.2	0.80
Ancillary Nursing Personnel	11.8	39.7	0.30	18.7	0.63	17.0	0.69	18.5	0.64
All Other Personnel	132.1	509.3	0.26	265.3	0.50	220.5	0.60	135.1	0.98
Total FTEs	224.9	823.3	0.27	421.4	0.53	352.5	0.64	248.9	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	62.5	17.0	3.68	20.2	3.10	19.4	3.23	65.9	0.95
Nurses, Licensed	124.9	185.7	0.67	186.6	0.67	155.7	0.80	156.9	0.80
Ancillary Nursing Personnel	27.3	29.3	0.93	28.1	0.97	25.8	1.06	43.1	0.63
All Other Personnel	305.7	376.3	0.81	399.1	0.77	335.3	0.91	315.5	0.97
Total FTEs	520.4	608.3	0.86	633.9	0.82	536.2	0.97	581.3	0.90

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	6
Discharges	1,405	Preferred Provider Organization (PPO)	Yes	Discharges	33	Total Births	510
Inpatient Days	3,280			Inpatient Days	239	Newborn Days	1,009

046 Hudson Hospital & Clinics

Hudson, WI 54016

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	890	2,147	34.6%	5.9	2.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	515	1,133	44.3%	3.1	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	27	0	27.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	9	9.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	1.3
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.0
Registered Nurses	11	75	51.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	3	5.0
Licensed Practical Nurses	0	3	2.3	Physical Therapy Assistants/Aides	0	1	0.6
Ancillary Nursing Personnel	2	20	11.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	9	14.2
Health Info Mgmt-Administrators/Technicians	2	1	2.5	All Other Personnel	56	32	71.1
Pharmacy Personnel	6	9	10.6				
Clinical Laboratory Personnel	4	3	6.3				
				Total	133	174	224.9

046 Hudson Hospital & Clinics

Hudson, WI 54016

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$53,499,026	41.0%	46.3%	0.89	50.4%	0.81	49.1%	0.84	40.2%	1.02
Medical Assistance	\$12,744,545	9.8%	13.6%	0.72	11.5%	0.85	10.9%	0.89	9.0%	1.08
Commercial	\$60,614,296	46.5%	35.3%	1.32	34.7%	1.34	36.4%	1.28	48.0%	0.97
All Other	\$3,473,064	2.7%	4.8%	0.56	3.4%	0.79	3.5%	0.75	2.8%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$33,398,926	25.6%	34.9%	0.73	33.8%	0.76	35.9%	0.71	23.7%	1.08
Medical Assistance	\$8,459,183	6.5%	10.4%	0.63	8.0%	0.81	8.3%	0.79	5.4%	1.21
Commercial	\$24,954,546	19.1%	14.7%	1.30	10.5%	1.82	14.2%	1.35	18.7%	1.03
Charity Care	\$506,150	0.4%	1.0%	0.40	0.9%	0.43	1.3%	0.29	0.7%	0.55
Bad Debt	\$2,205,069	1.7%	1.1%	1.59	1.0%	1.70	1.2%	1.38	1.7%	1.01
All Other	\$3,056,934	2.3%	2.2%	1.09	1.5%	1.53	1.3%	1.77	1.7%	1.37
Total Deductions	\$72,580,807	55.7%	64.2%	0.87	55.8%	1.00	62.3%	0.89	51.8%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.8%	5.5%	1.41	3.2%	2.46	3.2%	2.42	7.7%	1.01	
Net Gains/Losses as % of Net Income	38.4%	13.2%	2.92	52.1%	0.74	29.1%	1.32	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,289,845	44.7%	44.0%	1.02	51.5%	0.87	44.1%	1.01	45.5%	0.98
Supplies & Services	\$28,878,558	49.1%	49.2%	1.00	43.3%	1.13	47.4%	1.04	46.9%	1.05
Capital Component	\$3,680,829	6.3%	6.8%	0.92	5.2%	1.21	8.5%	0.74	7.7%	0.82
Fiscal Statistics										
Operating Margin (%)	6.1%	9.1%	0.67	1.7%	3.52	5.4%	1.13	10.1%	0.60	
Total Hospital Net Income (%)	9.5%	10.3%	0.92	3.5%	2.68	7.4%	1.28	9.4%	1.01	
Return on Equity (%)	7.4%	6.0%	1.23	0.7%	9.84	4.7%	1.55	7.3%	1.00	
Current Ratio	2.5	4.7	0.53	2.3	1.10	4.8	0.53	2.4	1.07	
Days in Net Patient Accounts Receivable	36.0	64.0	0.56	168.6	0.21	49.3	0.73	35.1	1.03	
Average Payment Period	57.3	56.5	1.02	192.0	0.30	48.1	1.19	61.2	0.94	
Equity Financing (%)	74.0%	69.2%	1.07	52.0%	1.42	74.4%	1.00	70.2%	1.05	
Long-Term Debt to Equity Ratio	0.2	0.3	0.70	0.6	0.28	0.2	0.92	0.2	0.72	
Times Interest Earned	12.6	13.4	0.94	12.2	1.03	7.5	1.70	10.1	1.25	
Total Asset Turnover	0.7	0.6	1.31	0.2	3.60	0.6	1.19	0.8	0.95	
Average Age of Plant (Years)	14.6	12.6	1.16	38.0	0.38	10.2	1.43	12.3	1.19	
Increase (Decrease) Total Net Patient Revenue	0.0%	7.3%	0.00	16.1%	0.00	4.2%	0.00	5.3%	0.00	
Outpatient Gross Revenue (% of Total GPR)	79.0%	63.3%	1.25	72.3%	1.09	72.8%	1.08	79.0%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,380	\$16,906	0.55	\$14,502	0.65	\$11,314	0.83	\$9,980	0.94	
Inpatient Net Revenue per Day	\$3,773	\$3,675	1.03	\$3,502	1.08	\$3,281	1.15	\$3,900	0.97	
Outpatient Net Revenue per Visit	\$946	\$703	1.35	\$807	1.17	\$705	1.34	\$957	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$130,330,931	Cash & Cash Equivalents	\$14,936,720	Current Liabilities	\$8,764,609
Less Deductions	\$72,580,807	Net Patient Receivables	\$5,703,727	Long-Term Debt	\$11,045,618
Net Patient Revenue	\$57,750,124	Other Receivables	\$223,429	Other Liabilities	\$1,938,323
Plus Other Revenue	\$4,892,382			Subtotal	\$21,748,550
Total Revenue	\$62,642,506	Land, Buildings & Equipment (Net)	\$34,381,850	Unrestricted Fund Balance	\$61,928,138
Less Expenses	\$58,849,233	Other Assets	\$28,430,962	Restricted Fund Balance	\$5,095,926
Non-Operating Gains/Losses	\$2,368,546			Total Liabilities & Fund Balance	\$83,676,688
Net Income	\$6,161,819	Total Assets	\$83,676,688		

048 Mercy Health Hospital and Trauma Center - Janesville
 1000 Mineral Point Ave, PO Box 5003
 Janesville, WI 53547
 608-756-6000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.8%	55.2%	1.25	59.0%	1.17	71.0%	0.97	84.7%	0.81
Obstetrics	84.4%	38.0%	2.22	44.3%	0.10	50.6%	1.67	51.6%	1.64
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	79.5%	57.4%	1.39	61.2%	1.30	69.3%	1.15	86.0%	0.92
Average Census (Patients)									
Adult Medical-Surgical	36.5	26.0	1.40	24.6	1.48	106.3	0.34	39.0	0.94
Obstetrics	4.2	4.9	0.85	4.8	0.89	14.5	0.29	4.6	0.91
Pediatrics	0.0	1.3	N/A	2.2	N/A	3.2	N/A	0.0	N/A
Total Hospital	79.5	49.0	1.62	52.3	1.52	202.8	0.39	86.9	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.1	1.00	4.0	1.02	4.6	0.88	3.8	1.08
Obstetrics	2.0	2.6	0.79	2.7	0.75	2.7	0.74	2.0	1.00
Pediatrics	0.0	3.3	N/A	3.5	N/A	3.3	N/A	0.0	N/A
Total Hospital	4.2	4.5	0.92	4.4	0.94	5.0	0.83	4.1	1.02
Surgical Operations									
Inpatient	2,001	1,426	1.40	2,131	0.94	5,403	0.37	2,054	0.97
Outpatient	5,545	4,581	1.21	7,954	0.70	16,162	0.34	5,553	1.00
Inpatient as % of All Surgeries	26.5%	23.7%	1.12	21.1%	1.25	25.1%	1.06	27.0%	0.98
Outpatient Visits									
Non-Emergency Visits	1,046,077	144,376	7.25	179,501	5.83	476,432	2.20	1,058,058	0.99
Emergency Visits	32,545	17,768	1.83	17,324	1.88	47,460	0.69	35,075	0.93
Full-Time Equivalents (FTEs)									
Administrators	4.8	23.0	0.21	23.4	0.20	71.8	0.07	104.0	0.05
Nurses, Licensed	297.8	251.3	1.19	255.4	1.17	913.4	0.33	418.5	0.71
Ancillary Nursing Personnel	62.1	39.7	1.56	45.5	1.37	148.8	0.42	71.9	0.86
All Other Personnel	660.9	509.3	1.30	652.5	1.01	1,805.9	0.37	1,414.3	0.47
Total FTEs	1,025.5	823.3	1.25	976.8	1.05	2,940.0	0.35	2,008.7	0.51
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.8	17.0	0.11	17.6	0.10	14.7	0.12	39.2	0.05
Nurses, Licensed	113.5	185.7	0.61	191.8	0.59	186.4	0.61	157.6	0.72
Ancillary Nursing Personnel	23.6	29.3	0.81	34.1	0.69	30.4	0.78	27.0	0.87
All Other Personnel	251.8	376.3	0.67	490.1	0.51	368.6	0.68	532.4	0.47
Total FTEs	390.7	608.3	0.64	733.6	0.53	600.1	0.65	756.2	0.52

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	100	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	5
Discharges	6,990	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	763
Inpatient Days	29,009			Inpatient Days	0	Newborn Days	1,777

048 Mercy Health Hospital and Trauma Center - Janesville
 Janesville, WI 53547

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	53	3,256	13,306	68.8%	36.5	4.1
Orthopedic	1	20	1,310	5,077	69.5%	13.9	3.9
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	764	1,540	84.4%	4.2	2.0
Psychiatric	1	6	764	2,589	118.2%	7.1	3.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	340	3,080	140.6%	8.4	9.1
Step-Down (Special Care)	1	10	700	3,417	93.6%	9.4	4.9
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	2	4.8	Surgical Personnel	18	7	21.3
Physicians & Dentists	50	37	57.1	Radiological Services Personnel	16	39	33.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	9	10.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	3	2.6
Registered Nurses	206	372	288.8	Occupational Therapy Assistants/Aides	1	3	1.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	4	2.5
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	0	4	2.4
Ancillary Nursing Personnel	35	107	62.1	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	3	4	5.6
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	2	3.0	Social Workers	5	10	7.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	177	235	206.3
Health Info Mgmt-Administrators/Technicians	28	4	29.6	All Other Personnel	163	110	212.3
Pharmacy Personnel	23	17	26.0				
Clinical Laboratory Personnel	27	18	32.6				
				Total	784	991	1,025.5

048 Mercy Health Hospital and Trauma Center - Janesville

Janesville, WI 53547

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$450,688,868	41.2%	46.3%	0.89	42.2%	0.98	46.7%	0.88	40.6%	1.01
Medical Assistance	\$125,974,907	11.5%	13.6%	0.85	11.5%	1.00	12.6%	0.91	12.2%	0.94
Commercial	\$321,699,951	29.4%	35.3%	0.83	38.6%	0.76	35.1%	0.84	29.9%	0.99
All Other	\$194,698,027	17.8%	4.8%	3.73	7.8%	2.29	5.6%	3.16	17.3%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$354,911,730	32.5%	34.9%	0.93	31.6%	1.03	36.2%	0.90	31.6%	1.03
Medical Assistance	\$101,380,746	9.3%	10.4%	0.90	8.7%	1.06	9.8%	0.94	10.0%	0.93
Commercial	\$158,304,720	14.5%	14.7%	0.99	18.2%	0.80	15.6%	0.93	14.2%	1.02
Charity Care	\$5,915,638	0.5%	1.0%	0.56	0.8%	0.69	0.9%	0.58	0.5%	1.13
Bad Debt	\$21,432,130	2.0%	1.1%	1.85	1.1%	1.79	0.9%	2.18	1.5%	1.27
All Other	\$114,604,026	10.5%	2.2%	4.85	3.5%	3.03	2.5%	4.24	10.7%	0.98
Total Deductions	\$756,548,990	69.2%	64.2%	1.08	63.9%	1.08	66.0%	1.05	68.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		32.9%	5.5%	5.94	6.4%	5.14	6.8%	4.83	35.0%	0.94
Net Gains/Losses as % of Net Income		N/A	13.2%	N/A	39.0%	N/A	13.1%	N/A	5.6%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$196,547,085	41.1%	44.0%	0.93	47.0%	0.87	42.7%	0.96	38.0%	1.08
Supplies & Services	\$255,964,728	53.5%	49.2%	1.09	45.7%	1.17	51.1%	1.05	56.5%	0.95
Capital Component	\$25,615,646	5.4%	6.8%	0.79	7.3%	0.74	6.2%	0.87	5.5%	0.97
Fiscal Statistics										
Operating Margin (%)		4.6%	9.1%	0.51	6.3%	0.73	9.5%	0.49	3.6%	1.27
Total Hospital Net Income (%)		4.2%	10.3%	0.40	10.0%	0.42	10.8%	0.39	3.9%	1.08
Return on Equity (%)		3.5%	6.0%	0.59	7.5%	0.47	7.7%	0.46	3.3%	1.06
Current Ratio		3.1	4.7	0.67	2.4	1.33	5.5	0.57	3.9	0.81
Days in Net Patient Accounts Receivable		62.0	64.0	0.97	50.8	1.22	55.7	1.11	69.6	0.89
Average Payment Period		54.2	56.5	0.96	52.7	1.03	45.6	1.19	49.5	1.09
Equity Financing (%)		44.3%	69.2%	0.64	59.1%	0.75	72.1%	0.61	41.3%	1.07
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		4.6	13.4	0.34	9.5	0.49	15.5	0.30	4.2	1.09
Total Asset Turnover		0.9	0.6	1.49	0.7	1.18	0.7	1.21	0.9	0.99
Average Age of Plant (Years)		20.6	12.6	1.64	10.8	1.91	12.1	1.70	18.6	1.11
Increase (Decrease) Total Net Patient Revenue		4.4%	7.3%	0.60	5.8%	0.76	8.9%	0.49	13.9%	0.31
Outpatient Gross Revenue (% of Total GPR)		69.8%	63.3%	1.10	60.4%	1.16	58.2%	1.20	67.4%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,818	\$16,906	0.94	\$18,736	0.84	\$19,324	0.82	\$14,746	1.07
Inpatient Net Revenue per Day		\$3,818	\$3,675	1.04	\$4,176	0.91	\$3,829	1.00	\$3,646	1.05
Outpatient Net Revenue per Visit		\$229	\$703	0.33	\$623	0.37	\$741	0.31	\$204	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,093,061,753	Cash & Cash Equivalents	\$84,336,243	Current Liabilities	\$68,288,666
Less Deductions	\$756,548,990	Net Patient Receivables	\$57,175,682	Long-Term Debt	-\$1,431,510
Net Patient Revenue	\$336,512,763	Other Receivables	\$49,262,278	Other Liabilities	\$261,211,957
Plus Other Revenue	\$164,880,513			Subtotal	\$328,069,113
Total Revenue	\$501,393,276	Land, Buildings & Equipment (Net)	\$247,285,215	Unrestricted Fund Balance	\$260,414,387
Less Expenses	\$478,127,459	Other Assets	\$150,424,082	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,539,187			Total Liabilities & Fund Balance	\$588,483,500
Net Income	\$20,726,630	Total Assets	\$588,483,500		

317 St Mary's Janesville Hospital
 3400 E. Racine Street
 Janesville, WI 53546
 608-373-8011

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

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	51.4%	55.2%	0.93	59.0%	0.87	40.9%	1.26	51.6%	1.00
Obstetrics	38.2%	38.0%	1.01	44.3%	0.07	25.8%	1.48	38.4%	0.99
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	47.6%	57.4%	0.83	61.2%	0.78	41.6%	1.14	48.2%	0.99
Average Census (Patients)									
Adult Medical-Surgical	19.5	26.0	0.75	24.6	0.79	10.2	1.91	19.6	1.00
Obstetrics	3.1	4.9	0.62	4.8	0.64	1.8	1.68	3.1	0.99
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	23.8	49.0	0.49	52.3	0.46	17.6	1.35	24.1	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.1	0.83	4.0	0.84	3.1	1.10	3.3	1.02
Obstetrics	2.1	2.6	0.84	2.7	0.80	2.2	0.98	2.2	0.99
Pediatrics	0.0	3.3	N/A	3.5	N/A	2.2	N/A	0.0	N/A
Total Hospital	3.2	4.5	0.71	4.4	0.72	3.3	0.96	3.1	1.01
Surgical Operations									
Inpatient	715	1,426	0.50	2,131	0.34	479	1.49	679	1.05
Outpatient	2,672	4,581	0.58	7,954	0.34	1,923	1.39	2,468	1.08
Inpatient as % of All Surgeries	21.1%	23.7%	0.89	21.1%	1.00	19.9%	1.06	21.6%	0.98
Outpatient Visits									
Non-Emergency Visits	64,644	144,376	0.45	179,501	0.36	67,442	0.96	16,952	3.81
Emergency Visits	16,576	17,768	0.93	17,324	0.96	12,660	1.31	16,227	1.02
Full-Time Equivalents (FTEs)									
Administrators	15.0	23.0	0.65	23.4	0.64	12.7	1.18	15.0	1.00
Nurses, Licensed	100.1	251.3	0.40	255.4	0.39	102.4	0.98	95.9	1.04
Ancillary Nursing Personnel	18.7	39.7	0.47	45.5	0.41	17.0	1.10	16.0	1.17
All Other Personnel	164.4	509.3	0.32	652.5	0.25	220.5	0.75	175.1	0.94
Total FTEs	298.1	823.3	0.36	976.8	0.31	352.5	0.85	302.0	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.0	17.0	1.35	17.6	1.31	19.4	1.19	25.3	0.91
Nurses, Licensed	153.2	185.7	0.83	191.8	0.80	155.7	0.98	161.8	0.95
Ancillary Nursing Personnel	28.6	29.3	0.98	34.1	0.84	25.8	1.11	27.0	1.06
All Other Personnel	251.8	376.3	0.67	490.1	0.51	335.3	0.75	295.5	0.85
Total FTEs	456.6	608.3	0.75	733.6	0.62	536.2	0.85	509.6	0.90

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	50	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	2,729	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	458
Inpatient Days	8,692			Inpatient Days	0	Newborn Days	830

317 St Mary's Janesville Hospital
Janesville, WI 53546

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	2,116	7,128	51.4%	19.5	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	520	1,116	38.2%	3.1	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	4	187	448	30.7%	1.2	2.4
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	0	15.0	Surgical Personnel	5	3	6.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	34	29.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	3	6.3
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	0.7
Registered Nurses	73	45	99.1	Occupational Therapy Assistants/Aides	0	2	1.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	2	0.7
Ancillary Nursing Personnel	16	7	18.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	41	15	47.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	32	30	46.5
Pharmacy Personnel	5	2	6.4				
Clinical Laboratory Personnel	9	3	10.3				
				Total	217	151	298.1

317 St Mary's Janesville Hospital
Janesville, WI 53546

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$135,413,518	53.8%	46.3%	1.16	42.2%	1.28	49.1%	1.10	55.4%	0.97
Medical Assistance	\$31,078,983	12.4%	13.6%	0.91	11.5%	1.07	10.9%	1.13	13.8%	0.90
Commercial	\$77,732,482	30.9%	35.3%	0.88	38.6%	0.80	36.4%	0.85	28.0%	1.11
All Other	\$7,313,627	2.9%	4.8%	0.61	7.8%	0.37	3.5%	0.82	2.9%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$109,969,644	43.7%	34.9%	1.25	31.6%	1.38	35.9%	1.22	46.1%	0.95
Medical Assistance	\$24,053,999	9.6%	10.4%	0.92	8.7%	1.09	8.3%	1.16	10.7%	0.90
Commercial	\$32,591,693	13.0%	14.7%	0.88	18.2%	0.71	14.2%	0.91	7.4%	1.76
Charity Care	\$3,220,123	1.3%	1.0%	1.33	0.8%	1.63	1.3%	0.97	1.9%	0.66
Bad Debt	\$2,253,845	0.9%	1.1%	0.84	1.1%	0.82	1.2%	0.73	1.5%	0.60
All Other	\$3,655,393	1.5%	2.2%	0.67	3.5%	0.42	1.3%	1.10	0.9%	1.64
Total Deductions	\$175,744,697	69.9%	64.2%	1.09	63.9%	1.09	62.3%	1.12	68.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%		5.5%	0.27	6.4%	0.23	3.2%	0.46	1.3%	1.13
Net Gains/Losses as % of Net Income	27.5%		13.2%	2.09	39.0%	0.71	29.1%	0.95	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,599,806	39.1%	44.0%	0.89	47.0%	0.83	44.1%	0.89	41.2%	0.95
Supplies & Services	\$31,059,144	47.5%	49.2%	0.97	45.7%	1.04	47.4%	1.00	42.5%	1.12
Capital Component	\$8,757,309	13.4%	6.8%	1.97	7.3%	1.85	8.5%	1.57	16.3%	0.82
Fiscal Statistics										
Operating Margin (%)	15.0%		9.1%	1.65	6.3%	2.36	5.4%	2.79	11.3%	1.32
Total Hospital Net Income (%)	19.5%		10.3%	1.89	10.0%	1.96	7.4%	2.64	9.4%	2.08
Return on Equity (%)	23.4%		6.0%	3.90	7.5%	3.13	4.7%	4.94	5.9%	3.94
Current Ratio	1.3		4.7	0.27	2.4	0.54	4.8	0.27	2.4	0.53
Days in Net Patient Accounts Receivable	38.1		64.0	0.60	50.8	0.75	49.3	0.77	41.3	0.92
Average Payment Period	51.1		56.5	0.90	52.7	0.97	48.1	1.06	57.2	0.89
Equity Financing (%)	81.4%		69.2%	1.18	59.1%	1.38	74.4%	1.09	85.2%	0.95
Long-Term Debt to Equity Ratio	0.0		0.3	0.00	0.3	0.00	0.2	0.00	0.0	0.56
Times Interest Earned	7.5		13.4	0.56	9.5	0.79	7.5	1.00	3.1	2.39
Total Asset Turnover	1.1		0.6	1.98	0.7	1.57	0.6	1.81	0.6	1.75
Average Age of Plant (Years)	8.8		12.6	0.70	10.8	0.81	10.2	0.86	6.9	1.28
Increase (Decrease) Total Net Patient Revenue	10.0%		7.3%	1.38	5.8%	1.73	4.2%	2.37	5.3%	1.88
Outpatient Gross Revenue (% of Total GPR)	63.5%		63.3%	1.00	60.4%	1.05	72.8%	0.87	59.3%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,385		\$16,906	0.67	\$18,736	0.61	\$11,314	1.01	\$10,684	1.07
Inpatient Net Revenue per Day	\$3,574		\$3,675	0.97	\$4,176	0.86	\$3,281	1.09	\$3,401	1.05
Outpatient Net Revenue per Visit	\$578		\$703	0.82	\$623	0.93	\$705	0.82	\$1,273	0.45

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$251,538,610	Cash & Cash Equivalents	\$511,086	Current Liabilities	\$8,348,337
Less Deductions	\$175,744,697	Net Patient Receivables	\$7,920,702	Long-Term Debt	\$4,750
Net Patient Revenue	\$75,793,913	Other Receivables	\$1,000,529	Other Liabilities	\$4,273,247
Plus Other Revenue	\$1,132,910			Subtotal	\$12,626,334
Total Revenue	\$76,926,822	Land, Buildings & Equipment (Net)	\$46,401,733	Unrestricted Fund Balance	\$55,262,641
Less Expenses	\$65,416,259	Other Assets	\$12,054,925	Restricted Fund Balance	\$375,121
Non-Operating Gains/Losses	\$4,366,348			Total Liabilities & Fund Balance	\$67,888,975
Net Income	\$15,876,911	Total Assets	\$67,888,975		

189 Aurora Medical Center in Kenosha
 10400 75th Avenue
 Kenosha, WI 53142
 262-948-5600

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Kenosha
 Analysis Area: Southeastern (2A)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	71.9%	55.2%	1.30	58.8%	1.22	50.7%	1.42	69.3%	1.04
Obstetrics	74.4%	38.0%	1.96	30.5%	0.19	34.4%	2.16	70.2%	1.06
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	67.4%	57.4%	1.17	54.8%	1.23	54.8%	1.23	66.0%	1.02
Average Census (Patients)									
Adult Medical-Surgical	38.8	26.0	1.49	31.7	1.22	27.5	1.41	37.4	1.04
Obstetrics	6.0	4.9	1.20	5.2	1.14	6.2	0.96	5.6	1.06
Pediatrics	0.0	1.3	N/A	0.1	N/A	4.2	N/A	0.0	N/A
Total Hospital	55.9	49.0	1.14	61.6	0.91	63.1	0.89	52.2	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.1	0.84	3.7	0.92	3.6	0.94	3.2	1.06
Obstetrics	2.3	2.6	0.90	2.3	0.99	2.5	0.91	2.3	1.00
Pediatrics	0.0	3.3	N/A	2.7	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.4	4.5	0.76	4.0	0.85	4.3	0.79	3.2	1.07
Surgical Operations									
Inpatient	1,562	1,426	1.10	1,468	1.06	1,501	1.04	1,698	0.92
Outpatient	6,465	4,581	1.41	4,147	1.56	5,596	1.16	6,139	1.05
Inpatient as % of All Surgeries	19.5%	23.7%	0.82	26.1%	0.74	21.2%	0.92	21.7%	0.90
Outpatient Visits									
Non-Emergency Visits	179,713	144,376	1.24	165,725	1.08	193,333	0.93	168,379	1.07
Emergency Visits	30,991	17,768	1.74	24,778	1.25	29,751	1.04	30,583	1.01
Full-Time Equivalents (FTEs)									
Administrators	15.0	23.0	0.65	24.0	0.63	31.4	0.48	14.0	1.07
Nurses, Licensed	391.3	251.3	1.56	290.2	1.35	357.1	1.10	359.7	1.09
Ancillary Nursing Personnel	44.5	39.7	1.12	45.9	0.97	53.7	0.83	41.3	1.08
All Other Personnel	894.8	509.3	1.76	567.1	1.58	692.3	1.29	834.1	1.07
Total FTEs	1,345.6	823.3	1.63	927.1	1.45	1,134.4	1.19	1,249.1	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.9	17.0	0.40	13.1	0.53	16.1	0.43	7.0	0.98
Nurses, Licensed	179.5	185.7	0.97	158.4	1.13	183.4	0.98	180.9	0.99
Ancillary Nursing Personnel	20.4	29.3	0.70	25.0	0.82	27.6	0.74	20.8	0.98
All Other Personnel	410.3	376.3	1.09	309.5	1.33	355.6	1.15	419.6	0.98
Total FTEs	617.1	608.3	1.01	506.1	1.22	582.6	1.06	628.4	0.98

Total Hospital:
 Beds Set Up & Staffed 83
 Discharges 6,010
 Inpatient Days 20,414

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 12
 Total Births 909
 Newborn Days 2,414

189 Aurora Medical Center in Kenosha
Kenosha, WI 53142

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	54	4,141	14,169	71.9%	38.8	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	951	2,172	74.4%	6.0	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	630	3,269	74.6%	9.0	5.2
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	9	86	804	24.5%	2.2	9.3
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	0	15.0	Surgical Personnel	16	6	20.5
Physicians & Dentists	80	27	85.7	Radiological Services Personnel	56	34	78.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	5	10.0
Dental Hygienists	0	0	0.0	Occupational Therapists	8	6	11.8
Registered Nurses	285	125	353.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	26	8	29.3
Licensed Practical Nurses	5	3	7.7	Physical Therapy Assistants/Aides	6	0	6.0
Ancillary Nursing Personnel	29	24	44.5	Recreational Therapists	0	0	0.0
Physician Assistants	16	2	16.7	Dietitians & Nutritionists	3	2	3.7
Nurse Practitioners	21	8	24.3	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	145	59	173.7
Health Info Mgmt-Administrators/Technicians	28	8	33.2	All Other Personnel	218	72	263.3
Pharmacy Personnel	17	18	26.8				
Clinical Laboratory Personnel	28	10	32.7				
				Total	1,103	441	1,345.6

189 Aurora Medical Center in Kenosha

Kenosha, WI 53142

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$380,740,280	46.0%	46.3%	0.99	50.9%	0.90	41.9%	1.10	46.0%	1.00
Medical Assistance	\$82,840,000	10.0%	13.6%	0.73	10.1%	0.99	19.2%	0.52	9.9%	1.01
Commercial	\$337,223,685	40.7%	35.3%	1.15	36.0%	1.13	35.7%	1.14	41.0%	0.99
All Other	\$27,561,164	3.3%	4.8%	0.70	3.0%	1.13	3.3%	1.02	3.0%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$315,981,957	38.1%	34.9%	1.09	40.8%	0.94	32.2%	1.18	38.0%	1.00
Medical Assistance	\$67,538,834	8.2%	10.4%	0.79	8.0%	1.02	14.2%	0.58	8.1%	1.00
Commercial	\$149,057,449	18.0%	14.7%	1.22	15.9%	1.13	13.6%	1.32	17.5%	1.03
Charity Care	\$9,868,915	1.2%	1.0%	1.23	1.1%	1.10	1.0%	1.17	1.1%	1.08
Bad Debt	\$10,788,633	1.3%	1.1%	1.23	1.1%	1.21	1.2%	1.12	1.6%	0.83
All Other	\$12,291,930	1.5%	2.2%	0.69	1.4%	1.07	1.5%	0.97	1.4%	1.04
Total Deductions	\$565,527,719	68.3%	64.2%	1.06	68.2%	1.00	63.7%	1.07	67.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.3%	5.5%	0.05		4.9%	0.06	3.9%	0.08	0.4%	0.84
Net Gains/Losses as % of Net Income	0.1%	13.2%	0.00		N/A	N/A	14.4%	0.00	0.0%	5.62
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$66,924,588	39.1%	44.0%	0.89	39.6%	0.99	44.1%	0.89	37.9%	1.03
Supplies & Services	\$89,742,546	52.4%	49.2%	1.07	51.8%	1.01	48.5%	1.08	55.5%	0.94
Capital Component	\$14,590,561	8.5%	6.8%	1.25	8.7%	0.98	7.4%	1.15	6.6%	1.28
Fiscal Statistics										
Operating Margin (%)	35.0%	9.1%	3.86		14.3%	2.45	9.4%	3.72	32.5%	1.08
Total Hospital Net Income (%)	35.0%	10.3%	3.40		12.8%	2.74	10.8%	3.23	32.5%	1.08
Return on Equity (%)	10.8%	6.0%	1.79		8.8%	1.23	4.3%	2.50	10.5%	1.03
Current Ratio	44.2	4.7	9.39		9.4	4.69	4.3	10.33	47.9	0.92
Days in Net Patient Accounts Receivable	51.0	64.0	0.80		48.9	1.04	85.1	0.60	50.3	1.01
Average Payment Period	33.9	56.5	0.60		33.2	1.02	80.6	0.42	30.5	1.11
Equity Financing (%)	98.0%	69.2%	1.42		82.0%	1.19	65.0%	1.51	98.2%	1.00
Long-Term Debt to Equity Ratio	0.0	0.3	0.01		0.1	0.02	0.4	0.01	0.0	12.58
Times Interest Earned	30.2	13.4	2.25		13.0	2.33	11.7	2.58	5,658.8	0.01
Total Asset Turnover	0.3	0.6	0.54		0.7	0.44	0.4	0.78	0.3	0.95
Average Age of Plant (Years)	7.9	12.6	0.63		9.5	0.83	14.3	0.55	7.4	1.06
Increase (Decrease) Total Net Patient Revenue	7.4%	7.3%	1.01		4.1%	1.80	7.2%	1.03	9.1%	0.81
Outpatient Gross Revenue (% of Total GPR)	72.8%	63.3%	1.15		64.9%	1.12	66.6%	1.09	72.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,825	\$16,906	0.76		\$13,299	0.96	\$15,576	0.82	\$12,634	1.02
Inpatient Net Revenue per Day	\$3,559	\$3,675	0.97		\$3,202	1.11	\$3,515	1.01	\$3,735	0.95
Outpatient Net Revenue per Visit	\$933	\$703	1.33		\$685	1.36	\$685	1.36	\$910	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$828,365,129	Cash & Cash Equivalents	\$618,862,352	Current Liabilities	\$14,945,255
Less Deductions	\$565,527,719	Net Patient Receivables	\$36,711,520	Long-Term Debt	\$1,563,199
Net Patient Revenue	\$262,837,410	Other Receivables	\$538,832	Other Liabilities	\$386,884
Plus Other Revenue	\$785,905			Subtotal	\$16,895,338
Total Revenue	\$263,623,313	Land, Buildings & Equipment (Net)	\$196,034,357	Unrestricted Fund Balance	\$842,020,078
Less Expenses	\$171,257,695	Other Assets	\$6,768,355	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$49,766			Total Liabilities & Fund Balance	\$858,915,416
Net Income	\$92,415,384	Total Assets	\$858,915,416		

305 Froedtert South
 6308 8th Ave
 Kenosha, WI 53143
 262-656-3011

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Kenosha
 Analysis Area: Southeastern (2A)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.8%	55.2%	1.28	58.8%	1.20	71.0%	1.00	70.2%	1.01
Obstetrics	17.1%	38.0%	0.45	30.5%	0.22	50.6%	0.34	16.5%	1.04
Pediatrics	5.6%	51.3%	0.11	6.9%	0.82	38.2%	0.15	4.3%	1.31
Total Hospital	50.8%	57.4%	0.88	54.8%	0.93	69.3%	0.73	46.2%	1.10
Average Census (Patients)									
Adult Medical-Surgical	77.1	26.0	2.97	31.7	2.43	106.3	0.73	70.9	1.09
Obstetrics	6.7	4.9	1.35	5.2	1.28	14.5	0.46	6.4	1.04
Pediatrics	0.7	1.3	0.52	0.1	5.28	3.2	0.52	0.0	N/A
Total Hospital	96.9	49.0	1.98	61.6	1.57	202.8	0.48	94.3	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.1	1.27	3.7	1.38	4.6	1.11	5.0	1.02
Obstetrics	2.3	2.6	0.88	2.3	0.97	2.7	0.83	2.3	0.99
Pediatrics	3.8	3.3	1.15	2.7	1.42	3.3	1.16	4.0	0.96
Total Hospital	4.6	4.5	1.02	4.0	1.15	5.0	0.92	4.4	1.04
Surgical Operations									
Inpatient	1,680	1,426	1.18	1,468	1.14	5,403	0.31	1,828	0.92
Outpatient	4,858	4,581	1.06	4,147	1.17	16,162	0.30	4,799	1.01
Inpatient as % of All Surgeries	25.7%	23.7%	1.08	26.1%	0.98	25.1%	1.03	27.6%	0.93
Outpatient Visits									
Non-Emergency Visits	298,660	144,376	2.07	165,725	1.80	476,432	0.63	277,955	1.07
Emergency Visits	61,876	17,768	3.48	24,778	2.50	47,460	1.30	65,807	0.94
Full-Time Equivalents (FTEs)									
Administrators	60.4	23.0	2.63	24.0	2.52	71.8	0.84	68.7	0.88
Nurses, Licensed	569.2	251.3	2.27	290.2	1.96	913.4	0.62	511.6	1.11
Ancillary Nursing Personnel	101.1	39.7	2.55	45.9	2.20	148.8	0.68	97.7	1.03
All Other Personnel	1,305.2	509.3	2.56	567.1	2.30	1,805.9	0.72	1,207.2	1.08
Total FTEs	2,036.0	823.3	2.47	927.1	2.20	2,940.0	0.69	1,885.2	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	19.2	17.0	1.13	13.1	1.47	14.7	1.31	23.3	0.82
Nurses, Licensed	180.8	185.7	0.97	158.4	1.14	186.4	0.97	173.5	1.04
Ancillary Nursing Personnel	32.1	29.3	1.09	25.0	1.28	30.4	1.06	33.1	0.97
All Other Personnel	414.5	376.3	1.10	309.5	1.34	368.6	1.12	409.5	1.01
Total FTEs	646.6	608.3	1.06	506.1	1.28	600.1	1.08	639.4	1.01

Total Hospital:
 Beds Set Up & Staffed 191
 Discharges 7,722
 Inpatient Days 35,385

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 55
 Total Births 963
 Newborn Days 2,051

305 Froedtert South
Kenosha, WI 53143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	109	5,468	28,151	70.8%	77.1	5.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	12	64	246	5.6%	0.7	3.8
Obstetrics	1	39	1,083	2,437	17.1%	6.7	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	31	621	4,551	40.2%	12.5	7.3
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	58	3	60.4	Surgical Personnel	33	6	39.5
Physicians & Dentists	50	7	52.8	Radiological Services Personnel	31	62	74.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	20	13	26.7
Dental Hygienists	0	0	0.0	Occupational Therapists	10	5	11.9
Registered Nurses	319	292	534.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	29	10	37.1
Licensed Practical Nurses	6	6	9.9	Physical Therapy Assistants/Aides	9	17	21.5
Ancillary Nursing Personnel	39	117	101.1	Recreational Therapists	0	0	0.0
Physician Assistants	8	1	8.7	Dietitians & Nutritionists	3	4	6.1
Nurse Practitioners	17	6	24.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	4	10.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	147	138	225.0
Health Info Mgmt-Administrators/Technicians	64	7	67.7	All Other Personnel	502	192	613.0
Pharmacy Personnel	39	15	46.2				
Clinical Laboratory Personnel	53	20	64.4				
				Total	1,444	925	2,036.0

305 Froedtert South
Kenosha, WI 53143

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$448,627,651	47.3%	46.3%	1.02	50.9%	0.93	46.7%	1.01	48.2%	0.98
Medical Assistance	\$149,249,721	15.7%	13.6%	1.15	10.1%	1.55	12.6%	1.25	15.5%	1.01
Commercial	\$325,278,523	34.3%	35.3%	0.97	36.0%	0.95	35.1%	0.98	33.6%	1.02
All Other	\$25,920,495	2.7%	4.8%	0.57	3.0%	0.92	5.6%	0.49	2.6%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$357,957,168	37.7%	34.9%	1.08	40.8%	0.92	36.2%	1.04	37.0%	1.02
Medical Assistance	\$117,003,199	12.3%	10.4%	1.19	8.0%	1.55	9.8%	1.25	11.0%	1.12
Commercial	\$106,048,069	11.2%	14.7%	0.76	15.9%	0.70	15.6%	0.71	14.4%	0.78
Charity Care	\$10,376,975	1.1%	1.0%	1.13	1.1%	1.01	0.9%	1.18	1.1%	1.02
Bad Debt	\$13,661,053	1.4%	1.1%	1.36	1.1%	1.34	0.9%	1.60	1.4%	1.04
All Other	\$23,814,859	2.5%	2.2%	1.16	1.4%	1.81	2.5%	1.01	0.9%	2.73
Total Deductions	\$628,861,323	66.3%	64.2%	1.03	68.2%	0.97	66.0%	1.00	65.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.1%	5.5%	0.38	4.9%	0.43	6.8%	0.31	2.1%	0.98
Net Gains/Losses as % of Net Income		15.7%	13.2%	1.19	N/A	N/A	13.1%	1.19	29.4%	0.53
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$171,936,148	54.7%	44.0%	1.24	39.6%	1.38	42.7%	1.28	55.7%	0.98
Supplies & Services	\$118,417,511	37.6%	49.2%	0.77	51.8%	0.73	51.1%	0.74	36.0%	1.05
Capital Component	\$24,207,439	7.7%	6.8%	1.13	8.7%	0.89	6.2%	1.24	8.3%	0.93
Fiscal Statistics										
Operating Margin (%)		3.8%	9.1%	0.42	14.3%	0.27	9.5%	0.40	3.7%	1.02
Total Hospital Net Income (%)		4.5%	10.3%	0.43	12.8%	0.35	10.8%	0.42	5.2%	0.86
Return on Equity (%)		3.0%	6.0%	0.50	8.8%	0.34	7.7%	0.39	3.2%	0.95
Current Ratio		4.4	4.7	0.93	9.4	0.46	5.5	0.79	5.3	0.82
Days in Net Patient Accounts Receivable		59.6	64.0	0.93	48.9	1.22	55.7	1.07	61.2	0.97
Average Payment Period		43.3	56.5	0.77	33.2	1.31	45.6	0.95	45.2	0.96
Equity Financing (%)		80.8%	69.2%	1.17	82.0%	0.99	72.1%	1.12	83.3%	0.97
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	13.0	N/A	15.5	N/A	0.0	N/A
Total Asset Turnover		0.7	0.6	1.16	0.7	0.96	0.7	0.94	0.6	1.11
Average Age of Plant (Years)		12.5	12.6	0.99	9.5	1.31	12.1	1.03	11.0	1.13
Increase (Decrease) Total Net Patient Revenue		3.6%	7.3%	0.50	4.1%	0.89	8.9%	0.41	1.9%	1.97
Outpatient Gross Revenue (% of Total GPR)		69.1%	63.3%	1.09	64.9%	1.06	58.2%	1.19	66.5%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,259	\$16,906	0.78	\$13,299	1.00	\$19,324	0.69	\$6,157	2.15	
Inpatient Net Revenue per Day	\$2,879	\$3,675	0.78	\$3,202	0.90	\$3,829	0.75	\$1,336	2.15	
Outpatient Net Revenue per Visit	\$642	\$703	0.91	\$685	0.94	\$741	0.87	\$795	0.81	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$949,076,390	Cash & Cash Equivalents	\$7,655,127	Current Liabilities	\$34,592,420
Less Deductions	\$628,861,323	Net Patient Receivables	\$52,259,843	Long-Term Debt	\$0
Net Patient Revenue	\$320,215,067	Other Receivables	\$877,739	Other Liabilities	\$59,697,303
Plus Other Revenue	\$6,795,343			Subtotal	\$94,289,723
Total Revenue	\$327,010,410	Land, Buildings & Equipment (Net)	\$249,768,545	Unrestricted Fund Balance	\$397,515,657
Less Expenses	\$314,561,098	Other Assets	\$181,244,126	Restricted Fund Balance	\$2,425,394
Non-Operating Gains/Losses	\$2,312,163			Total Liabilities & Fund Balance	\$491,805,380
Net Income	\$14,761,475	Total Assets	\$491,805,380		

056 Gundersen Lutheran Medical Center
 1900 South Avenue
 La Crosse, WI 54601
 608-782-7300

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: La Crosse
 Analysis Area: Southwestern (5B)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.4%	55.2%	1.15	45.6%	1.39	71.0%	0.89	68.0%	0.93
Obstetrics	84.7%	38.0%	2.23	53.1%	0.24	50.6%	1.67	82.0%	1.03
Pediatrics	31.9%	51.3%	0.62	31.9%	1.00	38.2%	0.83	33.6%	0.95
Total Hospital	64.3%	57.4%	1.12	50.4%	1.28	69.3%	0.93	67.4%	0.95
Average Census (Patients)									
Adult Medical-Surgical	96.9	26.0	3.73	16.7	5.82	106.3	0.91	94.5	1.03
Obstetrics	12.7	4.9	2.57	3.6	3.50	14.5	0.88	12.3	1.03
Pediatrics	3.8	1.3	2.98	0.6	5.95	3.2	2.98	4.0	0.95
Total Hospital	188.3	49.0	3.85	27.5	6.86	202.8	0.93	190.1	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	4.6	4.1	1.14	4.0	1.14	4.6	1.00	3.6	1.27
Obstetrics	2.7	2.6	1.05	2.5	1.06	2.7	0.99	2.6	1.05
Pediatrics	2.8	3.3	0.84	2.8	1.01	3.3	0.84	2.8	1.01
Total Hospital	5.5	4.5	1.22	4.7	1.18	5.0	1.10	4.7	1.18
Surgical Operations									
Inpatient	4,671	1,426	3.28	857	5.45	5,403	0.86	4,668	1.00
Outpatient	15,578	4,581	3.40	2,753	5.66	16,162	0.96	14,836	1.05
Inpatient as % of All Surgeries	23.1%	23.7%	0.97	23.7%	0.97	25.1%	0.92	23.9%	0.96
Outpatient Visits									
Non-Emergency Visits	602,979	144,376	4.18	121,727	4.95	476,432	1.27	590,761	1.02
Emergency Visits	60,293	17,768	3.39	13,192	4.57	47,460	1.27	59,884	1.01
Full-Time Equivalents (FTEs)									
Administrators	0.0	23.0	N/A	14.1	N/A	71.8	N/A	0.0	N/A
Nurses, Licensed	473.0	251.3	1.88	157.2	3.01	913.4	0.52	504.0	0.94
Ancillary Nursing Personnel	54.0	39.7	1.36	21.0	2.57	148.8	0.36	54.0	1.00
All Other Personnel	1,460.0	509.3	2.87	425.8	3.43	1,805.9	0.81	1,315.0	1.11
Total FTEs	1,987.0	823.3	2.41	618.1	3.21	2,940.0	0.68	1,873.0	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	17.0	N/A	12.2	N/A	14.7	N/A	0.0	N/A
Nurses, Licensed	60.8	185.7	0.33	135.8	0.45	186.4	0.33	70.3	0.86
Ancillary Nursing Personnel	6.9	29.3	0.24	18.1	0.38	30.4	0.23	7.5	0.92
All Other Personnel	187.5	376.3	0.50	367.9	0.51	368.6	0.51	183.4	1.02
Total FTEs	255.2	608.3	0.42	533.9	0.48	600.1	0.43	261.3	0.98

Total Hospital:
 Beds Set Up & Staffed 293
 Discharges 12,528
 Inpatient Days 68,730

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 15
 Total Births 1,667
 Newborn Days 2,866

056 Gundersen Lutheran Medical Center
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	153	7,657	35,383	63.4%	96.9	4.6
Orthopedic	1	24	1,650	5,941	67.8%	16.3	3.6
Rehabilitation & Physical Medicine	2	20	491	5,021	68.8%	13.8	10.2
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	12	499	1,398	31.9%	3.8	2.8
Obstetrics	2	15	1,727	4,640	84.7%	12.7	2.7
Psychiatric	2	30	1,495	8,430	77.0%	23.1	5.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	4	106	179	12.3%	0.5	1.7
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	20	2,136	3,908	53.5%	10.7	1.8
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	15	251	3,830	70.0%	10.5	15.3
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	60	46	60.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	27	34	27.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	25	36	25.0
Dental Hygienists	0	0	0.0	Occupational Therapists	20	12	20.0
Registered Nurses	460	854	460.0	Occupational Therapy Assistants/Aides	3	4	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	40	13	40.0
Licensed Practical Nurses	13	22	13.0	Physical Therapy Assistants/Aides	14	10	14.0
Ancillary Nursing Personnel	54	151	54.0	Recreational Therapists	1	9	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	17	6	17.0
Nurse Practitioners	0	0	0.0	Psychologists	14	4	14.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	42	20	42.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	530	340	530.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	399	181	399.0
Pharmacy Personnel	64	19	64.0				
Clinical Laboratory Personnel	37	42	37.0				
				Total	1,987	1,916	1,987.0

056 Gundersen Lutheran Medical Center

La Crosse, WI 54601

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,041,304,172	43.6%	46.3%	0.94	45.4%	0.96	46.7%	0.93	43.0%	1.02
Medical Assistance	\$207,916,160	8.7%	13.6%	0.64	9.5%	0.92	12.6%	0.69	9.5%	0.92
Commercial	\$935,974,594	39.2%	35.3%	1.11	37.9%	1.03	35.1%	1.12	39.7%	0.99
All Other	\$201,037,342	8.4%	4.8%	1.76	7.2%	1.17	5.6%	1.50	7.8%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$812,269,503	34.0%	34.9%	0.97	32.9%	1.03	36.2%	0.94	33.0%	1.03
Medical Assistance	\$174,961,999	7.3%	10.4%	0.71	7.4%	0.99	9.8%	0.74	8.1%	0.91
Commercial	\$458,384,027	19.2%	14.7%	1.31	15.7%	1.22	15.6%	1.23	18.9%	1.02
Charity Care	\$8,642,494	0.4%	1.0%	0.38	0.8%	0.43	0.9%	0.39	0.4%	1.03
Bad Debt	\$19,421,978	0.8%	1.1%	0.77	1.0%	0.83	0.9%	0.90	0.9%	0.91
All Other	\$143,786,176	6.0%	2.2%	2.79	4.8%	1.25	2.5%	2.44	5.6%	1.08
Total Deductions	\$1,617,466,177	67.8%	64.2%	1.06	62.7%	1.08	66.0%	1.03	66.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		30.7%	5.5%	5.54	20.1%	1.52	6.8%	4.51	29.8%	1.03
Net Gains/Losses as % of Net Income		43.1%	13.2%	3.27	47.1%	0.91	13.1%	3.28	0.8%	54.06
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$543,705,401	54.3%	44.0%	1.23	56.2%	0.97	42.7%	1.27	55.5%	0.98
Supplies & Services	\$416,852,181	41.6%	49.2%	0.85	38.9%	1.07	51.1%	0.81	40.3%	1.03
Capital Component	\$40,434,438	4.0%	6.8%	0.59	4.9%	0.82	6.2%	0.65	4.2%	0.96
Fiscal Statistics										
Operating Margin (%)		9.7%	9.1%	1.07	6.1%	1.60	9.5%	1.02	8.6%	1.13
Total Hospital Net Income (%)		15.9%	10.3%	1.54	10.9%	1.46	10.8%	1.48	8.6%	1.84
Return on Equity (%)		11.5%	6.0%	1.91	8.9%	1.28	7.7%	1.49	6.4%	1.79
Current Ratio		224.8	4.7	47.77	25.9	8.69	5.5	40.74	231.3	0.97
Days in Net Patient Accounts Receivable		70.5	64.0	1.10	63.0	1.12	55.7	1.27	69.2	1.02
Average Payment Period		2.2	56.5	0.04	13.4	0.17	45.6	0.05	1.9	1.17
Equity Financing (%)		99.4%	69.2%	1.44	87.1%	1.14	72.1%	1.38	99.6%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	31.0	N/A	15.5	N/A	0.0	N/A
Total Asset Turnover		0.7	0.6	1.17	0.8	0.87	0.7	0.95	0.7	0.91
Average Age of Plant (Years)		7.3	12.6	0.58	9.2	0.79	12.1	0.60	6.6	1.10
Increase (Decrease) Total Net Patient Revenue		3.5%	7.3%	0.48	3.8%	0.90	8.9%	0.39	4.8%	0.73
Outpatient Gross Revenue (% of Total GPR)		79.8%	63.3%	1.26	79.1%	1.01	58.2%	1.37	78.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$14,962	\$16,906	0.88	\$15,344	0.98	\$19,324	0.77	\$12,387	1.21
Inpatient Net Revenue per Day		\$3,266	\$3,675	0.89	\$3,493	0.94	\$3,829	0.85	\$3,233	1.01
Outpatient Net Revenue per Visit		\$906	\$703	1.29	\$855	1.06	\$741	1.22	\$889	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,386,232,267	Cash & Cash Equivalents	\$224,083	Current Liabilities	\$5,958,015
Less Deductions	\$1,617,466,177	Net Patient Receivables	\$148,494,736	Long-Term Debt	\$0
Net Patient Revenue	\$768,766,090	Other Receivables	\$46,784,012	Other Liabilities	\$3,172,133
Plus Other Revenue	\$339,996,758			Subtotal	\$9,130,148
Total Revenue	\$1,108,762,848	Land, Buildings & Equipment (Net)	\$308,205,818	Unrestricted Fund Balance	\$1,641,254,322
Less Expenses	\$1,000,992,020	Other Assets	\$1,146,675,821	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$81,702,396			Total Liabilities & Fund Balance	\$1,650,384,470
Net Income	\$189,473,224	Total Assets	\$1,650,384,470		

057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse
 700 West Avenue South
 La Crosse, WI 54601
 608-785-0940

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: La Crosse
 Analysis Area: Southwestern (5B)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.4%	55.2%	0.90	45.6%	1.08	50.7%	0.98	54.1%	0.91
Obstetrics	54.7%	38.0%	1.44	53.1%	0.08	34.4%	1.59	22.6%	2.42
Pediatrics	0.0%	51.3%	N/A	31.9%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	49.8%	57.4%	0.87	50.4%	0.99	54.8%	0.91	44.5%	1.12
Average Census (Patients)									
Adult Medical-Surgical	38.6	26.0	1.48	16.7	2.32	27.5	1.40	45.5	0.85
Obstetrics	4.4	4.9	0.89	3.6	1.21	6.2	0.71	4.7	0.92
Pediatrics	0.0	1.3	N/A	0.6	N/A	4.2	N/A	0.0	N/A
Total Hospital	49.8	49.0	1.02	27.5	1.81	63.1	0.79	58.7	0.85
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.1	0.97	4.0	0.98	3.6	1.09	4.2	0.95
Obstetrics	2.3	2.6	0.90	2.5	0.91	2.5	0.92	2.4	0.97
Pediatrics	0.0	3.3	N/A	2.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.0	4.5	0.90	4.7	0.86	4.3	0.93	4.2	0.95
Surgical Operations									
Inpatient	1,106	1,426	0.78	857	1.29	1,501	0.74	1,343	0.82
Outpatient	5,060	4,581	1.10	2,753	1.84	5,596	0.90	5,416	0.93
Inpatient as % of All Surgeries	17.9%	23.7%	0.76	23.7%	0.76	21.2%	0.85	19.9%	0.90
Outpatient Visits									
Non-Emergency Visits	315,571	144,376	2.19	121,727	2.59	193,333	1.63	312,978	1.01
Emergency Visits	19,147	17,768	1.08	13,192	1.45	29,751	0.64	22,414	0.85
Full-Time Equivalents (FTEs)									
Administrators	89.0	23.0	3.87	14.1	6.32	31.4	2.84	78.0	1.14
Nurses, Licensed	552.7	251.3	2.20	157.2	3.52	357.1	1.55	620.7	0.89
Ancillary Nursing Personnel	50.5	39.7	1.27	21.0	2.40	53.7	0.94	42.4	1.19
All Other Personnel	1,480.6	509.3	2.91	425.8	3.48	692.3	2.14	1,561.1	0.95
Total FTEs	2,172.9	823.3	2.64	618.1	3.52	1,134.4	1.92	2,302.1	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	41.8	17.0	2.46	12.2	3.44	16.1	2.59	33.6	1.24
Nurses, Licensed	259.6	185.7	1.40	135.8	1.91	183.4	1.42	267.7	0.97
Ancillary Nursing Personnel	23.7	29.3	0.81	18.1	1.31	27.6	0.86	18.3	1.30
All Other Personnel	695.3	376.3	1.85	367.9	1.89	355.6	1.96	673.2	1.03
Total FTEs	1,020.4	608.3	1.68	533.9	1.91	582.6	1.75	992.7	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	100	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	14
Discharges	4,528	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	673
Inpatient Days	18,191			Inpatient Days	0	Newborn Days	1,118

057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	78	3,549	14,077	49.4%	38.6	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	694	1,597	54.7%	4.4	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	14	214	1,648	32.3%	4.5	7.7
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	71	869	0.0%	2.4	12.2
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	89	0	89.0	Surgical Personnel	15	18	25.1
Physicians & Dentists	139	53	165.0	Radiological Services Personnel	29	35	51.8
Medical & Dental Residents	18	0	18.0	Respiratory Therapists	4	25	17.5
Dental Hygienists	0	0	0.0	Occupational Therapists	5	6	8.2
Registered Nurses	209	349	430.7	Occupational Therapy Assistants/Aides	1	3	2.6
Certified Nurse Midwives	6	0	6.0	Physical Therapists	12	10	17.1
Licensed Practical Nurses	37	36	60.3	Physical Therapy Assistants/Aides	8	17	11.9
Ancillary Nursing Personnel	15	69	50.5	Recreational Therapists	1	2	1.8
Physician Assistants	19	10	21.7	Dietitians & Nutritionists	5	4	7.7
Nurse Practitioners	28	8	31.2	Psychologists	2	2	3.6
Certified Registered Nurse Anesthetists	14	10	20.5	Social Workers	19	13	23.9
Clinical Nurse Specialists	4	0	4.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	51	0	51.0	All Other Personnel	771	286	918.1
Pharmacy Personnel	29	22	36.9				
Clinical Laboratory Personnel	21	22	36.9				
				Total	1,585	1,042	2,172.9

057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse

La Crosse, WI 54601

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	6 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$448,136,738	50.5%	46.3%	1.09	45.4%	1.11	41.9%	1.21	49.4%	1.02
Medical Assistance	\$85,869,733	9.7%	13.6%	0.71	9.5%	1.02	19.2%	0.50	10.3%	0.94
Commercial	\$313,911,247	35.4%	35.3%	1.00	37.9%	0.93	35.7%	0.99	36.3%	0.97
All Other	\$40,075,121	4.5%	4.8%	0.94	7.2%	0.63	3.3%	1.38	4.1%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$333,540,551	37.6%	34.9%	1.08	32.9%	1.14	32.2%	1.16	37.2%	1.01
Medical Assistance	\$66,763,044	7.5%	10.4%	0.73	7.4%	1.01	14.2%	0.53	8.0%	0.94
Commercial	\$98,313,167	11.1%	14.7%	0.75	15.7%	0.70	13.6%	0.81	11.4%	0.97
Charity Care	\$10,077,135	1.1%	1.0%	1.18	0.8%	1.34	1.0%	1.11	0.8%	1.35
Bad Debt	\$5,481,136	0.6%	1.1%	0.58	1.0%	0.63	1.2%	0.53	0.7%	0.83
All Other	\$26,651,742	3.0%	2.2%	1.39	4.8%	0.62	1.5%	1.97	2.1%	1.45
Total Deductions	\$540,826,775	60.9%	64.2%	0.95	62.7%	0.97	63.7%	0.96	60.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.1%	5.5%	0.57	20.1%	0.16	3.9%	0.80	6.7%	0.47
Net Gains/Losses as % of Net Income		129.8%	13.2%	9.85	47.1%	2.75	14.4%	9.03	12.4%	10.45
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$221,010,538	61.4%	44.0%	1.39	56.2%	1.09	44.1%	1.39	63.6%	0.96
Supplies & Services	\$120,746,160	33.5%	49.2%	0.68	38.9%	0.86	48.5%	0.69	32.2%	1.04
Capital Component	\$18,381,333	5.1%	6.8%	0.75	4.9%	1.04	7.4%	0.69	4.2%	1.22
Fiscal Statistics										
Operating Margin (%)		-0.5%	9.1%	N/A	6.1%	N/A	9.4%	N/A	6.2%	N/A
Total Hospital Net Income (%)		1.6%	10.3%	0.16	10.9%	0.15	10.8%	0.15	7.0%	0.23
Return on Equity (%)		2.7%	6.0%	0.45	8.9%	0.30	4.3%	0.63	9.0%	0.30
Current Ratio		6.2	4.7	1.32	25.9	0.24	4.3	1.45	5.9	1.05
Days in Net Patient Accounts Receivable		59.0	64.0	0.92	63.0	0.94	85.1	0.69	64.4	0.92
Average Payment Period		15.2	56.5	0.27	13.4	1.13	80.6	0.19	14.5	1.05
Equity Financing (%)		48.9%	69.2%	0.71	87.1%	0.56	65.0%	0.75	61.7%	0.79
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		2.4	13.4	0.18	31.0	0.08	11.7	0.20	378.0	0.01
Total Asset Turnover		1.7	0.6	2.89	0.8	2.14	0.4	4.23	1.3	1.30
Average Age of Plant (Years)		14.1	12.6	1.12	9.2	1.54	14.3	0.99	14.4	0.98
Increase (Decrease) Total Net Patient Revenue		2.5%	7.3%	0.35	3.8%	0.66	7.2%	0.35	16.4%	0.15
Outpatient Gross Revenue (% of Total GPR)		76.5%	63.3%	1.21	79.1%	0.97	66.6%	1.15	73.4%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,098	\$16,906	0.89	\$15,344	0.98	\$15,576	0.97	\$17,884	0.84	
Inpatient Net Revenue per Day	\$3,745	\$3,675	1.02	\$3,493	1.07	\$3,515	1.07	\$4,033	0.93	
Outpatient Net Revenue per Visit	\$849	\$703	1.21	\$855	0.99	\$685	1.24	\$758	1.12	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$887,992,839	Cash & Cash Equivalents	\$18,162	Current Liabilities	\$14,463,084
Less Deductions	\$540,826,775	Net Patient Receivables	\$56,102,796	Long-Term Debt	\$0
Net Patient Revenue	\$347,166,064	Other Receivables	\$2,913,497	Other Liabilities	\$96,001,497
Plus Other Revenue	\$11,217,835			Subtotal	\$110,464,581
Total Revenue	\$358,383,899	Land, Buildings & Equipment (Net)	\$99,330,774	Unrestricted Fund Balance	\$105,871,067
Less Expenses	\$360,138,031	Other Assets	\$57,970,418	Restricted Fund Balance	\$8,071,458
Non-Operating Gains/Losses	\$7,632,740			Total Liabilities & Fund Balance	\$216,335,647
Net Income	\$5,878,608	Total Assets	\$216,335,647		

058 Marshfield Medical Center - Ladysmith
 900 College Avenue West
 Ladysmith, WI 54848
 715-532-5561

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Rusk
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.1%	55.2%	0.16	42.1%	0.22	35.3%	0.26	9.2%	0.99
Obstetrics	0.0%	38.0%	N/A	26.3%	N/A	22.7%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	9.1%	57.4%	0.16	43.5%	0.21	35.5%	0.26	10.1%	0.90
Average Census (Patients)									
Adult Medical-Surgical	2.3	26.0	0.09	11.3	0.20	6.5	0.35	2.3	0.99
Obstetrics	0.0	4.9	N/A	1.9	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.3	49.0	0.05	18.5	0.12	8.7	0.26	2.5	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.1	0.68	3.6	0.75	3.0	0.93	2.7	1.01
Obstetrics	0.0	2.6	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.8	4.5	0.61	3.9	0.70	3.2	0.87	2.8	0.97
Surgical Operations									
Inpatient	5	1,426	0.00	509	0.01	302	0.02	5	1.00
Outpatient	348	4,581	0.08	2,269	0.15	1,419	0.25	306	1.14
Inpatient as % of All Surgeries	1.4%	23.7%	0.06	18.3%	0.08	17.6%	0.08	1.6%	0.88
Outpatient Visits									
Non-Emergency Visits	45,108	144,376	0.31	78,013	0.58	63,228	0.71	25,305	1.78
Emergency Visits	8,873	17,768	0.50	8,412	1.05	8,308	1.07	5,042	1.76
Full-Time Equivalents (FTEs)									
Administrators	10.2	23.0	0.44	13.4	0.76	11.1	0.91	5.0	2.03
Nurses, Licensed	25.2	251.3	0.10	124.0	0.20	78.4	0.32	35.0	0.72
Ancillary Nursing Personnel	4.1	39.7	0.10	18.7	0.22	13.7	0.30	7.8	0.52
All Other Personnel	72.6	509.3	0.14	265.3	0.27	191.7	0.38	101.5	0.71
Total FTEs	111.9	823.3	0.14	421.4	0.27	294.9	0.38	149.3	0.75
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.0	17.0	2.18	20.2	1.83	28.7	1.29	29.9	1.24
Nurses, Licensed	91.8	185.7	0.49	186.6	0.49	202.2	0.45	209.4	0.44
Ancillary Nursing Personnel	14.8	29.3	0.50	28.1	0.53	35.2	0.42	46.4	0.32
All Other Personnel	264.5	376.3	0.70	399.1	0.66	494.1	0.54	607.3	0.44
Total FTEs	408.1	608.3	0.67	633.9	0.64	760.1	0.54	892.9	0.46

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	302	Preferred Provider Organization (PPO)	Yes	Discharges	43	Total Births	0
Inpatient Days	831			Inpatient Days	326	Newborn Days	0

058 Marshfield Medical Center - Ladysmith
Ladysmith, WI 54848

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	302	831	9.1%	2.3	2.8
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	8	3	10.2	Surgical Personnel	1	1	1.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	4	7.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.5
Registered Nurses	11	24	23.6	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.8
Ancillary Nursing Personnel	1	6	4.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	2	1.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	0.5	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	18	14	24.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	13	9	18.2
Pharmacy Personnel	2	6	5.1				
Clinical Laboratory Personnel	0	2	1.1				
				Total	68	84	111.9

058 Marshfield Medical Center - Ladysmith

Ladysmith, WI 54848

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$26,696,683	56.6%	46.3%	1.22	50.4%	1.12	45.9%	1.23	56.4%	1.00
Medical Assistance	\$7,450,159	15.8%	13.6%	1.16	11.5%	1.38	12.4%	1.27	17.4%	0.91
Commercial	\$11,404,743	24.2%	35.3%	0.69	34.7%	0.70	36.6%	0.66	22.2%	1.09
All Other	\$1,593,112	3.4%	4.8%	0.71	3.4%	1.00	5.1%	0.67	4.0%	0.84
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,337,314	21.9%	34.9%	0.63	33.8%	0.65	28.9%	0.76	16.7%	1.31
Medical Assistance	\$5,558,093	11.8%	10.4%	1.14	8.0%	1.47	8.3%	1.42	9.8%	1.21
Commercial	\$934,650	2.0%	14.7%	0.13	10.5%	0.19	13.0%	0.15	2.5%	0.78
Charity Care	\$190,044	0.4%	1.0%	0.42	0.9%	0.45	1.1%	0.37	0.5%	0.75
Bad Debt	\$599,869	1.3%	1.1%	1.20	1.0%	1.28	1.9%	0.67	2.3%	0.56
All Other	\$939,967	2.0%	2.2%	0.92	1.5%	1.30	2.5%	0.81	2.1%	0.93
Total Deductions	\$18,559,937	39.4%	64.2%	0.61	55.8%	0.71	55.7%	0.71	33.9%	1.16
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.1%	5.5%	0.38	3.2%	0.67	6.0%	0.35	2.2%	0.97	
Net Gains/Losses as % of Net Income	13.6%	13.2%	1.03	52.1%	0.26	15.2%	0.89	57.2%	0.24	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,204,368	47.2%	44.0%	1.07	51.5%	0.92	51.6%	0.91	60.9%	0.77
Supplies & Services	\$15,807,199	49.0%	49.2%	1.00	43.3%	1.13	40.7%	1.20	32.7%	1.50
Capital Component	\$1,228,538	3.8%	6.8%	0.56	5.2%	0.74	7.7%	0.49	6.5%	0.59
Fiscal Statistics										
Operating Margin (%)	-10.4%	9.1%	N/A	1.7%	N/A	7.0%	N/A	-12.0%	0.86	
Total Hospital Net Income (%)	-12.2%	10.3%	N/A	3.5%	N/A	8.2%	N/A	-33.5%	0.37	
Return on Equity (%)	-0.1%	6.0%	N/A	0.7%	N/A	2.2%	N/A	-47.9%	0.00	
Current Ratio	2.3	4.7	0.48	2.3	0.98	3.1	0.73	3.4	0.66	
Days in Net Patient Accounts Receivable	2,946.2	64.0	46.01	168.6	17.47	140.0	21.04	51.4	57.27	
Average Payment Period	3,058.8	56.5	54.18	192.0	15.93	146.6	20.87	21.7	140.93	
Equity Financing (%)	46.4%	69.2%	0.67	52.0%	0.89	56.4%	0.82	55.5%	0.84	
Long-Term Debt to Equity Ratio	0.8	0.3	3.31	0.6	1.33	0.6	1.47	0.1	14.66	
Times Interest Earned	-535.4	13.4	N/A	12.2	N/A	9.0	N/A	0.0	N/A	
Total Asset Turnover	0.0	0.6	0.02	0.2	0.05	0.3	0.04	1.7	0.01	
Average Age of Plant (Years)	1,052.3	12.6	83.67	38.0	27.69	23.9	44.11	10.8	97.48	
Increase (Decrease) Total Net Patient Revenue	37.8%	7.3%	5.20	16.1%	2.34	7.2%	5.22	-9.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)	91.6%	63.3%	1.45	72.3%	1.27	77.9%	1.18	84.9%	1.08	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,358	\$16,906	0.44	\$14,502	0.51	\$13,622	0.54	\$16,233	0.45	
Inpatient Net Revenue per Day	\$2,182	\$3,675	0.59	\$3,502	0.62	\$4,079	0.53	\$4,440	0.49	
Outpatient Net Revenue per Visit	\$493	\$703	0.70	\$807	0.61	\$592	0.83	\$506	0.97	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$47,144,698	Cash & Cash Equivalents	\$115,555,000	Current Liabilities	\$264,192,000
Less Deductions	\$18,559,937	Net Patient Receivables	\$230,731,000	Long-Term Debt	\$1,031,216,000
Net Patient Revenue	\$28,584,761	Other Receivables	\$134,541,000	Other Liabilities	\$107,600,000
Plus Other Revenue	\$619,353			Subtotal	\$1,403,008,000
Total Revenue	\$29,204,113	Land, Buildings & Equipment (Net)	\$969,112,000	Unrestricted Fund Balance	\$1,215,712,000
Less Expenses	\$32,240,105	Other Assets	\$1,168,781,000	Restricted Fund Balance	\$34,924,000
Non-Operating Gains/Losses	-\$478,230	Total Assets	\$2,618,720,000	Total Liabilities & Fund Balance	\$2,618,720,000
Net Income	-\$3,514,222				

309 Mercyhealth Hospital and Medical Center - Walworth
 N 2950 State Road 67
 Lake Geneva, WI 53147
 262-245-0535

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Walworth
 Analysis Area: Southeastern (2A)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	74.1%	55.2%	1.34	58.8%	1.26	35.3%	2.10	73.4%	1.01
Obstetrics	34.7%	38.0%	0.91	30.5%	0.03	22.7%	1.53	29.4%	1.18
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	59.6%	57.4%	1.04	54.8%	1.09	35.5%	1.68	58.7%	1.02
Average Census (Patients)									
Adult Medical-Surgical	8.9	26.0	0.34	31.7	0.28	6.5	1.38	8.8	1.01
Obstetrics	1.0	4.9	0.21	5.2	0.20	0.9	1.17	0.9	1.18
Pediatrics	0.0	1.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.1	49.0	0.21	61.6	0.16	8.7	1.17	10.0	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.1	0.68	3.7	0.74	3.0	0.94	2.8	0.99
Obstetrics	2.0	2.6	0.78	2.3	0.87	2.2	0.93	2.0	1.02
Pediatrics	0.0	3.3	N/A	2.7	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.8	4.5	0.62	4.0	0.70	3.2	0.88	2.8	1.01
Surgical Operations									
Inpatient	525	1,426	0.37	1,468	0.36	302	1.74	525	1.00
Outpatient	2,948	4,581	0.64	4,147	0.71	1,419	2.08	2,803	1.05
Inpatient as % of All Surgeries	15.1%	23.7%	0.64	26.1%	0.58	17.6%	0.86	15.8%	0.96
Outpatient Visits									
Non-Emergency Visits	155,787	144,376	1.08	165,725	0.94	63,228	2.46	153,287	1.02
Emergency Visits	10,283	17,768	0.58	24,778	0.42	8,308	1.24	12,544	0.82
Full-Time Equivalents (FTEs)									
Administrators	0.8	23.0	0.03	24.0	0.03	11.1	0.07	0.8	1.00
Nurses, Licensed	101.7	251.3	0.40	290.2	0.35	78.4	1.30	106.4	0.96
Ancillary Nursing Personnel	9.7	39.7	0.24	45.9	0.21	13.7	0.71	10.1	0.97
All Other Personnel	201.7	509.3	0.40	567.1	0.36	191.7	1.05	226.8	0.89
Total FTEs	313.8	823.3	0.38	927.1	0.34	294.9	1.06	344.0	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.7	17.0	0.10	13.1	0.13	28.7	0.06	1.8	0.94
Nurses, Licensed	221.0	185.7	1.19	158.4	1.40	202.2	1.09	245.4	0.90
Ancillary Nursing Personnel	21.1	29.3	0.72	25.0	0.84	35.2	0.60	23.2	0.91
All Other Personnel	438.4	376.3	1.16	309.5	1.42	494.1	0.89	523.3	0.84
Total FTEs	682.2	608.3	1.12	506.1	1.35	760.1	0.90	793.7	0.86

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	1
Discharges	1,329	Preferred Provider Organization (PPO)	Yes	Discharges	2	Total Births	178
Inpatient Days	3,697			Inpatient Days	10	Newborn Days	292

309 Mercyhealth Hospital and Medical Center - Walworth
 Lake Geneva, WI 53147

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	12	1,169	3,245	74.1%	8.9	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	190	380	34.7%	1.0	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	12	72	9.9%	0.2	6.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	1	0.8	Surgical Personnel	1	6	3.2
Physicians & Dentists	24	19	27.1	Radiological Services Personnel	8	18	15.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	1.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	3	1.9
Registered Nurses	52	122	91.6	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.8
Licensed Practical Nurses	1	7	4.8	Physical Therapy Assistants/Aides	2	3	2.8
Ancillary Nursing Personnel	6	13	9.7	Recreational Therapists	0	0	0.0
Physician Assistants	5	1	5.5	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	3	4.3	Psychologists	1	1	1.7
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	41	35.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	44	58	69.8
Pharmacy Personnel	5	3	6.9				
Clinical Laboratory Personnel	8	1	8.8				
				Total	199	325	313.8

309 Mercyhealth Hospital and Medical Center - Walworth
 Lake Geneva, WI 53147

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$79,872,202	38.5%	46.3%	0.83	50.9%	0.76	45.9%	0.84	38.2%	1.01
Medical Assistance	\$20,011,312	9.6%	13.6%	0.71	10.1%	0.95	12.4%	0.78	10.9%	0.89
Commercial	\$75,573,396	36.4%	35.3%	1.03	36.0%	1.01	36.6%	1.00	36.9%	0.99
All Other	\$31,949,456	15.4%	4.8%	3.22	3.0%	5.21	5.1%	3.04	14.0%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$63,009,946	30.4%	34.9%	0.87	40.8%	0.74	28.9%	1.05	29.9%	1.02
Medical Assistance	\$16,550,875	8.0%	10.4%	0.77	8.0%	1.00	8.3%	0.96	9.2%	0.87
Commercial	\$38,075,892	18.4%	14.7%	1.25	15.9%	1.16	13.0%	1.42	17.6%	1.04
Charity Care	\$1,128,165	0.5%	1.0%	0.56	1.1%	0.50	1.1%	0.51	0.5%	1.13
Bad Debt	\$4,063,360	2.0%	1.1%	1.84	1.1%	1.82	1.9%	1.02	1.5%	1.27
All Other	\$17,726,970	8.5%	2.2%	3.95	1.4%	6.16	2.5%	3.49	8.5%	1.00
Total Deductions	\$140,555,207	67.8%	64.2%	1.06	68.2%	0.99	55.7%	1.22	67.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		26.9%	5.5%	4.86	4.9%	5.53	6.0%	4.47	29.4%	0.91
Net Gains/Losses as % of Net Income		0.0%	13.2%	N/A	N/A	N/A	15.2%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,833,745	28.5%	44.0%	0.65	39.6%	0.72	51.6%	0.55	29.6%	0.96
Supplies & Services	\$55,878,503	64.1%	49.2%	1.30	51.8%	1.24	40.7%	1.57	62.1%	1.03
Capital Component	\$6,515,641	7.5%	6.8%	1.10	8.7%	0.86	7.7%	0.97	8.3%	0.90
Fiscal Statistics										
Operating Margin (%)		4.6%	9.1%	0.51	14.3%	0.32	7.0%	0.66	3.6%	1.27
Total Hospital Net Income (%)		4.6%	10.3%	0.45	12.8%	0.36	8.2%	0.57	3.6%	1.27
Return on Equity (%)		0.0%	6.0%	N/A	8.8%	N/A	2.2%	N/A	0.0%	N/A
Current Ratio		0.0	4.7	N/A	9.4	N/A	3.1	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	64.0	N/A	48.9	N/A	140.0	N/A	0.0	N/A
Average Payment Period		0.0	56.5	N/A	33.2	N/A	146.6	N/A	0.0	N/A
Equity Financing (%)		0.0%	69.2%	N/A	82.0%	N/A	56.4%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		3.8	13.4	0.28	13.0	0.29	9.0	0.42	2.9	1.29
Total Asset Turnover		0.0	0.6	N/A	0.7	N/A	0.3	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	12.6	N/A	9.5	N/A	23.9	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		7.0%	7.3%	0.96	4.1%	1.71	7.2%	0.97	1.1%	6.42
Outpatient Gross Revenue (% of Total GPR)		78.3%	63.3%	1.24	64.9%	1.20	77.9%	1.00	76.9%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,161	\$16,906	0.72	\$13,299	0.91	\$13,622	0.89	\$12,018	1.01	
Inpatient Net Revenue per Day	\$4,406	\$3,675	1.20	\$3,202	1.38	\$4,079	1.08	\$4,349	1.01	
Outpatient Net Revenue per Visit	\$329	\$703	0.47	\$685	0.48	\$592	0.56	\$299	1.10	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$207,406,367	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$140,555,207	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$66,851,160	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$24,621,263			Subtotal	\$0
Total Revenue	\$91,472,423	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$87,227,889	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$0	Total Liabilities & Fund Balance	\$0
Net Income	\$4,244,534				

059 Grant Regional Health Center
 507 South Monroe Street
 Lancaster, WI 53813
 608-723-2143

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Grant
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.2%	55.2%	0.87	59.0%	0.82	18.2%	2.65	88.3%	0.55
Obstetrics	0.0%	38.0%	N/A	44.3%	0.02	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	61.5%	57.4%	1.07	61.2%	1.00	22.2%	2.77	120.0%	0.51
Average Census (Patients)									
Adult Medical-Surgical	3.4	26.0	0.13	24.6	0.14	2.8	1.20	2.6	1.27
Obstetrics	0.9	4.9	0.18	4.8	0.19	0.6	1.47	0.9	1.02
Pediatrics	0.0	1.3	0.00	2.2	0.00	0.0	0.00	0.0	N/A
Total Hospital	4.3	49.0	0.09	52.3	0.08	4.1	1.04	3.6	1.20
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.82	4.0	0.83	3.1	1.06	3.2	1.04
Obstetrics	2.1	2.6	0.84	2.7	0.80	2.2	0.99	2.1	1.04
Pediatrics	1.0	3.3	0.30	3.5	0.29	1.0	1.00	0.0	N/A
Total Hospital	3.0	4.5	0.67	4.4	0.68	2.9	1.04	3.0	1.02
Surgical Operations									
Inpatient	143	1,426	0.10	2,131	0.07	305	0.47	126	1.13
Outpatient	934	4,581	0.20	7,954	0.12	1,106	0.84	831	1.12
Inpatient as % of All Surgeries	13.3%	23.7%	0.56	21.1%	0.63	21.6%	0.61	13.2%	1.01
Outpatient Visits									
Non-Emergency Visits	37,389	144,376	0.26	179,501	0.21	28,429	1.32	23,213	1.61
Emergency Visits	3,487	17,768	0.20	17,324	0.20	4,284	0.81	2,928	1.19
Full-Time Equivalents (FTEs)									
Administrators	6.0	23.0	0.26	23.4	0.26	5.9	1.02	6.0	1.00
Nurses, Licensed	60.9	251.3	0.24	255.4	0.24	43.5	1.40	62.1	0.98
Ancillary Nursing Personnel	5.3	39.7	0.13	45.5	0.12	6.3	0.83	8.1	0.65
All Other Personnel	132.1	509.3	0.26	652.5	0.20	106.9	1.23	130.1	1.01
Total FTEs	204.3	823.3	0.25	976.8	0.21	162.6	1.26	206.3	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.1	17.0	1.71	17.6	1.65	33.7	0.86	31.5	0.92
Nurses, Licensed	295.6	185.7	1.59	191.8	1.54	250.2	1.18	325.8	0.91
Ancillary Nursing Personnel	25.6	29.3	0.87	34.1	0.75	36.4	0.70	42.6	0.60
All Other Personnel	640.6	376.3	1.70	490.1	1.31	615.3	1.04	683.2	0.94
Total FTEs	990.9	608.3	1.63	733.6	1.35	935.7	1.06	1,083.1	0.91

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	7	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	519	Preferred Provider Organization (PPO)	Yes	Discharges	63	Total Births	155
Inpatient Days	1,571			Inpatient Days	490	Newborn Days	291

059 Grant Regional Health Center
Lancaster, WI 53813

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	7	371	1,232	48.2%	3.4	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	3	7	0.0%	0.0	2.3
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	1	1	0.0%	0.0	1.0
Obstetrics	1	0	154	331	0.0%	0.9	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	1	2	2.8
Physicians & Dentists	5	3	8.6	Radiological Services Personnel	2	6	7.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	1.4
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	26	29	49.4	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	5	6.9
Licensed Practical Nurses	5	1	5.8	Physical Therapy Assistants/Aides	1	3	2.9
Ancillary Nursing Personnel	1	5	5.3	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	1	1.3
Nurse Practitioners	3	1	3.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	1	2.7	Social Workers	0	1	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	3	14.9
Health Info Mgmt-Administrators/Technicians	8	1	8.8	All Other Personnel	37	25	53.9
Pharmacy Personnel	3	1	3.8				
Clinical Laboratory Personnel	9	2	9.2				
				Total	137	94	204.3

059 Grant Regional Health Center
Lancaster, WI 53813

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$24,889,185	44.4%	46.3%	0.96	42.2%	1.05	47.3%	0.94	41.4%	1.07
Medical Assistance	\$6,135,661	10.9%	13.6%	0.80	11.5%	0.95	10.4%	1.05	11.7%	0.93
Commercial	\$23,442,887	41.8%	35.3%	1.18	38.6%	1.08	38.9%	1.08	42.7%	0.98
All Other	\$1,578,490	2.8%	4.8%	0.59	7.8%	0.36	3.4%	0.82	4.2%	0.67
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,208,054	20.0%	34.9%	0.57	31.6%	0.63	28.0%	0.72	12.8%	1.56
Medical Assistance	\$2,411,343	4.3%	10.4%	0.42	8.7%	0.49	7.2%	0.59	5.8%	0.74
Commercial	\$8,233,903	14.7%	14.7%	1.00	18.2%	0.81	13.6%	1.08	16.4%	0.90
Charity Care	\$338,038	0.6%	1.0%	0.63	0.8%	0.77	0.7%	0.85	0.9%	0.67
Bad Debt	\$340,950	0.6%	1.1%	0.57	1.1%	0.56	1.3%	0.47	1.1%	0.57
All Other	\$1,590,290	2.8%	2.2%	1.31	3.5%	0.82	2.1%	1.35	1.9%	1.46
Total Deductions	\$24,122,578	43.0%	64.2%	0.67	63.9%	0.67	52.9%	0.81	38.9%	1.11
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.5%	5.5%	0.82	6.4%	0.71	4.8%	0.95	3.4%	1.35
Net Gains/Losses as % of Net Income		100.4%	13.2%	7.62	39.0%	2.57	10.4%	9.66	10.1%	9.97
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,683,202	55.9%	44.0%	1.27	47.0%	1.19	46.3%	1.21	59.4%	0.94
Supplies & Services	\$10,115,358	30.2%	49.2%	0.61	45.7%	0.66	46.3%	0.65	30.9%	0.98
Capital Component	\$4,651,570	13.9%	6.8%	2.04	7.3%	1.92	7.4%	1.88	9.7%	1.43
Fiscal Statistics										
Operating Margin (%)		0.0%	9.1%	N/A	6.3%	N/A	12.2%	N/A	-6.0%	0.01
Total Hospital Net Income (%)		7.8%	10.3%	0.76	10.0%	0.79	13.5%	0.58	-6.7%	N/A
Return on Equity (%)		4.6%	6.0%	0.77	7.5%	0.62	12.4%	0.37	-3.1%	N/A
Current Ratio		2.2	4.7	0.47	2.4	0.94	3.1	0.73	1.5	1.50
Days in Net Patient Accounts Receivable		44.6	64.0	0.70	50.8	0.88	56.0	0.80	53.8	0.83
Average Payment Period		56.0	56.5	0.99	52.7	1.06	54.4	1.03	75.8	0.74
Equity Financing (%)		43.8%	69.2%	0.63	59.1%	0.74	61.0%	0.72	41.0%	1.07
Long-Term Debt to Equity Ratio		1.1	0.3	4.34	0.3	3.46	0.4	3.07	1.2	0.92
Times Interest Earned		3.5	13.4	0.26	9.5	0.37	16.6	0.21	-2.3	N/A
Total Asset Turnover		0.5	0.6	0.95	0.7	0.75	0.9	0.60	0.5	1.16
Average Age of Plant (Years)		6.8	12.6	0.54	10.8	0.63	9.2	0.74	8.7	0.79
Increase (Decrease) Total Net Patient Revenue		14.6%	7.3%	2.01	5.8%	2.53	3.3%	4.43	9.3%	1.58
Outpatient Gross Revenue (% of Total GPR)		79.3%	63.3%	1.25	60.4%	1.31	76.2%	1.04	81.4%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,257		\$16,906	0.84	\$18,736	0.76	\$15,352	0.93	\$12,345	1.15
Inpatient Net Revenue per Day	\$3,938		\$3,675	1.07	\$4,176	0.94	\$4,244	0.93	\$3,661	1.08
Outpatient Net Revenue per Visit	\$581		\$703	0.83	\$623	0.93	\$803	0.72	\$853	0.68

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$56,046,224	Cash & Cash Equivalents	\$2,730,001	Current Liabilities	\$4,635,734
Less Deductions	\$24,122,578	Net Patient Receivables	\$3,901,019	Long-Term Debt	\$30,036,167
Net Patient Revenue	\$31,923,646	Other Receivables	\$2,812,734	Other Liabilities	\$0
Plus Other Revenue	\$1,515,426			Subtotal	\$34,671,901
Total Revenue	\$33,439,072	Land, Buildings & Equipment (Net)	\$39,991,000	Unrestricted Fund Balance	\$26,972,656
Less Expenses	\$33,450,131	Other Assets	\$12,209,802	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,858,858			Total Liabilities & Fund Balance	\$61,644,557
Net Income	\$2,847,799	Total Assets	\$61,644,556		

063 St Mary's Hospital
 700 South Park Street
 Madison, WI 53715
 608-251-6100

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

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	81.1%	55.2%	1.47	59.0%	1.38	71.0%	1.14	79.8%	1.02
Obstetrics	40.5%	38.0%	1.07	44.3%	0.43	50.6%	0.80	43.5%	0.93
Pediatrics	13.0%	51.3%	0.25	46.2%	0.28	38.2%	0.34	15.9%	0.82
Total Hospital	69.9%	57.4%	1.22	61.2%	1.14	69.3%	1.01	70.7%	0.99
Average Census (Patients)									
Adult Medical-Surgical	26.0	26.0	1.00	24.6	1.05	106.3	0.24	25.5	1.02
Obstetrics	19.0	4.9	3.85	4.8	4.00	14.5	1.31	20.4	0.93
Pediatrics	1.6	1.3	1.21	2.2	0.72	3.2	1.21	1.9	0.82
Total Hospital	248.0	49.0	5.06	52.3	4.74	202.8	1.22	251.0	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.1	0.88	4.0	0.90	4.6	0.78	3.4	1.05
Obstetrics	3.0	2.6	1.18	2.7	1.12	2.7	1.11	2.9	1.04
Pediatrics	1.8	3.3	0.55	3.5	0.52	3.3	0.55	2.1	0.89
Total Hospital	4.8	4.5	1.07	4.4	1.08	5.0	0.96	4.8	1.01
Surgical Operations									
Inpatient	5,459	1,426	3.83	2,131	2.56	5,403	1.01	5,644	0.97
Outpatient	3,503	4,581	0.76	7,954	0.44	16,162	0.22	3,619	0.97
Inpatient as % of All Surgeries	60.9%	23.7%	2.57	21.1%	2.88	25.1%	2.43	60.9%	1.00
Outpatient Visits									
Non-Emergency Visits	52,337	144,376	0.36	179,501	0.29	476,432	0.11	51,529	1.02
Emergency Visits	47,093	17,768	2.65	17,324	2.72	47,460	0.99	46,475	1.01
Full-Time Equivalents (FTEs)									
Administrators	84.9	23.0	3.69	23.4	3.62	71.8	1.18	92.4	0.92
Nurses, Licensed	694.5	251.3	2.76	255.4	2.72	913.4	0.76	647.9	1.07
Ancillary Nursing Personnel	109.6	39.7	2.76	45.5	2.41	148.8	0.74	86.7	1.26
All Other Personnel	817.8	509.3	1.61	652.5	1.25	1,805.9	0.45	766.6	1.07
Total FTEs	1,706.7	823.3	2.07	976.8	1.75	2,940.0	0.58	1,593.5	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.4	17.0	1.32	17.6	1.27	14.7	1.53	25.4	0.88
Nurses, Licensed	183.3	185.7	0.99	191.8	0.96	186.4	0.98	177.9	1.03
Ancillary Nursing Personnel	28.9	29.3	0.99	34.1	0.85	30.4	0.95	23.8	1.22
All Other Personnel	215.9	376.3	0.57	490.1	0.44	368.6	0.59	210.5	1.03
Total FTEs	450.6	608.3	0.74	733.6	0.61	600.1	0.75	437.5	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	355	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	30
Discharges	18,904	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,115
Inpatient Days	90,535			Inpatient Days	0	Newborn Days	3,747

063 St Mary's Hospital
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	32	2,641	9,478	81.1%	26.0	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	12	312	570	13.0%	1.6	1.8
Obstetrics	1	47	2,313	6,946	40.5%	19.0	3.0
Psychiatric	1	20	1,093	6,223	85.2%	17.0	5.7
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	27	281	6,438	65.3%	17.6	22.9
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	179	11,541	54,695	83.7%	149.8	4.7
Neonatal Intensive/Intermediate Care	1	38	367	6,185	44.6%	16.9	16.9
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	83	8	84.9	Surgical Personnel	28	19	41.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	13	11	18.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	17	21	23.9
Dental Hygienists	0	0	0.0	Occupational Therapists	5	11	10.3
Registered Nurses	387	514	693.0	Occupational Therapy Assistants/Aides	0	3	2.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	11	12.3
Licensed Practical Nurses	1	1	1.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	53	115	109.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	11	19	20.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	9	3	10.9	All Other Personnel	452	538	559.7
Pharmacy Personnel	36	40	52.8				
Clinical Laboratory Personnel	31	22	41.9				
				Total	1,150	1,348	1,706.7

063 St Mary's Hospital
Madison, WI 53715

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$765,024,594	54.9%	46.3%	1.19	42.2%	1.30	46.7%	1.17	53.8%	1.02
Medical Assistance	\$163,193,001	11.7%	13.6%	0.86	11.5%	1.02	12.6%	0.93	12.2%	0.96
Commercial	\$427,883,055	30.7%	35.3%	0.87	38.6%	0.80	35.1%	0.87	31.6%	0.97
All Other	\$38,637,697	2.8%	4.8%	0.58	7.8%	0.36	5.6%	0.49	2.4%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$574,580,961	41.2%	34.9%	1.18	31.6%	1.30	36.2%	1.14	39.4%	1.05
Medical Assistance	\$122,844,073	8.8%	10.4%	0.85	8.7%	1.01	9.8%	0.89	9.2%	0.96
Commercial	\$193,546,432	13.9%	14.7%	0.94	18.2%	0.76	15.6%	0.89	14.5%	0.96
Charity Care	\$16,976,693	1.2%	1.0%	1.26	0.8%	1.55	0.9%	1.31	1.2%	1.03
Bad Debt	\$8,425,927	0.6%	1.1%	0.57	1.1%	0.55	0.9%	0.67	0.8%	0.71
All Other	\$9,223,924	0.7%	2.2%	0.31	3.5%	0.19	2.5%	0.27	0.5%	1.23
Total Deductions	\$925,598,009	66.4%	64.2%	1.03	63.9%	1.04	66.0%	1.01	65.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.3%	5.5%	0.77	6.4%	0.66	6.8%	0.63	2.6%	1.63	
Net Gains/Losses as % of Net Income	19.6%	13.2%	1.49	39.0%	0.50	13.1%	1.49	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$170,486,472	42.3%	44.0%	0.96	47.0%	0.90	42.7%	0.99	43.4%	0.97
Supplies & Services	\$205,173,829	50.9%	49.2%	1.03	45.7%	1.11	51.1%	1.00	49.6%	1.03
Capital Component	\$27,694,227	6.9%	6.8%	1.01	7.3%	0.95	6.2%	1.11	7.0%	0.98
Fiscal Statistics										
Operating Margin (%)	17.7%	9.1%	1.95	6.3%	2.79	9.5%	1.86	12.8%	1.38	
Total Hospital Net Income (%)	21.1%	10.3%	2.04	10.0%	2.11	10.8%	1.96	11.4%	1.85	
Return on Equity (%)	29.2%	6.0%	4.86	7.5%	3.90	7.7%	3.79	12.9%	2.26	
Current Ratio	1.4	4.7	0.29	2.4	0.57	5.5	0.24	1.3	1.02	
Days in Net Patient Accounts Receivable	41.6	64.0	0.65	50.8	0.82	55.7	0.75	31.5	1.32	
Average Payment Period	55.9	56.5	0.99	52.7	1.06	45.6	1.23	49.9	1.12	
Equity Financing (%)	78.6%	69.2%	1.14	59.1%	1.33	72.1%	1.09	83.0%	0.95	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	27.1	13.4	2.02	9.5	2.87	15.5	1.75	10.6	2.56	
Total Asset Turnover	1.3	0.6	2.31	0.7	1.84	0.7	1.88	1.2	1.15	
Average Age of Plant (Years)	17.2	12.6	1.37	10.8	1.59	12.1	1.42	17.4	0.99	
Increase (Decrease) Total Net Patient Revenue	6.6%	7.3%	0.90	5.8%	1.14	8.9%	0.74	8.1%	0.81	
Outpatient Gross Revenue (% of Total GPR)	32.3%	63.3%	0.51	60.4%	0.53	58.2%	0.55	30.7%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,452	\$16,906	1.03	\$18,736	0.93	\$19,324	0.90	\$16,355	1.07	
Inpatient Net Revenue per Day	\$3,523	\$3,675	0.96	\$4,176	0.84	\$3,829	0.92	\$3,422	1.03	
Outpatient Net Revenue per Visit	\$1,485	\$703	2.11	\$623	2.38	\$741	2.00	\$1,386	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,394,738,345	Cash & Cash Equivalents	\$15,955,575	Current Liabilities	\$58,758,612
Less Deductions	\$925,598,009	Net Patient Receivables	\$53,478,892	Long-Term Debt	\$0
Net Patient Revenue	\$469,140,336	Other Receivables	\$2,939,189	Other Liabilities	\$20,251,459
Plus Other Revenue	\$20,839,504			Subtotal	\$79,010,071
Total Revenue	\$489,979,841	Land, Buildings & Equipment (Net)	\$152,179,893	Unrestricted Fund Balance	\$290,609,113
Less Expenses	\$403,354,528	Other Assets	\$145,065,635	Restricted Fund Balance	\$3,800,158
Non-Operating Gains/Losses	\$21,153,052			Total Liabilities & Fund Balance	\$369,619,184
Net Income	\$107,778,365	Total Assets	\$369,619,184		

061 UnityPoint Health - Meriter
 202 South Park Street
 Madison, WI 53715
 608-417-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	81.3%	55.2%	1.47	59.0%	1.38	71.0%	1.15	73.3%	1.11
Obstetrics	99.9%	38.0%	2.63	44.3%	0.95	50.6%	1.97	94.9%	1.05
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	93.5%	57.4%	1.63	61.2%	1.53	69.3%	1.35	86.4%	1.08
Average Census (Patients)									
Adult Medical-Surgical	52.0	26.0	2.00	24.6	2.11	106.3	0.49	43.2	1.20
Obstetrics	42.0	4.9	8.49	4.8	8.82	14.5	2.89	41.8	1.00
Pediatrics	0.0	1.3	N/A	2.2	N/A	3.2	N/A	0.0	N/A
Total Hospital	200.2	49.0	4.09	52.3	3.83	202.8	0.99	187.5	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.1	0.84	4.0	0.86	4.6	0.74	3.1	1.11
Obstetrics	3.0	2.6	1.18	2.7	1.12	2.7	1.11	3.0	0.99
Pediatrics	0.0	3.3	N/A	3.5	N/A	3.3	N/A	0.0	N/A
Total Hospital	4.5	4.5	1.00	4.4	1.02	5.0	0.90	4.3	1.05
Surgical Operations									
Inpatient	1,413	1,426	0.99	2,131	0.66	5,403	0.26	1,682	0.84
Outpatient	7,009	4,581	1.53	7,954	0.88	16,162	0.43	6,260	1.12
Inpatient as % of All Surgeries	16.8%	23.7%	0.71	21.1%	0.79	25.1%	0.67	21.2%	0.79
Outpatient Visits									
Non-Emergency Visits	285,921	144,376	1.98	179,501	1.59	476,432	0.60	355,554	0.80
Emergency Visits	42,375	17,768	2.38	17,324	2.45	47,460	0.89	41,673	1.02
Full-Time Equivalents (FTEs)									
Administrators	32.0	23.0	1.39	23.4	1.37	71.8	0.45	36.0	0.89
Nurses, Licensed	714.6	251.3	2.84	255.4	2.80	913.4	0.78	683.0	1.05
Ancillary Nursing Personnel	135.3	39.7	3.41	45.5	2.98	148.8	0.91	121.4	1.11
All Other Personnel	1,530.4	509.3	3.00	652.5	2.35	1,805.9	0.85	1,492.6	1.03
Total FTEs	2,412.3	823.3	2.93	976.8	2.47	2,940.0	0.82	2,333.0	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.5	17.0	0.44	17.6	0.43	14.7	0.51	9.2	0.81
Nurses, Licensed	167.0	185.7	0.90	191.8	0.87	186.4	0.90	174.7	0.96
Ancillary Nursing Personnel	31.6	29.3	1.08	34.1	0.93	30.4	1.04	31.1	1.02
All Other Personnel	357.7	376.3	0.95	490.1	0.73	368.6	0.97	381.7	0.94
Total FTEs	563.8	608.3	0.93	733.6	0.77	600.1	0.94	596.7	0.94

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	214	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	26
Discharges	16,214	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	4,813
Inpatient Days	73,056			Inpatient Days	0	Newborn Days	9,515

061 UnityPoint Health - Meriter
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	64	5,543	18,997	81.3%	52.0	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	42	5,105	15,322	99.9%	42.0	3.0
Psychiatric	1	24	1,383	8,295	94.7%	22.7	6.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	7	188	2,668	104.4%	7.3	14.2
Cardiac Intensive Unit	1	38	2,760	12,436	89.7%	34.1	4.5
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	26	542	10,683	112.6%	29.3	19.7
Other Intensive Care	1	13	693	4,655	98.1%	12.8	6.7
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	32	0	32.0	Surgical Personnel	12	29	33.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	37	31	57.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	29	29.7
Dental Hygienists	0	0	0.0	Occupational Therapists	11	21	21.2
Registered Nurses	227	679	699.9	Occupational Therapy Assistants/Aides	3	2	4.4
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	45	38.4
Licensed Practical Nurses	2	1	2.9	Physical Therapy Assistants/Aides	18	19	30.1
Ancillary Nursing Personnel	38	190	135.3	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	6	6	10.2
Nurse Practitioners	1	1	1.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	31	25	42.2
Clinical Nurse Specialists	9	1	9.9	All Other Health Professionals	182	197	299.6
Health Info Mgmt-Administrators/Technicians	22	1	22.9	All Other Personnel	526	407	756.2
Pharmacy Personnel	57	39	76.1				
Clinical Laboratory Personnel	25	17	37.7				
				Total	1,307	1,776	2,412.3

061 UnityPoint Health - Meriter

Madison, WI 53715

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$483,261,041	36.2%	46.3%	0.78	42.2%	0.86	46.7%	0.78	35.9%	1.01
Medical Assistance	\$200,393,294	15.0%	13.6%	1.10	11.5%	1.31	12.6%	1.19	14.3%	1.05
Commercial	\$585,086,304	43.9%	35.3%	1.24	38.6%	1.14	35.1%	1.25	45.0%	0.97
All Other	\$65,361,919	4.9%	4.8%	1.03	7.8%	0.63	5.6%	0.87	4.8%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$369,934,986	27.7%	34.9%	0.79	31.6%	0.88	36.2%	0.77	27.0%	1.03
Medical Assistance	\$149,647,611	11.2%	10.4%	1.08	8.7%	1.28	9.8%	1.14	10.4%	1.08
Commercial	\$313,876,609	23.5%	14.7%	1.60	18.2%	1.29	15.6%	1.50	22.2%	1.06
Charity Care	\$9,027,245	0.7%	1.0%	0.70	0.8%	0.86	0.9%	0.73	0.8%	0.84
Bad Debt	\$11,667,837	0.9%	1.1%	0.82	1.1%	0.80	0.9%	0.97	0.7%	1.30
All Other	\$39,650,092	3.0%	2.2%	1.38	3.5%	0.86	2.5%	1.20	3.2%	0.92
Total Deductions	\$893,804,380	67.0%	64.2%	1.04	63.9%	1.05	66.0%	1.02	64.3%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.1%	5.5%	1.28	6.4%	1.11	6.8%	1.04	4.9%	1.44	
Net Gains/Losses as % of Net Income	75.2%	13.2%	5.71	39.0%	1.93	13.1%	5.73	320.3%	0.23	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$234,936,606	51.6%	44.0%	1.17	47.0%	1.10	42.7%	1.21	51.2%	1.01
Supplies & Services	\$186,063,709	40.9%	49.2%	0.83	45.7%	0.89	51.1%	0.80	40.8%	1.00
Capital Component	\$34,166,727	7.5%	6.8%	1.10	7.3%	1.03	6.2%	1.21	8.1%	0.93
Fiscal Statistics										
Operating Margin (%)	4.0%	9.1%	0.44	6.3%	0.62	9.5%	0.42	2.5%	1.59	
Total Hospital Net Income (%)	14.3%	10.3%	1.38	10.0%	1.43	10.8%	1.32	-1.2%	N/A	
Return on Equity (%)	9.1%	6.0%	1.52	7.5%	1.22	7.7%	1.18	-0.7%	N/A	
Current Ratio	1.5	4.7	0.31	2.4	0.62	5.5	0.27	1.6	0.94	
Days in Net Patient Accounts Receivable	38.8	64.0	0.61	50.8	0.76	55.7	0.70	34.3	1.13	
Average Payment Period	59.4	56.5	1.05	52.7	1.13	45.6	1.30	46.0	1.29	
Equity Financing (%)	65.8%	69.2%	0.95	59.1%	1.11	72.1%	0.91	63.0%	1.04	
Long-Term Debt to Equity Ratio	0.3	0.3	1.21	0.3	0.97	0.2	1.70	0.4	0.81	
Times Interest Earned	11.5	13.4	0.86	9.5	1.22	15.5	0.74	0.3	36.11	
Total Asset Turnover	0.6	0.6	0.99	0.7	0.79	0.7	0.81	0.6	0.92	
Average Age of Plant (Years)	5.7	12.6	0.45	10.8	0.53	12.1	0.47	4.7	1.21	
Increase (Decrease) Total Net Patient Revenue	1.5%	7.3%	0.21	5.8%	0.27	8.9%	0.17	8.7%	0.18	
Outpatient Gross Revenue (% of Total GPR)	53.2%	63.3%	0.84	60.4%	0.88	58.2%	0.91	52.0%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,397	\$16,906	0.79	\$18,736	0.72	\$19,324	0.69	\$13,572	0.99	
Inpatient Net Revenue per Day	\$2,973	\$3,675	0.81	\$4,176	0.71	\$3,829	0.78	\$3,156	0.94	
Outpatient Net Revenue per Visit	\$715	\$703	1.02	\$623	1.15	\$741	0.97	\$568	1.26	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,334,102,558	Cash & Cash Equivalents	\$35,501,502	Current Liabilities	\$70,676,808
Less Deductions	\$893,804,380	Net Patient Receivables	\$46,791,666	Long-Term Debt	\$170,137,195
Net Patient Revenue	\$440,298,178	Other Receivables	\$17,205,265	Other Liabilities	\$38,969,833
Plus Other Revenue	\$33,620,133			Subtotal	\$279,783,836
Total Revenue	\$473,918,311	Land, Buildings & Equipment (Net)	\$285,487,214	Unrestricted Fund Balance	\$546,875,562
Less Expenses	\$455,167,040	Other Assets	\$446,759,101	Restricted Fund Balance	\$5,085,349
Non-Operating Gains/Losses	\$56,911,047			Total Liabilities & Fund Balance	\$826,659,399
Net Income	\$75,662,320	Total Assets	\$831,744,748		

064 UW Hospital and Clinics Authority
 600 Highland Avenue
 Madison, WI 53792
 608-263-6400

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	84.1%	55.2%	1.52	59.0%	1.43	71.0%	1.18	77.8%	1.08
Obstetrics	0.0%	38.0%	N/A	44.3%	N/A	50.6%	N/A	0.0%	N/A
Pediatrics	53.1%	51.3%	1.04	46.2%	1.15	38.2%	1.39	69.0%	0.77
Total Hospital	76.5%	57.4%	1.33	61.2%	1.25	69.3%	1.10	74.0%	1.03
Average Census (Patients)									
Adult Medical-Surgical	313.6	26.0	12.06	24.6	12.74	106.3	2.95	314.2	1.00
Obstetrics	0.0	4.9	N/A	4.8	N/A	14.5	N/A	0.0	N/A
Pediatrics	35.1	1.3	27.26	2.2	16.12	3.2	27.26	37.3	0.94
Total Hospital	477.2	49.0	9.74	52.3	9.12	202.8	2.35	472.0	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	4.9	4.1	1.21	4.0	1.23	4.6	1.06	4.8	1.02
Obstetrics	0.0	2.6	N/A	2.7	N/A	2.7	N/A	0.0	N/A
Pediatrics	3.7	3.3	1.10	3.5	1.05	3.3	1.11	4.0	0.92
Total Hospital	5.2	4.5	1.16	4.4	1.18	5.0	1.04	5.2	1.01
Surgical Operations									
Inpatient	32,255	1,426	22.62	2,131	15.13	5,403	5.97	31,573	1.02
Outpatient	138,765	4,581	30.29	7,954	17.44	16,162	8.59	127,456	1.09
Inpatient as % of All Surgeries	18.9%	23.7%	0.79	21.1%	0.89	25.1%	0.75	19.9%	0.95
Outpatient Visits									
Non-Emergency Visits	986,260	144,376	6.83	179,501	5.49	476,432	2.07	939,194	1.05
Emergency Visits	80,141	17,768	4.51	17,324	4.63	47,460	1.69	77,149	1.04
Full-Time Equivalents (FTEs)									
Administrators	141.3	23.0	6.14	23.4	6.03	71.8	1.97	137.8	1.03
Nurses, Licensed	2,256.5	251.3	8.98	255.4	8.84	913.4	2.47	2,266.5	1.00
Ancillary Nursing Personnel	358.1	39.7	9.03	45.5	7.88	148.8	2.41	370.9	0.97
All Other Personnel	6,615.6	509.3	12.99	652.5	10.14	1,805.9	3.66	6,290.4	1.05
Total FTEs	9,371.5	823.3	11.38	976.8	9.59	2,940.0	3.19	9,065.7	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.0	17.0	0.82	17.6	0.79	14.7	0.95	13.8	1.01
Nurses, Licensed	223.0	185.7	1.20	191.8	1.16	186.4	1.20	227.3	0.98
Ancillary Nursing Personnel	35.4	29.3	1.21	34.1	1.04	30.4	1.17	37.2	0.95
All Other Personnel	653.8	376.3	1.74	490.1	1.33	368.6	1.77	630.8	1.04
Total FTEs	926.1	608.3	1.52	733.6	1.26	600.1	1.54	909.2	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	624	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	33,501	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	3
Inpatient Days	174,171			Inpatient Days	0	Newborn Days	0

064 UW Hospital and Clinics Authority
Madison, WI 53792

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	373	23,286	114,465	84.1%	313.6	4.9
Orthopedic	1	47	3,579	11,143	65.0%	30.5	3.1
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	66	3,469	12,803	53.1%	35.1	3.7
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	1	18	1,282	5,241	79.8%	14.4	4.1
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	31	450	10,318	91.2%	28.3	22.9
Cardiac Intensive Unit	1	7	191	2,095	82.0%	5.7	11.0
Pediatric Intensive Care	1	21	304	4,103	53.5%	11.2	13.5
Burn Care	1	7	159	2,308	90.3%	6.3	14.5
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	26	178	4,857	51.2%	13.3	27.3
Other Intensive Care	1	18	432	6,054	92.1%	16.6	14.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	10	171	784	21.5%	2.1	4.6

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	141	1	141.3	Surgical Personnel	90	20	103.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	216	60	251.7
Medical & Dental Residents	691	1	691.6	Respiratory Therapists	117	23	130.5
Dental Hygienists	0	0	0.0	Occupational Therapists	27	51	50.5
Registered Nurses	1,629	882	2,204.2	Occupational Therapy Assistants/Aides	2	4	5.0
Certified Nurse Midwives	3	2	4.4	Physical Therapists	73	73	110.4
Licensed Practical Nurses	1	1	1.8	Physical Therapy Assistants/Aides	5	5	8.3
Ancillary Nursing Personnel	216	256	358.1	Recreational Therapists	34	89	61.4
Physician Assistants	0	2	1.5	Dietitians & Nutritionists	37	16	46.1
Nurse Practitioners	1	3	2.9	Psychologists	5	1	5.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	53	22	69.6
Clinical Nurse Specialists	38	7	43.2	All Other Health Professionals	877	206	959.4
Health Info Mgmt-Administrators/Technicians	197	20	210.1	All Other Personnel	2,840	532	3,079.6
Pharmacy Personnel	204	53	241.4				
Clinical Laboratory Personnel	216	59	251.8				
				Total	7,980	2,494	9,371.5

064 UW Hospital and Clinics Authority

Madison, WI 53792

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,832,380,535	35.8%	46.3%	0.77	42.2%	0.85	46.7%	0.77	35.5%	1.01
Medical Assistance	\$509,325,170	9.9%	13.6%	0.73	11.5%	0.87	12.6%	0.79	9.7%	1.02
Commercial	\$2,171,635,032	42.4%	35.3%	1.20	38.6%	1.10	35.1%	1.21	43.6%	0.97
All Other	\$606,225,900	11.8%	4.8%	2.48	7.8%	1.53	5.6%	2.10	11.1%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$1,362,476,174	26.6%	34.9%	0.76	31.6%	0.84	36.2%	0.73	26.1%	1.02
Medical Assistance	\$374,331,942	7.3%	10.4%	0.71	8.7%	0.84	9.8%	0.74	6.9%	1.07
Commercial	\$1,047,980,786	20.5%	14.7%	1.39	18.2%	1.12	15.6%	1.31	20.9%	0.98
Charity Care	\$43,382,065	0.8%	1.0%	0.88	0.8%	1.08	0.9%	0.91	1.0%	0.84
Bad Debt	\$40,860,757	0.8%	1.1%	0.75	1.1%	0.73	0.9%	0.89	0.8%	1.04
All Other	\$244,404,777	4.8%	2.2%	2.21	3.5%	1.38	2.5%	1.93	4.4%	1.09
Total Deductions	\$3,113,436,502	60.8%	64.2%	0.95	63.9%	0.95	66.0%	0.92	60.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.4%	5.5%	0.25	6.4%	0.22	6.8%	0.21	1.5%	0.93
Net Gains/Losses as % of Net Income		35.1%	13.2%	2.66	39.0%	0.90	13.1%	2.67	7.2%	4.88
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$821,512,139	43.1%	44.0%	0.98	47.0%	0.92	42.7%	1.01	44.7%	0.96
Supplies & Services	\$956,410,861	50.2%	49.2%	1.02	45.7%	1.10	51.1%	0.98	48.0%	1.04
Capital Component	\$128,628,576	6.7%	6.8%	0.99	7.3%	0.93	6.2%	1.09	7.3%	0.92
Fiscal Statistics										
Operating Margin (%)		6.3%	9.1%	0.69	6.3%	1.00	9.5%	0.66	5.0%	1.25
Total Hospital Net Income (%)		9.4%	10.3%	0.91	10.0%	0.94	10.8%	0.87	5.4%	1.74
Return on Equity (%)		6.6%	6.0%	1.11	7.5%	0.89	7.7%	0.86	4.1%	1.63
Current Ratio		2.3	4.7	0.48	2.4	0.96	5.5	0.41	1.8	1.27
Days in Net Patient Accounts Receivable		49.3	64.0	0.77	50.8	0.97	55.7	0.89	45.3	1.09
Average Payment Period		53.7	56.5	0.95	52.7	1.02	45.6	1.18	64.6	0.83
Equity Financing (%)		52.9%	69.2%	0.76	59.1%	0.90	72.1%	0.73	54.5%	0.97
Long-Term Debt to Equity Ratio		0.4	0.3	1.61	0.3	1.28	0.2	2.26	0.3	1.36
Times Interest Earned		10.4	13.4	0.78	9.5	1.10	15.5	0.67	6.5	1.61
Total Asset Turnover		0.7	0.6	1.19	0.7	0.95	0.7	0.97	0.7	0.91
Average Age of Plant (Years)		9.2	12.6	0.73	10.8	0.85	12.1	0.76	8.7	1.05
Increase (Decrease) Total Net Patient Revenue		7.8%	7.3%	1.07	5.8%	1.34	8.9%	0.87	7.1%	1.09
Outpatient Gross Revenue (% of Total GPR)		52.6%	63.3%	0.83	60.4%	0.87	58.2%	0.90	52.8%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$28,808	\$16,906	1.70	\$18,736	1.54	\$19,324	1.49	\$26,772	1.08	
Inpatient Net Revenue per Day	\$5,516	\$3,675	1.50	\$4,176	1.32	\$3,829	1.44	\$5,198	1.06	
Outpatient Net Revenue per Visit	\$1,015	\$703	1.44	\$623	1.63	\$741	1.37	\$988	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,119,566,638	Cash & Cash Equivalents	\$233,448,165	Current Liabilities	\$267,377,881
Less Deductions	\$3,113,436,502	Net Patient Receivables	\$271,094,855	Long-Term Debt	\$649,931,290
Net Patient Revenue	\$2,006,130,136	Other Receivables	\$22,244,185	Other Liabilities	\$484,110,553
Plus Other Revenue	\$28,728,146			Subtotal	\$1,401,419,724
Total Revenue	\$2,034,858,281	Land, Buildings & Equipment (Net)	\$791,775,585	Unrestricted Fund Balance	\$1,576,555,832
Less Expenses	\$1,906,551,576	Other Assets	\$1,659,412,766	Restricted Fund Balance	\$19,652,308
Non-Operating Gains/Losses	\$69,313,699			Total Liabilities & Fund Balance	\$2,977,975,556
Net Income	\$197,620,404	Total Assets	\$2,977,975,556		

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

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

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.2%	55.2%	0.91	48.2%	1.04	43.3%	1.16	50.1%	1.00
Obstetrics	8.3%	38.0%	0.22	34.9%	0.03	23.8%	0.35	8.7%	0.95
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	40.7%	57.4%	0.71	47.8%	0.85	44.0%	0.92	39.4%	1.03
Average Census (Patients)									
Adult Medical-Surgical	17.6	26.0	0.68	22.4	0.78	15.3	1.15	17.5	1.00
Obstetrics	1.1	4.9	0.22	4.2	0.26	2.1	0.51	1.1	0.95
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	23.6	49.0	0.48	40.5	0.58	27.3	0.87	22.8	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.81	3.6	0.91	3.4	0.96	3.3	1.00
Obstetrics	2.2	2.6	0.85	2.4	0.89	2.3	0.94	2.1	1.03
Pediatrics	0.0	3.3	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.4	4.5	0.75	3.7	0.91	3.7	0.91	3.3	1.00
Surgical Operations									
Inpatient	984	1,426	0.69	1,109	0.89	657	1.50	908	1.08
Outpatient	1,855	4,581	0.40	5,157	0.36	2,872	0.65	2,018	0.92
Inpatient as % of All Surgeries	34.7%	23.7%	1.46	17.7%	1.96	18.6%	1.86	31.0%	1.12
Outpatient Visits									
Non-Emergency Visits	216,752	144,376	1.50	219,705	0.99	115,084	1.88	211,910	1.02
Emergency Visits	10,498	17,768	0.59	18,012	0.58	13,821	0.76	11,206	0.94
Full-Time Equivalents (FTEs)									
Administrators	8.0	23.0	0.35	16.0	0.50	18.2	0.44	8.0	1.00
Nurses, Licensed	146.7	251.3	0.58	277.3	0.53	150.6	0.97	165.7	0.89
Ancillary Nursing Personnel	16.0	39.7	0.40	36.2	0.44	19.7	0.81	19.9	0.80
All Other Personnel	496.7	509.3	0.98	540.2	0.92	320.3	1.55	510.4	0.97
Total FTEs	667.3	823.3	0.81	869.6	0.77	508.8	1.31	704.0	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.8	17.0	0.46	10.4	0.76	18.2	0.43	7.8	1.00
Nurses, Licensed	143.7	185.7	0.77	180.1	0.80	151.1	0.95	162.5	0.88
Ancillary Nursing Personnel	15.7	29.3	0.53	23.5	0.67	19.8	0.79	19.5	0.80
All Other Personnel	486.7	376.3	1.29	350.8	1.39	321.5	1.51	500.6	0.97
Total FTEs	653.9	608.3	1.08	564.7	1.16	510.6	1.28	690.5	0.95

Total Hospital:
 Beds Set Up & Staffed 58
 Discharges 2,562
 Inpatient Days 8,610

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 12
 Total Births 127
 Newborn Days 258

178 Holy Family Memorial Inc
Manitowoc, WI 54221

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,943	6,417	50.2%	17.6	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	13	181	393	8.3%	1.1	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	10	438	1,800	49.3%	4.9	4.1
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	8	0	8.0	Surgical Personnel	4	1	4.6
Physicians & Dentists	44	7	46.8	Radiological Services Personnel	9	17	19.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	5	5.7
Dental Hygienists	0	0	0.0	Occupational Therapists	4	4	6.1
Registered Nurses	96	69	128.1	Occupational Therapy Assistants/Aides	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	5	12.0
Licensed Practical Nurses	0	1	0.6	Physical Therapy Assistants/Aides	4	5	5.5
Ancillary Nursing Personnel	11	21	16.0	Recreational Therapists	0	0	0.0
Physician Assistants	8	0	8.0	Dietitians & Nutritionists	1	4	1.8
Nurse Practitioners	15	1	15.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	2	2.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	80	49	102.9
Health Info Mgmt-Administrators/Technicians	3	3	5.1	All Other Personnel	154	102	188.3
Pharmacy Personnel	8	4	9.6				
Clinical Laboratory Personnel	9	9	14.4				
				Total	531	329	667.3

178 Holy Family Memorial Inc
Manitowoc, WI 54221

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area ⁴		Volume Group ⁵		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$206,365,993	55.9%	46.3%	1.21	47.5%	1.18	51.1%	1.09	54.4%	1.03
Medical Assistance	\$39,527,371	10.7%	13.6%	0.79	11.3%	0.95	11.3%	0.95	10.4%	1.03
Commercial	\$112,060,108	30.4%	35.3%	0.86	37.0%	0.82	33.7%	0.90	32.3%	0.94
All Other	\$11,175,106	3.0%	4.8%	0.63	4.2%	0.71	3.9%	0.78	2.9%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$154,790,990	41.9%	34.9%	1.20	35.6%	1.18	36.8%	1.14	42.3%	0.99
Medical Assistance	\$32,200,052	8.7%	10.4%	0.84	8.9%	0.97	8.5%	1.03	7.9%	1.11
Commercial	\$43,412,778	11.8%	14.7%	0.80	15.3%	0.77	12.8%	0.92	14.9%	0.79
Charity Care	\$448,817	0.1%	1.0%	0.13	1.0%	0.13	0.9%	0.14	0.4%	0.30
Bad Debt	\$11,332,230	3.1%	1.1%	2.89	1.1%	2.76	1.4%	2.26	1.4%	2.20
All Other	\$7,090,159	1.9%	2.2%	0.89	2.1%	0.89	2.1%	0.92	2.9%	0.67
Total Deductions	\$249,275,026	67.5%	64.2%	1.05	64.1%	1.05	62.4%	1.08	69.7%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.2%	5.5%	0.39	3.5%	0.63	3.4%	0.64	2.3%	0.95
Net Gains/Losses as % of Net Income		106.3%	13.2%	8.07	N/A	N/A	4.5%	23.53	19.0%	5.61
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$68,956,736	56.0%	44.0%	1.27	47.1%	1.19	46.0%	1.22	57.7%	0.97
Supplies & Services	\$45,447,350	36.9%	49.2%	0.75	45.7%	0.81	46.6%	0.79	36.4%	1.02
Capital Component	\$8,739,468	7.1%	6.8%	1.04	7.2%	0.98	7.4%	0.96	6.0%	1.19
Fiscal Statistics										
Operating Margin (%)		-0.5%	9.1%	N/A	10.6%	N/A	8.2%	N/A	-15.2%	0.03
Total Hospital Net Income (%)		7.4%	10.3%	0.72	10.5%	0.71	8.6%	0.87	-19.4%	N/A
Return on Equity (%)		5.5%	6.0%	0.92	7.1%	0.78	5.8%	0.95	-12.5%	N/A
Current Ratio		1.6	4.7	0.34	4.5	0.36	4.4	0.36	1.4	1.10
Days in Net Patient Accounts Receivable		37.2	64.0	0.58	51.1	0.73	49.0	0.76	53.8	0.69
Average Payment Period		57.5	56.5	1.02	60.2	0.96	41.1	1.40	67.1	0.86
Equity Financing (%)		64.0%	69.2%	0.92	74.2%	0.86	81.8%	0.78	59.0%	1.08
Long-Term Debt to Equity Ratio		0.4	0.3	1.55	0.2	2.23	0.1	4.04	0.5	0.86
Times Interest Earned		6.6	13.4	0.49	13.3	0.50	14.1	0.47	-10.9	N/A
Total Asset Turnover		0.7	0.6	1.19	0.7	1.01	0.7	1.02	0.7	1.02
Average Age of Plant (Years)		19.7	12.6	1.57	10.6	1.86	9.6	2.05	21.0	0.94
Increase (Decrease) Total Net Patient Revenue		3.4%	7.3%	0.46	6.6%	0.51	2.8%	1.22	-3.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		76.9%	63.3%	1.21	72.4%	1.06	71.9%	1.07	77.6%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,117		\$16,906	0.72	\$13,311	0.91	\$12,065	1.00	\$8,992	1.35
Inpatient Net Revenue per Day	\$3,606		\$3,675	0.98	\$3,405	1.06	\$3,161	1.14	\$2,688	1.34
Outpatient Net Revenue per Visit	\$441		\$703	0.63	\$549	0.80	\$614	0.72	\$443	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$369,128,578	Cash & Cash Equivalents	\$6,506,200	Current Liabilities	\$18,353,038
Less Deductions	\$249,275,026	Net Patient Receivables	\$12,206,408	Long-Term Debt	\$45,934,702
Net Patient Revenue	\$119,853,552	Other Receivables	\$3,321,660	Other Liabilities	\$632,720
Plus Other Revenue	\$2,664,643			Subtotal	\$64,920,460
Total Revenue	\$122,518,197	Land, Buildings & Equipment (Net)	\$77,951,932	Unrestricted Fund Balance	\$115,300,545
Less Expenses	\$123,143,554	Other Assets	\$80,234,805	Restricted Fund Balance	\$3,792,351
Non-Operating Gains/Losses	\$10,533,184			Total Liabilities & Fund Balance	\$180,221,005
Net Income	\$9,907,827	Total Assets	\$180,221,005		

067 Aurora Medical Center - Bay Area
 3003 University Drive
 Marinette, WI 54143
 715-735-6621

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	52.7%	55.2%	0.95	48.2%	1.09	43.3%	1.22	63.8%	0.83
Obstetrics	20.5%	38.0%	0.54	34.9%	0.04	23.8%	0.86	18.8%	1.09
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.5%	57.4%	0.78	47.8%	0.93	44.0%	1.01	44.5%	1.00
Average Census (Patients)									
Adult Medical-Surgical	20.0	26.0	0.77	22.4	0.89	15.3	1.31	19.8	1.01
Obstetrics	1.4	4.9	0.29	4.2	0.34	2.1	0.68	1.5	0.96
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	26.3	49.0	0.54	40.5	0.65	27.3	0.96	26.2	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.1	0.77	3.6	0.87	3.4	0.91	3.6	0.88
Obstetrics	2.4	2.6	0.92	2.4	0.97	2.3	1.02	2.4	0.97
Pediatrics	0.0	3.3	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.5	0.73	3.7	0.88	3.7	0.89	3.2	1.01
Surgical Operations									
Inpatient	495	1,426	0.35	1,109	0.45	657	0.75	500	0.99
Outpatient	3,475	4,581	0.76	5,157	0.67	2,872	1.21	3,408	1.02
Inpatient as % of All Surgeries	12.5%	23.7%	0.53	17.7%	0.70	18.6%	0.67	12.8%	0.97
Outpatient Visits									
Non-Emergency Visits	354,001	144,376	2.45	219,705	1.61	115,084	3.08	333,221	1.06
Emergency Visits	20,371	17,768	1.15	18,012	1.13	13,821	1.47	19,968	1.02
Full-Time Equivalents (FTEs)									
Administrators	16.8	23.0	0.73	16.0	1.05	18.2	0.92	62.8	0.27
Nurses, Licensed	152.7	251.3	0.61	277.3	0.55	150.6	1.01	126.9	1.20
Ancillary Nursing Personnel	27.3	39.7	0.69	36.2	0.75	19.7	1.38	12.7	2.15
All Other Personnel	354.8	509.3	0.70	540.2	0.66	320.3	1.11	311.8	1.14
Total FTEs	551.6	823.3	0.67	869.6	0.63	508.8	1.08	514.2	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.0	17.0	0.77	10.4	1.25	18.2	0.71	58.9	0.22
Nurses, Licensed	118.5	185.7	0.64	180.1	0.66	151.1	0.78	119.2	0.99
Ancillary Nursing Personnel	21.2	29.3	0.72	23.5	0.90	19.8	1.07	11.9	1.77
All Other Personnel	275.2	376.3	0.73	350.8	0.78	321.5	0.86	292.7	0.94
Total FTEs	427.9	608.3	0.70	564.7	0.76	510.6	0.84	482.8	0.89

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	59	Health Maintenance		Average Beds Used	0	Bassinets	11
Discharges	2,939	Organization (HMO)	Yes	Discharges	0	Total Births	185
Inpatient Days	9,586	Preferred Provider		Inpatient Days	0	Newborn Days	525
		Organization (PPO)	Yes				

067 Aurora Medical Center - Bay Area
Marinette, WI 54143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	2,319	7,305	52.7%	20.0	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	223	525	20.5%	1.4	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	10	466	1,756	48.1%	4.8	3.8
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	4	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	2	16.8	Surgical Personnel	6	3	7.8
Physicians & Dentists	15	16	15.3	Radiological Services Personnel	21	14	27.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	10	9.5
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	48	117	138.9	Occupational Therapy Assistants/Aides	1	1	2.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	1	10.6
Licensed Practical Nurses	6	6	8.9	Physical Therapy Assistants/Aides	3	2	4.9
Ancillary Nursing Personnel	3	32	27.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	40	60	83.0
Health Info Mgmt-Administrators/Technicians	10	2	12.6	All Other Personnel	73	65	126.0
Pharmacy Personnel	11	8	16.9				
Clinical Laboratory Personnel	13	15	23.1				
				Total	292	360	551.6

067 Aurora Medical Center - Bay Area

Marinette, WI 54143

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$222,305,701	58.0%	46.3%	1.25	47.5%	1.22	51.1%	1.13	55.5%	1.04
Medical Assistance	\$44,445,949	11.6%	13.6%	0.85	11.3%	1.02	11.3%	1.03	12.3%	0.94
Commercial	\$93,883,620	24.5%	35.3%	0.69	37.0%	0.66	33.7%	0.73	29.1%	0.84
All Other	\$22,956,196	6.0%	4.8%	1.25	4.2%	1.41	3.9%	1.55	3.1%	1.90
Deductions as % of Total Gross Patient Revenue										
Medicare	\$169,538,850	44.2%	34.9%	1.27	35.6%	1.24	36.8%	1.20	36.8%	1.20
Medical Assistance	\$36,779,913	9.6%	10.4%	0.93	8.9%	1.07	8.5%	1.13	8.1%	1.18
Commercial	\$46,297,594	12.1%	14.7%	0.82	15.3%	0.79	12.8%	0.94	19.4%	0.62
Charity Care	\$4,128,955	1.1%	1.0%	1.12	1.0%	1.12	0.9%	1.21	1.0%	1.04
Bad Debt	\$5,383,056	1.4%	1.1%	1.32	1.1%	1.26	1.4%	1.03	1.3%	1.06
All Other	\$15,064,719	3.9%	2.2%	1.82	2.1%	1.83	2.1%	1.87	3.2%	1.21
Total Deductions	\$277,193,084	72.3%	64.2%	1.13	64.1%	1.13	62.4%	1.16	70.0%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	15.0%	5.5%	2.71	3.5%	4.32	3.4%	4.41	18.4%	0.81	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	N/A	N/A	4.5%	N/A	789.3%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$52,036,041	43.8%	44.0%	0.99	47.1%	0.93	46.0%	0.95	49.4%	0.89
Supplies & Services	\$52,770,831	44.4%	49.2%	0.90	45.7%	0.97	46.6%	0.95	42.1%	1.06
Capital Component	\$14,126,626	11.9%	6.8%	1.75	7.2%	1.64	7.4%	1.60	8.6%	1.38
Fiscal Statistics										
Operating Margin (%)	5.0%	9.1%	0.55	10.6%	0.47	8.2%	0.61	10.3%	0.49	
Total Hospital Net Income (%)	4.1%	10.3%	0.39	10.5%	0.39	8.6%	0.47	-1.7%	N/A	
Return on Equity (%)	2.4%	6.0%	0.41	7.1%	0.35	5.8%	0.42	-0.9%	N/A	
Current Ratio	3.1	4.7	0.66	4.5	0.69	4.4	0.71	1.5	2.10	
Days in Net Patient Accounts Receivable	46.0	64.0	0.72	51.1	0.90	49.0	0.94	48.4	0.95	
Average Payment Period	52.2	56.5	0.92	60.2	0.87	41.1	1.27	62.0	0.84	
Equity Financing (%)	50.5%	69.2%	0.73	74.2%	0.68	81.8%	0.62	50.7%	1.00	
Long-Term Debt to Equity Ratio	0.8	0.3	2.96	0.2	4.24	0.1	7.68	0.8	1.01	
Times Interest Earned	3.2	13.4	0.24	13.3	0.24	14.1	0.23	-1.4	N/A	
Total Asset Turnover	0.6	0.6	1.06	0.7	0.90	0.7	0.90	0.6	1.03	
Average Age of Plant (Years)	0.8	12.6	0.06	10.6	0.07	9.6	0.08	7.2	0.10	
Increase (Decrease) Total Net Patient Revenue	3.9%	7.3%	0.53	6.6%	0.59	2.8%	1.39	11.0%	0.35	
Outpatient Gross Revenue (% of Total GPR)	77.2%	63.3%	1.22	72.4%	1.07	71.9%	1.07	75.2%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,237	\$16,906	0.61	\$13,311	0.77	\$12,065	0.85	\$9,705	1.05	
Inpatient Net Revenue per Day	\$2,801	\$3,675	0.76	\$3,405	0.82	\$3,161	0.89	\$2,976	0.94	
Outpatient Net Revenue per Visit	\$218	\$703	0.31	\$549	0.40	\$614	0.36	\$222	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$383,591,466	Cash & Cash Equivalents	\$29,688,046	Current Liabilities	\$15,714,163
Less Deductions	\$277,193,084	Net Patient Receivables	\$13,423,387	Long-Term Debt	\$79,235,000
Net Patient Revenue	\$106,398,382	Other Receivables	\$683,030	Other Liabilities	\$7,354,415
Plus Other Revenue	\$18,781,487			Subtotal	\$102,303,578
Total Revenue	\$125,179,871	Land, Buildings & Equipment (Net)	\$156,408,719	Unrestricted Fund Balance	\$104,546,815
Less Expenses	\$118,933,498	Other Assets	\$6,647,207	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,208,687	Total Assets	\$206,850,389	Total Liabilities & Fund Balance	\$206,850,393
Net Income	\$5,037,686				

069 Marshfield Medical Center
 611 St Joseph Avenue
 Marshfield, WI 54449
 715-387-1713

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Wood
 Analysis Area: North Central (6)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	82.2%	55.2%	1.49	59.6%	1.38	71.0%	1.16	98.7%	0.83
Obstetrics	159.9%	38.0%	4.21	37.4%	0.26	50.6%	3.16	109.4%	1.46
Pediatrics	122.9%	51.3%	2.40	109.4%	1.12	38.2%	3.22	104.4%	1.18
Total Hospital	93.2%	57.4%	1.62	63.9%	1.46	69.3%	1.35	99.6%	0.94
Average Census (Patients)									
Adult Medical-Surgical	124.9	26.0	4.80	21.4	5.85	106.3	1.17	128.3	0.97
Obstetrics	9.6	4.9	1.94	3.6	2.65	14.5	0.66	9.8	0.97
Pediatrics	9.8	1.3	7.64	0.8	12.78	3.2	7.64	12.5	0.79
Total Hospital	186.3	49.0	3.80	39.1	4.77	202.8	0.92	195.2	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	4.8	4.1	1.18	3.8	1.25	4.6	1.04	4.9	0.97
Obstetrics	3.5	2.6	1.38	2.6	1.35	2.7	1.30	3.4	1.04
Pediatrics	3.0	3.3	0.88	2.9	1.01	3.3	0.89	3.3	0.88
Total Hospital	5.3	4.5	1.17	4.2	1.26	5.0	1.05	5.4	0.97
Surgical Operations									
Inpatient	5,331	1,426	3.74	1,304	4.09	5,403	0.99	4,569	1.17
Outpatient	17,855	4,581	3.90	3,131	5.70	16,162	1.10	1,701	10.50
Inpatient as % of All Surgeries	23.0%	23.7%	0.97	29.4%	0.78	25.1%	0.92	72.9%	0.32
Outpatient Visits									
Non-Emergency Visits	412,094	144,376	2.85	109,429	3.77	476,432	0.86	27,767	14.84
Emergency Visits	22,566	17,768	1.27	12,684	1.78	47,460	0.48	23,247	0.97
Full-Time Equivalents (FTEs)									
Administrators	142.9	23.0	6.21	33.8	4.22	71.8	1.99	39.7	3.60
Nurses, Licensed	760.2	251.3	3.03	182.8	4.16	913.4	0.83	451.1	1.69
Ancillary Nursing Personnel	63.4	39.7	1.60	28.6	2.21	148.8	0.43	55.4	1.14
All Other Personnel	2,152.8	509.3	4.23	375.9	5.73	1,805.9	1.19	668.6	3.22
Total FTEs	3,119.2	823.3	3.79	621.2	5.02	2,940.0	1.06	1,214.7	2.57
FTEs per 100 Patient Census (Adjusted)									
Administrators	27.1	17.0	1.59	29.6	0.91	14.7	1.84	15.3	1.77
Nurses, Licensed	143.9	185.7	0.78	160.0	0.90	186.4	0.77	173.9	0.83
Ancillary Nursing Personnel	12.0	29.3	0.41	25.1	0.48	30.4	0.39	21.4	0.56
All Other Personnel	407.6	376.3	1.08	329.2	1.24	368.6	1.11	257.8	1.58
Total FTEs	590.6	608.3	0.97	543.8	1.09	600.1	0.98	468.4	1.26

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	200	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	4
Discharges	12,917	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	969
Inpatient Days	68,011			Inpatient Days	0	Newborn Days	1,801

069 Marshfield Medical Center
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	152	9,487	45,580	82.2%	124.9	4.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	6	116	1,972	90.0%	5.4	17.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	8	1,213	3,589	122.9%	9.8	3.0
Obstetrics	1	6	997	3,501	159.9%	9.6	3.5
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	20	734	7,139	97.8%	19.6	9.7
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	2	112	1,342	183.8%	3.7	12.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	258	4,888	223.2%	13.4	18.9
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	111	48	142.9	Surgical Personnel	25	40	47.9
Physicians & Dentists	230	119	279.5	Radiological Services Personnel	23	19	31.9
Medical & Dental Residents	73	1	73.5	Respiratory Therapists	18	34	35.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	17	11.9
Registered Nurses	355	539	663.2	Occupational Therapy Assistants/Aides	0	4	2.2
Certified Nurse Midwives	1	0	1.0	Physical Therapists	8	15	16.8
Licensed Practical Nurses	5	4	6.7	Physical Therapy Assistants/Aides	1	3	2.3
Ancillary Nursing Personnel	31	106	63.4	Recreational Therapists	0	2	1.1
Physician Assistants	24	13	30.1	Dietitians & Nutritionists	4	8	7.6
Nurse Practitioners	37	38	56.8	Psychologists	14	1	14.8
Certified Registered Nurse Anesthetists	24	10	25.1	Social Workers	14	8	19.6
Clinical Nurse Specialists	7	3	7.4	All Other Health Professionals	509	407	731.4
Health Info Mgmt-Administrators/Technicians	1	1	1.8	All Other Personnel	366	278	521.5
Pharmacy Personnel	41	23	49.1				
Clinical Laboratory Personnel	68	11	80.6				
				Total	2,137	1,829	3,119.2

069 Marshfield Medical Center

Marshfield, WI 54449

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$872,930,757	50.6%	46.3%	1.09	50.7%	1.00	46.7%	1.08	55.4%	0.91
Medical Assistance	\$226,111,409	13.1%	13.6%	0.96	13.1%	1.00	12.6%	1.04	15.8%	0.83
Commercial	\$578,326,317	33.5%	35.3%	0.95	32.1%	1.04	35.1%	0.96	25.7%	1.30
All Other	\$47,614,308	2.8%	4.8%	0.58	4.1%	0.67	5.6%	0.49	3.1%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$679,081,391	39.4%	34.9%	1.13	36.8%	1.07	36.2%	1.09	38.0%	1.04
Medical Assistance	\$170,843,418	9.9%	10.4%	0.96	10.1%	0.99	9.8%	1.01	11.5%	0.86
Commercial	\$163,826,345	9.5%	14.7%	0.65	8.8%	1.09	15.6%	0.61	5.8%	1.65
Charity Care	\$4,732,247	0.3%	1.0%	0.28	0.8%	0.36	0.9%	0.30	0.8%	0.35
Bad Debt	\$5,825,946	0.3%	1.1%	0.32	1.0%	0.35	0.9%	0.38	0.7%	0.47
All Other	\$14,294,603	0.8%	2.2%	0.38	2.0%	0.41	2.5%	0.34	1.4%	0.58
Total Deductions	\$1,038,603,950	60.2%	64.2%	0.94	59.3%	1.01	66.0%	0.91	58.1%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.3%	5.5%	0.23	3.1%	0.40	6.8%	0.18	0.8%	1.50
Net Gains/Losses as % of Net Income		0.0%	13.2%	N/A	18.4%	N/A	13.1%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$316,534,984	45.2%	44.0%	1.03	42.1%	1.07	42.7%	1.06	31.6%	1.43
Supplies & Services	\$352,770,076	50.4%	49.2%	1.02	52.0%	0.97	51.1%	0.99	60.2%	0.84
Capital Component	\$30,845,804	4.4%	6.8%	0.65	5.9%	0.74	6.2%	0.71	8.1%	0.54
Fiscal Statistics										
Operating Margin (%)		-0.7%	9.1%	N/A	5.2%	N/A	9.5%	N/A	7.2%	N/A
Total Hospital Net Income (%)		-0.7%	10.3%	N/A	6.3%	N/A	10.8%	N/A	7.2%	N/A
Return on Equity (%)		-0.2%	6.0%	N/A	3.2%	N/A	7.7%	N/A	3.4%	N/A
Current Ratio		2.3	4.7	0.48	2.6	0.85	5.5	0.41	9.6	0.23
Days in Net Patient Accounts Receivable		122.7	64.0	1.92	77.6	1.58	55.7	2.20	104.9	1.17
Average Payment Period		143.7	56.5	2.55	74.6	1.93	45.6	3.15	42.4	3.39
Equity Financing (%)		46.4%	69.2%	0.67	55.8%	0.83	72.1%	0.64	14.7%	3.16
Long-Term Debt to Equity Ratio		0.8	0.3	3.31	0.5	1.60	0.2	4.64	5.3	0.16
Times Interest Earned		0.0	13.4	N/A	15.9	N/A	15.5	N/A	0.0	N/A
Total Asset Turnover		0.3	0.6	0.46	0.5	0.53	0.7	0.38	0.5	0.56
Average Age of Plant (Years)		25.7	12.6	2.05	13.7	1.87	12.1	2.12	4.3	6.05
Increase (Decrease) Total Net Patient Revenue		113.2%	7.3%	15.56	25.3%	4.47	8.9%	12.67	9.7%	11.65
Outpatient Gross Revenue (% of Total GPR)		64.6%	63.3%	1.02	65.8%	0.98	58.2%	1.11	24.9%	2.60
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$20,324	\$16,906	1.20	\$14,935	1.36	\$19,324	1.05	\$18,656	1.09
Inpatient Net Revenue per Day		\$3,844	\$3,675	1.05	\$3,551	1.08	\$3,829	1.00	\$3,446	1.12
Outpatient Net Revenue per Visit		\$989	\$703	1.41	\$810	1.22	\$741	1.33	\$1,616	0.61

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,724,982,792	Cash & Cash Equivalents	\$115,555,000	Current Liabilities	\$264,192,000
Less Deductions	\$1,038,603,950	Net Patient Receivables	\$230,731,000	Long-Term Debt	\$1,031,216,000
Net Patient Revenue	\$686,378,842	Other Receivables	\$134,541,000	Other Liabilities	\$107,600,000
Plus Other Revenue	\$8,747,376			Subtotal	\$1,403,008,000
Total Revenue	\$695,126,217	Land, Buildings & Equipment (Net)	\$969,112,000	Unrestricted Fund Balance	\$1,215,712,000
Less Expenses	\$700,150,864	Other Assets	\$1,168,781,000	Restricted Fund Balance	\$186,924,000
Non-Operating Gains/Losses	\$0	Total Assets	\$2,618,720,000	Total Liabilities & Fund Balance	\$2,618,720,000
Net Income	-\$5,024,645				

070 Mile Bluff Medical Center
 1050 Division Street
 Mauston, WI 53948
 608-847-6161

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Juneau
 Analysis Area: North Central (6)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	92.0%	55.2%	1.67	59.6%	1.54	35.3%	2.60	159.0%	0.58
Obstetrics	75.1%	38.0%	1.98	37.4%	0.02	22.7%	3.31	80.3%	0.94
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	89.9%	57.4%	1.57	63.9%	1.41	35.5%	2.53	143.2%	0.63
Average Census (Patients)									
Adult Medical-Surgical	6.4	26.0	0.25	21.4	0.30	6.5	1.00	6.4	1.01
Obstetrics	0.8	4.9	0.15	3.6	0.21	0.9	0.84	0.8	0.94
Pediatrics	0.0	1.3	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.2	49.0	0.15	39.1	0.18	8.7	0.83	7.2	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.1	0.78	3.8	0.82	3.0	1.07	3.2	0.99
Obstetrics	2.0	2.6	0.79	2.6	0.77	2.2	0.93	2.1	0.96
Pediatrics	0.0	3.3	N/A	2.9	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.0	4.5	0.67	4.2	0.71	3.2	0.94	3.0	0.99
Surgical Operations									
Inpatient	287	1,426	0.20	1,304	0.22	302	0.95	265	1.08
Outpatient	1,565	4,581	0.34	3,131	0.50	1,419	1.10	1,456	1.07
Inpatient as % of All Surgeries	15.5%	23.7%	0.65	29.4%	0.53	17.6%	0.88	15.4%	1.01
Outpatient Visits									
Non-Emergency Visits	163,623	144,376	1.13	109,429	1.50	63,228	2.59	168,551	0.97
Emergency Visits	8,457	17,768	0.48	12,684	0.67	8,308	1.02	8,739	0.97
Full-Time Equivalents (FTEs)									
Administrators	37.0	23.0	1.61	33.8	1.09	11.1	3.33	35.0	1.06
Nurses, Licensed	82.9	251.3	0.33	182.8	0.45	78.4	1.06	75.8	1.09
Ancillary Nursing Personnel	7.8	39.7	0.20	28.6	0.27	13.7	0.57	9.7	0.80
All Other Personnel	369.2	509.3	0.72	375.9	0.98	191.7	1.93	372.7	0.99
Total FTEs	496.8	823.3	0.60	621.2	0.80	294.9	1.68	493.3	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	86.9	17.0	5.11	29.6	2.93	28.7	3.03	81.4	1.07
Nurses, Licensed	194.5	185.7	1.05	160.0	1.22	202.2	0.96	176.5	1.10
Ancillary Nursing Personnel	18.3	29.3	0.62	25.1	0.73	35.2	0.52	22.5	0.81
All Other Personnel	866.6	376.3	2.30	329.2	2.63	494.1	1.75	867.3	1.00
Total FTEs	1,166.3	608.3	1.92	543.8	2.14	760.1	1.53	1,147.8	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	8	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	1
Discharges	879	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	135
Inpatient Days	2,625			Inpatient Days	0	Newborn Days	237

070 Mile Bluff Medical Center
Mauston, WI 53948

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	7	743	2,351	92.0%	6.4	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	1	136	274	75.1%	0.8	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	33	5	37.0	Surgical Personnel	4	1	4.9
Physicians & Dentists	25	5	27.5	Radiological Services Personnel	16	4	18.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	3	5.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	2.1
Registered Nurses	63	22	72.9	Occupational Therapy Assistants/Aides	1	3	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	4	2.9
Licensed Practical Nurses	3	2	3.4	Physical Therapy Assistants/Aides	1	3	1.5
Ancillary Nursing Personnel	7	10	7.8	Recreational Therapists	0	0	0.0
Physician Assistants	10	1	10.5	Dietitians & Nutritionists	1	2	1.6
Nurse Practitioners	1	1	1.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	1	1	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	55	8	57.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	151	46	172.0
Pharmacy Personnel	20	2	21.7				
Clinical Laboratory Personnel	8	5	10.2				
				Total	439	131	496.8

070 Mile Bluff Medical Center
Mauston, WI 53948

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$87,063,434	43.9%	46.3%	0.95	50.7%	0.87	45.9%	0.96	41.2%	1.07
Medical Assistance	\$38,233,721	19.3%	13.6%	1.42	13.1%	1.47	12.4%	1.55	19.8%	0.97
Commercial	\$62,060,425	31.3%	35.3%	0.89	32.1%	0.98	36.6%	0.86	33.8%	0.93
All Other	\$10,742,131	5.4%	4.8%	1.13	4.1%	1.32	5.1%	1.07	5.2%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$64,323,816	32.5%	34.9%	0.93	36.8%	0.88	28.9%	1.12	30.9%	1.05
Medical Assistance	\$26,464,800	13.4%	10.4%	1.29	10.1%	1.33	8.3%	1.61	14.2%	0.94
Commercial	\$15,989,019	8.1%	14.7%	0.55	8.8%	0.92	13.0%	0.62	10.3%	0.78
Charity Care	\$3,320,784	1.7%	1.0%	1.74	0.8%	2.19	1.1%	1.56	1.5%	1.11
Bad Debt	\$2,759,682	1.4%	1.1%	1.31	1.0%	1.46	1.9%	0.73	1.1%	1.26
All Other	\$2,657,613	1.3%	2.2%	0.62	2.0%	0.66	2.5%	0.55	1.2%	1.09
Total Deductions	\$115,515,714	58.3%	64.2%	0.91	59.3%	0.98	55.7%	1.05	59.3%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.8%	5.5%	1.23	3.1%	2.18	6.0%	1.14	5.1%	1.33	
Net Gains/Losses as % of Net Income	15.5%	13.2%	1.18	18.4%	0.84	15.2%	1.02	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,680,496	63.0%	44.0%	1.43	42.1%	1.50	51.6%	1.22	59.0%	1.07
Supplies & Services	\$27,023,991	31.1%	49.2%	0.63	52.0%	0.60	40.7%	0.76	34.9%	0.89
Capital Component	\$5,106,851	5.9%	6.8%	0.86	5.9%	0.99	7.7%	0.76	6.1%	0.96
Fiscal Statistics										
Operating Margin (%)	2.1%	9.1%	0.23	5.2%	0.40	7.0%	0.29	-2.2%	N/A	
Total Hospital Net Income (%)	2.4%	10.3%	0.24	6.3%	0.39	8.2%	0.30	-1.8%	N/A	
Return on Equity (%)	3.1%	6.0%	0.52	3.2%	0.98	2.2%	1.45	-2.4%	N/A	
Current Ratio	4.3	4.7	0.92	2.6	1.63	3.1	1.40	4.9	0.89	
Days in Net Patient Accounts Receivable	53.9	64.0	0.84	77.6	0.69	140.0	0.39	58.6	0.92	
Average Payment Period	39.1	56.5	0.69	74.6	0.52	146.6	0.27	32.1	1.22	
Equity Financing (%)	0.0%	69.2%	N/A	55.8%	N/A	56.4%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.5	N/A	0.6	N/A	0.0	N/A	
Times Interest Earned	2.4	13.4	0.18	15.9	0.15	9.0	0.27	0.0	N/A	
Total Asset Turnover	1.3	0.6	2.23	0.5	2.57	0.3	4.93	1.3	0.99	
Average Age of Plant (Years)	17.8	12.6	1.42	13.7	1.30	23.9	0.75	17.4	1.03	
Increase (Decrease) Total Net Patient Revenue	2.1%	7.3%	0.29	25.3%	0.08	7.2%	0.29	0.8%	2.61	
Outpatient Gross Revenue (% of Total GPR)	83.2%	63.3%	1.31	65.8%	1.27	77.9%	1.07	83.3%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,625	\$16,906	1.04	\$14,935	1.18	\$13,622	1.29	\$17,132	1.03	
Inpatient Net Revenue per Day	\$5,936	\$3,675	1.62	\$3,551	1.67	\$4,079	1.46	\$5,686	1.04	
Outpatient Net Revenue per Visit	\$406	\$703	0.58	\$810	0.50	\$592	0.69	\$385	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$198,099,711	Cash & Cash Equivalents	\$17,858,763	Current Liabilities	\$8,962,860
Less Deductions	\$115,515,714	Net Patient Receivables	\$12,199,973	Long-Term Debt	\$26,087,133
Net Patient Revenue	\$82,583,997	Other Receivables	\$1,395,000	Other Liabilities	\$0
Plus Other Revenue	\$6,053,685			Subtotal	\$35,049,993
Total Revenue	\$88,637,682	Land, Buildings & Equipment (Net)	\$25,871,613	Unrestricted Fund Balance	\$0
Less Expenses	\$86,811,338	Other Assets	\$12,019,952	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$334,775			Total Liabilities & Fund Balance	\$35,049,993
Net Income	\$2,161,119	Total Assets	\$69,345,301		

071 Aspirus Medford Hospital & Clinics, Inc
 135 S Gibson Street
 Medford, WI 54451
 715-748-8100

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Taylor
 Analysis Area: North Central (6)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	19.5%	55.2%	0.35	59.6%	0.33	40.9%	0.48	15.2%	1.28
Obstetrics	29.1%	38.0%	0.77	37.4%	0.04	25.8%	1.13	35.7%	0.81
Pediatrics	1.1%	51.3%	0.02	109.4%	0.01	1.1%	1.00	7.7%	0.14
Total Hospital	20.0%	57.4%	0.35	63.9%	0.31	41.6%	0.48	18.8%	1.06
Average Census (Patients)									
Adult Medical-Surgical	3.1	26.0	0.12	21.4	0.15	10.2	0.30	2.4	1.28
Obstetrics	1.5	4.9	0.29	3.6	0.40	1.8	0.80	1.8	0.81
Pediatrics	0.0	1.3	0.01	0.8	0.01	0.0	0.01	0.1	0.14
Total Hospital	5.0	49.0	0.10	39.1	0.13	17.6	0.28	4.7	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.1	0.75	3.8	0.80	3.1	1.00	2.9	1.07
Obstetrics	2.5	2.6	0.97	2.6	0.95	2.2	1.13	2.5	1.01
Pediatrics	1.3	3.3	0.40	2.9	0.45	2.2	0.61	1.9	0.71
Total Hospital	2.8	4.5	0.62	4.2	0.67	3.3	0.84	2.6	1.07
Surgical Operations									
Inpatient	131	1,426	0.09	1,304	0.10	479	0.27	134	0.98
Outpatient	1,471	4,581	0.32	3,131	0.47	1,923	0.76	1,405	1.05
Inpatient as % of All Surgeries	8.2%	23.7%	0.34	29.4%	0.28	19.9%	0.41	8.7%	0.94
Outpatient Visits									
Non-Emergency Visits	77,768	144,376	0.54	109,429	0.71	67,442	1.15	75,692	1.03
Emergency Visits	8,645	17,768	0.49	12,684	0.68	12,660	0.68	8,903	0.97
Full-Time Equivalents (FTEs)									
Administrators	25.0	23.0	1.09	33.8	0.74	12.7	1.96	4.0	6.25
Nurses, Licensed	116.9	251.3	0.47	182.8	0.64	102.4	1.14	103.6	1.13
Ancillary Nursing Personnel	16.7	39.7	0.42	28.6	0.58	17.0	0.98	14.2	1.18
All Other Personnel	248.9	509.3	0.49	375.9	0.66	220.5	1.13	234.6	1.06
Total FTEs	407.5	823.3	0.49	621.2	0.66	352.5	1.16	356.3	1.14
FTEs per 100 Patient Census (Adjusted)									
Administrators	48.0	17.0	2.82	29.6	1.62	19.4	2.48	8.3	5.75
Nurses, Licensed	224.4	185.7	1.21	160.0	1.40	155.7	1.44	216.1	1.04
Ancillary Nursing Personnel	32.0	29.3	1.09	25.1	1.28	25.8	1.24	29.5	1.08
All Other Personnel	477.8	376.3	1.27	329.2	1.45	335.3	1.42	489.5	0.98
Total FTEs	782.1	608.3	1.29	543.8	1.44	536.2	1.46	743.4	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	5
Discharges	652	Preferred Provider Organization (PPO)	Yes	Discharges	18	Total Births	202
Inpatient Days	1,822			Inpatient Days	401	Newborn Days	406

071 Aspirus Medford Hospital & Clinics, Inc
 Medford, WI 54451

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	372	1,137	19.5%	3.1	3.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	1	3	4	1.1%	0.0	1.3
Obstetrics	1	5	214	531	29.1%	1.5	2.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	63	150	13.7%	0.4	2.4
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	25	0	25.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	16	2	16.6	Radiological Services Personnel	14	5	16.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	0	8.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	80	20	87.7	Occupational Therapy Assistants/Aides	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	1	9.4
Licensed Practical Nurses	6	1	6.0	Physical Therapy Assistants/Aides	6	3	6.6
Ancillary Nursing Personnel	13	44	16.7	Recreational Therapists	0	0	0.0
Physician Assistants	5	2	5.6	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	16	4	17.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	1	6.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	18	28.9
Health Info Mgmt-Administrators/Technicians	0	1	0.5	All Other Personnel	75	57	86.2
Pharmacy Personnel	19	3	19.6				
Clinical Laboratory Personnel	13	3	14.8				
				Total	370	168	407.5

071 Aspirus Medford Hospital & Clinics, Inc
Medford, WI 54451

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$58,019,302	42.6%	46.3%	0.92	50.7%	0.84	49.1%	0.87	41.2%	1.03
Medical Assistance	\$19,968,284	14.7%	13.6%	1.08	13.1%	1.12	10.9%	1.34	14.3%	1.02
Commercial	\$54,559,249	40.1%	35.3%	1.14	32.1%	1.25	36.4%	1.10	42.1%	0.95
All Other	\$3,533,060	2.6%	4.8%	0.54	4.1%	0.63	3.5%	0.73	2.3%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$33,083,783	24.3%	34.9%	0.70	36.8%	0.66	35.9%	0.68	22.5%	1.08
Medical Assistance	\$13,368,705	9.8%	10.4%	0.95	10.1%	0.98	8.3%	1.19	10.5%	0.94
Commercial	\$12,086,626	8.9%	14.7%	0.60	8.8%	1.02	14.2%	0.63	9.0%	0.99
Charity Care	\$1,719,144	1.3%	1.0%	1.31	0.8%	1.65	1.3%	0.95	2.3%	0.55
Bad Debt	\$1,887,316	1.4%	1.1%	1.31	1.0%	1.45	1.2%	1.13	0.7%	1.92
All Other	\$845,570	0.6%	2.2%	0.29	2.0%	0.31	1.3%	0.47	0.5%	1.31
Total Deductions	\$62,991,144	46.3%	64.2%	0.72	59.3%	0.78	62.3%	0.74	45.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.5%	5.5%	1.18	3.1%	2.08	3.2%	2.02	6.9%	0.95	
Net Gains/Losses as % of Net Income	31.7%	13.2%	2.40	18.4%	1.72	29.1%	1.09	37.3%	0.85	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,184,877	51.7%	44.0%	1.17	42.1%	1.23	44.1%	1.17	49.8%	1.04
Supplies & Services	\$28,914,749	41.3%	49.2%	0.84	52.0%	0.79	47.4%	0.87	43.2%	0.96
Capital Component	\$4,946,492	7.1%	6.8%	1.04	5.9%	1.19	8.5%	0.83	7.0%	1.00
Fiscal Statistics										
Operating Margin (%)	10.4%	9.1%	1.15	5.2%	2.00	5.4%	1.94	7.6%	1.36	
Total Hospital Net Income (%)	14.5%	10.3%	1.41	6.3%	2.30	7.4%	1.96	11.6%	1.25	
Return on Equity (%)	8.2%	6.0%	1.37	3.2%	2.59	4.7%	1.74	6.6%	1.24	
Current Ratio	5.3	4.7	1.13	2.6	2.00	4.8	1.11	4.8	1.11	
Days in Net Patient Accounts Receivable	65.9	64.0	1.03	77.6	0.85	49.3	1.34	55.6	1.19	
Average Payment Period	46.0	56.5	0.81	74.6	0.62	48.1	0.95	47.4	0.97	
Equity Financing (%)	80.7%	69.2%	1.17	55.8%	1.45	74.4%	1.09	78.9%	1.02	
Long-Term Debt to Equity Ratio	0.1	0.3	0.57	0.5	0.27	0.2	0.75	0.2	0.86	
Times Interest Earned	20.6	13.4	1.54	15.9	1.30	7.5	2.77	15.9	1.30	
Total Asset Turnover	0.5	0.6	0.94	0.5	1.09	0.6	0.86	0.5	0.99	
Average Age of Plant (Years)	10.3	12.6	0.82	13.7	0.75	10.2	1.01	9.8	1.05	
Increase (Decrease) Total Net Patient Revenue	7.6%	7.3%	1.05	25.3%	0.30	4.2%	1.81	5.5%	1.38	
Outpatient Gross Revenue (% of Total GPR)	89.3%	63.3%	1.41	65.8%	1.36	72.8%	1.23	89.4%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,240	\$16,906	0.84	\$14,935	0.95	\$11,314	1.26	\$13,517	1.05	
Inpatient Net Revenue per Day	\$3,913	\$3,675	1.06	\$3,551	1.10	\$3,281	1.19	\$3,804	1.03	
Outpatient Net Revenue per Visit	\$757	\$703	1.08	\$810	0.93	\$705	1.07	\$703	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$136,079,895	Cash & Cash Equivalents	\$23,069,954	Current Liabilities	\$8,301,467
Less Deductions	\$62,991,144	Net Patient Receivables	\$13,203,756	Long-Term Debt	\$17,014,177
Net Patient Revenue	\$73,088,751	Other Receivables	\$517,533	Other Liabilities	\$1,833,003
Plus Other Revenue	\$5,094,112			Subtotal	\$27,148,647
Total Revenue	\$78,182,867	Land, Buildings & Equipment (Net)	\$30,327,310	Unrestricted Fund Balance	\$116,712,026
Less Expenses	\$70,046,118	Other Assets	\$77,494,200	Restricted Fund Balance	\$1,833,003
Non-Operating Gains/Losses	\$3,771,693			Total Liabilities & Fund Balance	\$143,860,673
Net Income	\$11,908,442	Total Assets	\$144,612,753		

072 Froedtert Menomonee Falls Hospital
W180 N8085 Town Hall Road
Menomonee Falls, WI 53051
262-251-1000

Fiscal Year: 07/01 to 06/30
Type: GMS
General Medical & Surgical
Control: Other Not-For-Profit

County: Waukesha
Analysis Area: Southeastern (2A)
Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.6%	55.2%	1.04	58.8%	0.98	50.7%	1.14	51.9%	1.11
Obstetrics	28.3%	38.0%	0.75	30.5%	0.17	34.4%	0.82	29.0%	0.98
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	52.1%	57.4%	0.91	54.8%	0.95	54.8%	0.95	48.8%	1.07
Average Census (Patients)									
Adult Medical-Surgical	51.3	26.0	1.97	31.7	1.62	27.5	1.87	46.2	1.11
Obstetrics	5.1	4.9	1.03	5.2	0.98	6.2	0.83	5.2	0.98
Pediatrics	0.0	1.3	N/A	0.1	N/A	4.2	N/A	0.0	N/A
Total Hospital	105.2	49.0	2.15	61.6	1.71	63.1	1.67	98.6	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.81	3.7	0.89	3.6	0.91	3.2	1.05
Obstetrics	2.4	2.6	0.96	2.3	1.06	2.5	0.97	2.5	0.99
Pediatrics	0.0	3.3	N/A	2.7	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.9	4.5	0.86	4.0	0.97	4.3	0.90	3.8	1.01
Surgical Operations									
Inpatient	3,506	1,426	2.46	1,468	2.39	1,501	2.34	3,506	1.00
Outpatient	4,440	4,581	0.97	4,147	1.07	5,596	0.79	4,807	0.92
Inpatient as % of All Surgeries	44.1%	23.7%	1.86	26.1%	1.69	21.2%	2.09	42.2%	1.05
Outpatient Visits									
Non-Emergency Visits	87,952	144,376	0.61	165,725	0.53	193,333	0.45	75,116	1.17
Emergency Visits	28,722	17,768	1.62	24,778	1.16	29,751	0.97	33,353	0.86
Full-Time Equivalents (FTEs)									
Administrators	93.9	23.0	4.08	24.0	3.92	31.4	2.99	89.9	1.05
Nurses, Licensed	368.4	251.3	1.47	290.2	1.27	357.1	1.03	347.5	1.06
Ancillary Nursing Personnel	59.6	39.7	1.50	45.9	1.30	53.7	1.11	56.1	1.06
All Other Personnel	727.3	509.3	1.43	567.1	1.28	692.3	1.05	711.4	1.02
Total FTEs	1,249.2	823.3	1.52	927.1	1.35	1,134.4	1.10	1,204.9	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	41.6	17.0	2.45	13.1	3.18	16.1	2.58	46.6	0.89
Nurses, Licensed	163.3	185.7	0.88	158.4	1.03	183.4	0.89	180.1	0.91
Ancillary Nursing Personnel	26.4	29.3	0.90	25.0	1.06	27.6	0.96	29.1	0.91
All Other Personnel	322.4	376.3	0.86	309.5	1.04	355.6	0.91	368.7	0.87
Total FTEs	553.8	608.3	0.91	506.1	1.09	582.6	0.95	624.4	0.89

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	202	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	9,940	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	750
Inpatient Days	38,394			Inpatient Days	0	Newborn Days	1,495

072 Froedtert Menomonee Falls Hospital
Menomonee Falls, WI 53051

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	89	5,642	18,707	57.6%	51.3	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	17	220	2,696	43.4%	7.4	12.3
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	763	1,860	28.3%	5.1	2.4
Psychiatric	1	16	1,054	4,404	75.4%	12.1	4.2
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	15	334	2,515	45.9%	6.9	7.5
Step-Down (Special Care)	1	39	1,882	7,837	55.1%	21.5	4.2
Neonatal Intensive/Intermediate Care	1	8	45	375	12.8%	1.0	8.3
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	91	4	93.9	Surgical Personnel	25	13	32.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	21	60	54.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	14	9	17.5
Dental Hygienists	0	0	0.0	Occupational Therapists	3	21	12.8
Registered Nurses	207	265	357.3	Occupational Therapy Assistants/Aides	1	1	1.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	22	18.4
Licensed Practical Nurses	2	1	2.7	Physical Therapy Assistants/Aides	0	5	1.7
Ancillary Nursing Personnel	19	80	59.6	Recreational Therapists	0	1	0.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.8
Nurse Practitioners	4	2	4.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	11	9	14.9
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	127	107	174.2
Health Info Mgmt-Administrators/Technicians	1	1	1.8	All Other Personnel	171	131	237.1
Pharmacy Personnel	100	44	121.7				
Clinical Laboratory Personnel	21	10	23.5				
				Total	838	795	1,249.2

072 Froedtert Menomonee Falls Hospital

Menomonee Falls, WI 53051

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	2A Value	Ratio	6 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$459,062,922	55.9%	46.3%	1.21	50.9%	1.10	41.9%	1.33	56.4%	0.99
Medical Assistance	\$62,695,265	7.6%	13.6%	0.56	10.1%	0.75	19.2%	0.40	7.4%	1.02
Commercial	\$260,606,302	31.7%	35.3%	0.90	36.0%	0.88	35.7%	0.89	32.6%	0.97
All Other	\$38,882,497	4.7%	4.8%	0.99	3.0%	1.60	3.3%	1.45	3.6%	1.32
Deductions as % of Total Gross Patient Revenue										
Medicare	\$362,452,972	44.1%	34.9%	1.26	40.8%	1.08	32.2%	1.37	44.1%	1.00
Medical Assistance	\$51,908,532	6.3%	10.4%	0.61	8.0%	0.79	14.2%	0.45	6.1%	1.04
Commercial	\$115,084,784	14.0%	14.7%	0.95	15.9%	0.88	13.6%	1.03	14.1%	0.99
Charity Care	\$3,166,850	0.4%	1.0%	0.40	1.1%	0.35	1.0%	0.38	0.5%	0.78
Bad Debt	\$7,596,073	0.9%	1.1%	0.87	1.1%	0.86	1.2%	0.80	0.9%	1.02
All Other	\$20,908,212	2.5%	2.2%	1.18	1.4%	1.84	1.5%	1.67	1.8%	1.45
Total Deductions	\$561,117,422	68.3%	64.2%	1.06	68.2%	1.00	63.7%	1.07	67.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	14.6%	5.5%	2.63	4.9%	3.00	3.9%	3.73	11.2%	1.30	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	N/A	N/A	14.4%	N/A	2,076.1%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$117,722,078	41.5%	44.0%	0.94	39.6%	1.05	44.1%	0.94	43.8%	0.95
Supplies & Services	\$148,067,490	52.3%	49.2%	1.06	51.8%	1.01	48.5%	1.08	49.4%	1.06
Capital Component	\$17,563,179	6.2%	6.8%	0.91	8.7%	0.71	7.4%	0.84	6.8%	0.92
Fiscal Statistics										
Operating Margin (%)	7.0%	9.1%	0.77	14.3%	0.49	9.4%	0.74	7.7%	0.91	
Total Hospital Net Income (%)	0.1%	10.3%	0.01	12.8%	0.01	10.8%	0.01	-0.4%	N/A	
Return on Equity (%)	0.2%	6.0%	0.03	8.8%	0.02	4.3%	0.05	-0.7%	N/A	
Current Ratio	5.4	4.7	1.15	9.4	0.57	4.3	1.26	4.6	1.17	
Days in Net Patient Accounts Receivable	42.3	64.0	0.66	48.9	0.86	85.1	0.50	42.5	0.99	
Average Payment Period	9.6	56.5	0.17	33.2	0.29	80.6	0.12	11.5	0.83	
Equity Financing (%)	75.8%	69.2%	1.10	82.0%	0.92	65.0%	1.17	80.5%	0.94	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	1.1	13.4	0.08	13.0	0.09	11.7	0.10	0.5	2.11	
Total Asset Turnover	2.1	0.6	3.63	0.7	2.99	0.4	5.32	1.8	1.18	
Average Age of Plant (Years)	11.8	12.6	0.94	9.5	1.23	14.3	0.83	11.3	1.04	
Increase (Decrease) Total Net Patient Revenue	10.6%	7.3%	1.46	4.1%	2.60	7.2%	1.48	15.6%	0.68	
Outpatient Gross Revenue (% of Total GPR)	52.9%	63.3%	0.84	64.9%	0.81	66.6%	0.79	49.3%	1.07	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,016	\$16,906	0.77	\$13,299	0.98	\$15,576	0.84	\$13,358	0.97	
Inpatient Net Revenue per Day	\$3,338	\$3,675	0.91	\$3,202	1.04	\$3,515	0.95	\$3,527	0.95	
Outpatient Net Revenue per Visit	\$1,186	\$703	1.69	\$685	1.73	\$685	1.73	\$1,066	1.11	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$821,246,986	Cash & Cash Equivalents	\$19,157	Current Liabilities	\$7,117,407
Less Deductions	\$561,117,422	Net Patient Receivables	\$30,138,101	Long-Term Debt	\$0
Net Patient Revenue	\$260,129,564	Other Receivables	\$26,058	Other Liabilities	\$28,263,048
Plus Other Revenue	\$44,421,259			Subtotal	\$35,380,455
Total Revenue	\$304,550,823	Land, Buildings & Equipment (Net)	\$99,960,530	Unrestricted Fund Balance	\$111,033,545
Less Expenses	\$283,352,747	Other Assets	\$16,270,154	Restricted Fund Balance	\$714,000
Non-Operating Gains/Losses	-\$20,913,724			Total Liabilities & Fund Balance	\$146,414,000
Net Income	\$284,352	Total Assets	\$146,414,000		

073 Mayo Clinic Health System - Red Cedar in Menomonie
 2321 Stout Road
 Menomonie, WI 54751
 715-235-5531

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Dunn
 Analysis Area: West Central (5A)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.0%	55.2%	0.80	42.1%	1.05	43.3%	1.02	31.9%	1.38
Obstetrics	25.3%	38.0%	0.66	26.3%	0.06	23.8%	1.06	27.0%	0.93
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.1%	57.4%	0.66	43.5%	0.88	44.0%	0.87	30.7%	1.24
Average Census (Patients)									
Adult Medical-Surgical	5.7	26.0	0.22	11.3	0.51	15.3	0.38	6.1	0.95
Obstetrics	1.5	4.9	0.31	1.9	0.81	2.1	0.71	1.6	0.93
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.2	49.0	0.15	18.5	0.39	27.3	0.27	7.7	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.82	3.6	0.91	3.4	0.96	3.1	1.07
Obstetrics	2.3	2.6	0.90	2.3	1.00	2.3	0.99	2.3	1.02
Pediatrics	0.0	3.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.5	0.68	3.9	0.78	3.7	0.83	2.9	1.06
Surgical Operations									
Inpatient	85	1,426	0.06	509	0.17	657	0.13	115	0.74
Outpatient	967	4,581	0.21	2,269	0.43	2,872	0.34	1,041	0.93
Inpatient as % of All Surgeries	8.1%	23.7%	0.34	18.3%	0.44	18.6%	0.43	9.9%	0.81
Outpatient Visits									
Non-Emergency Visits	95,040	144,376	0.66	78,013	1.22	115,084	0.83	95,441	1.00
Emergency Visits	12,234	17,768	0.69	8,412	1.45	13,821	0.89	11,916	1.03
Full-Time Equivalents (FTEs)									
Administrators	7.7	23.0	0.34	13.4	0.58	18.2	0.43	8.2	0.94
Nurses, Licensed	126.5	251.3	0.50	124.0	1.02	150.6	0.84	127.2	1.00
Ancillary Nursing Personnel	13.1	39.7	0.33	18.7	0.70	19.7	0.66	13.3	0.99
All Other Personnel	230.5	509.3	0.45	265.3	0.87	320.3	0.72	235.4	0.98
Total FTEs	377.9	823.3	0.46	421.4	0.90	508.8	0.74	384.0	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.8	17.0	0.75	20.2	0.63	18.2	0.70	13.6	0.94
Nurses, Licensed	209.7	185.7	1.13	186.6	1.12	151.1	1.39	210.4	1.00
Ancillary Nursing Personnel	21.7	29.3	0.74	28.1	0.77	19.8	1.10	21.9	0.99
All Other Personnel	382.0	376.3	1.01	399.1	0.96	321.5	1.19	389.5	0.98
Total FTEs	626.2	608.3	1.03	633.9	0.99	510.6	1.23	635.5	0.99

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	19	Health Maintenance Organization (HMO)	Yes	Average Beds Used	4	Bassinets	6
Discharges	871	Preferred Provider Organization (PPO)	Yes	Discharges	111	Total Births	239
Inpatient Days	2,643			Inpatient Days	1,341	Newborn Days	488

073 Mayo Clinic Health System - Red Cedar in Menomonie
Menomonie, WI 54751

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	629	2,090	44.0%	5.7	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	242	553	25.3%	1.5	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	5	7.7	Surgical Personnel	1	8	6.1
Physicians & Dentists	27	45	40.8	Radiological Services Personnel	10	14	15.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	6	6.3
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.1
Registered Nurses	40	83	86.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	12	13.1
Licensed Practical Nurses	9	39	26.2	Physical Therapy Assistants/Aides	3	4	5.9
Ancillary Nursing Personnel	7	14	13.1	Recreational Therapists	0	0	0.0
Physician Assistants	2	11	7.6	Dietitians & Nutritionists	0	3	1.3
Nurse Practitioners	6	8	9.8	Psychologists	0	2	0.3
Certified Registered Nurse Anesthetists	4	1	4.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	31	36.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	44	22	49.7
Pharmacy Personnel	7	17	12.6				
Clinical Laboratory Personnel	11	3	12.9				
				Total	218	360	377.9

073 Mayo Clinic Health System - Red Cedar in Menomonie

Menomonie, WI 54751

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$85,416,200	42.8%	46.3%	0.93	50.4%	0.85	51.1%	0.84	43.7%	0.98
Medical Assistance	\$26,844,394	13.5%	13.6%	0.99	11.5%	1.17	11.3%	1.19	14.0%	0.96
Commercial	\$81,100,309	40.7%	35.3%	1.15	34.7%	1.17	33.7%	1.21	39.3%	1.04
All Other	\$6,068,584	3.0%	4.8%	0.64	3.4%	0.90	3.9%	0.79	3.0%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$51,426,365	25.8%	34.9%	0.74	33.8%	0.76	36.8%	0.70	25.7%	1.00
Medical Assistance	\$19,162,190	9.6%	10.4%	0.93	8.0%	1.20	8.5%	1.13	10.5%	0.91
Commercial	\$17,705,151	8.9%	14.7%	0.60	10.5%	0.84	12.8%	0.69	8.8%	1.01
Charity Care	\$2,957,617	1.5%	1.0%	1.54	0.9%	1.66	0.9%	1.66	1.3%	1.18
Bad Debt	\$2,758,731	1.4%	1.1%	1.30	1.0%	1.39	1.4%	1.02	1.8%	0.76
All Other	\$1,809,683	0.9%	2.2%	0.42	1.5%	0.59	2.1%	0.43	0.5%	1.71
Total Deductions	\$95,819,737	48.0%	64.2%	0.75	55.8%	0.86	62.4%	0.77	48.6%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.6%	5.5%	0.84	3.2%	1.46	3.4%	1.36	4.4%	1.06
Net Gains/Losses as % of Net Income		25.6%	13.2%	1.94	52.1%	0.49	4.5%	5.66	19.2%	1.33
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,116,792	53.8%	44.0%	1.22	51.5%	1.05	46.0%	1.17	57.8%	0.93
Supplies & Services	\$39,680,570	42.6%	49.2%	0.87	43.3%	0.98	46.6%	0.91	38.1%	1.12
Capital Component	\$3,300,498	3.5%	6.8%	0.52	5.2%	0.69	7.4%	0.48	4.2%	0.84
Fiscal Statistics										
Operating Margin (%)		14.3%	9.1%	1.58	1.7%	8.30	8.2%	1.74	14.4%	1.00
Total Hospital Net Income (%)		18.3%	10.3%	1.78	3.5%	5.19	8.6%	2.13	17.2%	1.07
Return on Equity (%)		30.1%	6.0%	5.02	0.7%	40.23	5.8%	5.23	8.0%	3.79
Current Ratio		9.8	4.7	2.09	2.3	4.28	4.4	2.24	19.0	0.52
Days in Net Patient Accounts Receivable		54.6	64.0	0.85	168.6	0.32	49.0	1.11	56.5	0.97
Average Payment Period		18.2	56.5	0.32	192.0	0.09	41.1	0.44	10.3	1.77
Equity Financing (%)		76.5%	69.2%	1.11	52.0%	1.47	81.8%	0.94	93.9%	0.81
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		1,139.2	13.4	84.77	12.2	93.07	14.1	80.62	953.1	1.20
Total Asset Turnover		1.6	0.6	2.73	0.2	7.53	0.7	2.34	0.4	3.50
Average Age of Plant (Years)		13.4	12.6	1.07	38.0	0.35	9.6	1.40	11.3	1.19
Increase (Decrease) Total Net Patient Revenue		7.5%	7.3%	1.03	16.1%	0.46	2.8%	2.70	5.3%	1.41
Outpatient Gross Revenue (% of Total GPR)		88.0%	63.3%	1.39	72.3%	1.22	71.9%	1.22	87.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,061		\$16,906	1.01	\$14,502	1.18	\$12,065	1.41	\$16,187	1.05
Inpatient Net Revenue per Day	\$3,981		\$3,675	1.08	\$3,502	1.14	\$3,161	1.26	\$4,537	0.88
Outpatient Net Revenue per Visit	\$832		\$703	1.18	\$807	1.03	\$614	1.36	\$769	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$199,429,487	Cash & Cash Equivalents	\$49,384	Current Liabilities	\$4,485,111
Less Deductions	\$95,819,737	Net Patient Receivables	\$15,499,198	Long-Term Debt	\$0
Net Patient Revenue	\$103,609,750	Other Receivables	\$381,422	Other Liabilities	\$11,787,646
Plus Other Revenue	\$5,027,701			Subtotal	\$16,272,757
Total Revenue	\$108,637,451	Land, Buildings & Equipment (Net)	\$23,597,746	Unrestricted Fund Balance	\$53,060,659
Less Expenses	\$93,097,860	Other Assets	\$29,805,666	Restricted Fund Balance	\$502,222
Non-Operating Gains/Losses	\$5,339,162			Total Liabilities & Fund Balance	\$69,333,416
Net Income	\$20,878,753	Total Assets	\$69,333,416		

110 Ascension Columbia St. Mary's Hospital Ozaukee
 13111 N Port Washington Rd
 Mequon, WI 53097
 262-243-7300

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Ozaukee
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.0%	55.2%	0.74	58.8%	0.70	43.3%	0.95	48.0%	0.85
Obstetrics	21.0%	38.0%	0.55	30.5%	0.11	23.8%	0.88	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	45.6%	57.4%	0.79	54.8%	0.83	44.0%	1.04	54.3%	0.84
Average Census (Patients)									
Adult Medical-Surgical	26.2	26.0	1.01	31.7	0.83	15.3	1.72	30.7	0.85
Obstetrics	3.4	4.9	0.68	5.2	0.64	2.1	1.58	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	56.5	49.0	1.15	61.6	0.92	27.3	2.07	60.8	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.1	1.03	3.7	1.12	3.4	1.22	4.3	0.98
Obstetrics	2.5	2.6	0.99	2.3	1.10	2.3	1.09	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.4	4.5	0.98	4.0	1.10	3.7	1.19	4.7	0.93
Surgical Operations									
Inpatient	854	1,426	0.60	1,468	0.58	657	1.30	826	1.03
Outpatient	4,072	4,581	0.89	4,147	0.98	2,872	1.42	4,063	1.00
Inpatient as % of All Surgeries	17.3%	23.7%	0.73	26.1%	0.66	18.6%	0.93	16.9%	1.03
Outpatient Visits									
Non-Emergency Visits	238,071	144,376	1.65	165,725	1.44	115,084	2.07	242,006	0.98
Emergency Visits	16,696	17,768	0.94	24,778	0.67	13,821	1.21	17,574	0.95
Full-Time Equivalents (FTEs)									
Administrators	15.3	23.0	0.66	24.0	0.64	18.2	0.84	3.0	5.09
Nurses, Licensed	232.0	251.3	0.92	290.2	0.80	150.6	1.54	254.7	0.91
Ancillary Nursing Personnel	23.2	39.7	0.58	45.9	0.50	19.7	1.17	31.3	0.74
All Other Personnel	352.5	509.3	0.69	567.1	0.62	320.3	1.10	369.5	0.95
Total FTEs	622.9	823.3	0.76	927.1	0.67	508.8	1.22	658.6	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.0	17.0	0.59	13.1	0.76	18.2	0.55	1.6	6.31
Nurses, Licensed	151.3	185.7	0.81	158.4	0.95	151.1	1.00	134.0	1.13
Ancillary Nursing Personnel	15.1	29.3	0.52	25.0	0.60	19.8	0.76	16.5	0.92
All Other Personnel	229.8	376.3	0.61	309.5	0.74	321.5	0.71	194.4	1.18
Total FTEs	406.1	608.3	0.67	506.1	0.80	510.6	0.80	346.4	1.17

Total Hospital:
 Beds Set Up & Staffed 124
 Discharges 4,710
 Inpatient Days 20,629

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 16
 Total Births 450
 Newborn Days 976

110 Ascension Columbia St. Mary's Hospital Ozaukee
 Mequon, WI 53097

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	64	2,285	9,577	41.0%	26.2	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	16	485	1,227	21.0%	3.4	2.5
Psychiatric	1	16	453	2,207	37.8%	6.0	4.9
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	28	1,488	7,618	74.5%	20.9	5.1
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	14	3	15.3	Surgical Personnel	25	20	34.4
Physicians & Dentists	25	36	39.6	Radiological Services Personnel	30	29	43.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	8	11.5
Dental Hygienists	0	0	0.0	Occupational Therapists	4	12	5.4
Registered Nurses	151	147	209.9	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	14	10.2
Licensed Practical Nurses	5	7	8.5	Physical Therapy Assistants/Aides	1	2	1.5
Ancillary Nursing Personnel	16	36	23.2	Recreational Therapists	0	1	0.3
Physician Assistants	5	3	6.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	7	8	8.9	Psychologists	0	1	0.0
Certified Registered Nurse Anesthetists	2	9	4.7	Social Workers	1	2	2.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	44	37.5
Health Info Mgmt-Administrators/Technicians	0	1	0.0	All Other Personnel	43	28	55.5
Pharmacy Personnel	18	6	20.9				
Clinical Laboratory Personnel	21	31	31.3				
				Total	452	472	622.9

110 Ascension Columbia St. Mary's Hospital Ozaukee
 Mequon, WI 53097

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$276,198,559	57.3%	46.3%	1.24	50.9%	1.13	51.1%	1.12	54.9%	1.04
Medical Assistance	\$29,895,531	6.2%	13.6%	0.45	10.1%	0.61	11.3%	0.55	6.4%	0.98
Commercial	\$165,443,640	34.3%	35.3%	0.97	36.0%	0.95	33.7%	1.02	36.8%	0.93
All Other	\$10,433,095	2.2%	4.8%	0.45	3.0%	0.73	3.9%	0.56	2.0%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$227,110,787	47.1%	34.9%	1.35	40.8%	1.16	36.8%	1.28	42.1%	1.12
Medical Assistance	\$23,875,827	5.0%	10.4%	0.48	8.0%	0.62	8.5%	0.58	6.1%	0.81
Commercial	\$83,183,204	17.3%	14.7%	1.17	15.9%	1.09	12.8%	1.35	18.0%	0.96
Charity Care	\$3,075,640	0.6%	1.0%	0.66	1.1%	0.59	0.9%	0.72	0.6%	1.06
Bad Debt	\$4,752,178	1.0%	1.1%	0.93	1.1%	0.92	1.4%	0.73	0.8%	1.20
All Other	\$8,268,583	1.7%	2.2%	0.79	1.4%	1.24	2.1%	0.82	1.3%	1.28
Total Deductions	\$350,266,219	72.7%	64.2%	1.13	68.2%	1.07	62.4%	1.16	69.0%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.9%	5.5%	0.70	4.9%	0.80	3.4%	1.14	7.2%	0.54
Net Gains/Losses as % of Net Income		N/A	13.2%	N/A	N/A	N/A	4.5%	N/A	8.9%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$44,395,465	36.4%	44.0%	0.83	39.6%	0.92	46.0%	0.79	34.3%	1.06
Supplies & Services	\$68,397,707	56.1%	49.2%	1.14	51.8%	1.08	46.6%	1.20	59.9%	0.94
Capital Component	\$9,104,175	7.5%	6.8%	1.10	8.7%	0.86	7.4%	1.01	5.8%	1.29
Fiscal Statistics										
Operating Margin (%)		11.0%	9.1%	1.22	14.3%	0.77	8.2%	1.34	-3.4%	N/A
Total Hospital Net Income (%)		10.9%	10.3%	1.06	12.8%	0.85	8.6%	1.27	-3.8%	N/A
Return on Equity (%)		12.6%	6.0%	2.10	8.8%	1.44	5.8%	2.19	-5.4%	N/A
Current Ratio		3.2	4.7	0.68	9.4	0.34	4.4	0.73	4.7	0.69
Days in Net Patient Accounts Receivable		47.3	64.0	0.74	48.9	0.97	49.0	0.97	47.5	1.00
Average Payment Period		31.1	56.5	0.55	33.2	0.94	41.1	0.76	19.5	1.59
Equity Financing (%)		82.7%	69.2%	1.19	82.0%	1.01	81.8%	1.01	78.3%	1.06
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	13.0	N/A	14.1	N/A	0.0	N/A
Total Asset Turnover		1.2	0.6	2.01	0.7	1.66	0.7	1.73	1.4	0.81
Average Age of Plant (Years)		14.0	12.6	1.11	9.5	1.46	9.6	1.45	14.4	0.97
Increase (Decrease) Total Net Patient Revenue		-3.4%	7.3%	N/A	4.1%	N/A	2.8%	N/A	1.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		63.1%	63.3%	1.00	64.9%	0.97	71.9%	0.88	68.0%	0.93
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,826	\$16,906	0.64	\$13,299	0.81	\$12,065	0.90	\$10,065	1.08
Inpatient Net Revenue per Day		\$2,469	\$3,675	0.67	\$3,202	0.77	\$3,161	0.78	\$2,139	1.15
Outpatient Net Revenue per Visit		\$335	\$703	0.48	\$685	0.49	\$614	0.55	\$502	0.67

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$481,970,826	Cash & Cash Equivalents	\$2,427	Current Liabilities	\$9,667,722
Less Deductions	\$350,266,219	Net Patient Receivables	\$17,080,828	Long-Term Debt	\$0
Net Patient Revenue	\$131,704,607	Other Receivables	\$626,001	Other Liabilities	\$10,844,840
Plus Other Revenue	\$5,329,323			Subtotal	\$20,512,562
Total Revenue	\$137,033,930	Land, Buildings & Equipment (Net)	\$87,677,272	Unrestricted Fund Balance	\$98,134,217
Less Expenses	\$121,897,348	Other Assets	\$13,260,251	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$198,869	Total Assets	\$118,646,779	Total Liabilities & Fund Balance	\$118,646,779
Net Income	\$14,937,714				

074 Ascension Good Samaritan Hospital
 601 Center Avenue South
 Merrill, WI 54452
 715-536-5511

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Lincoln
 Analysis Area: North Central (6)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	86.2%	55.2%	1.56	59.6%	1.45	18.2%	4.74	329.6%	0.26
Obstetrics	0.0%	38.0%	N/A	37.4%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	86.2%	57.4%	1.50	63.9%	1.35	22.2%	3.88	329.6%	0.26
Average Census (Patients)									
Adult Medical-Surgical	2.6	26.0	0.10	21.4	0.12	2.8	0.92	3.3	0.78
Obstetrics	0.0	4.9	N/A	3.6	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.6	49.0	0.05	39.1	0.07	4.1	0.63	3.3	0.78
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.1	0.63	3.8	0.67	3.1	0.82	2.5	1.03
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.9	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.6	4.5	0.57	4.2	0.62	2.9	0.88	2.5	1.03
Surgical Operations									
Inpatient	0	1,426	N/A	1,304	N/A	305	N/A	2	0.00
Outpatient	145	4,581	0.03	3,131	0.05	1,106	0.13	172	0.84
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	29.4%	N/A	21.6%	N/A	1.1%	0.00
Outpatient Visits									
Non-Emergency Visits	12,983	144,376	0.09	109,429	0.12	28,429	0.46	13,779	0.94
Emergency Visits	5,579	17,768	0.31	12,684	0.44	4,284	1.30	5,731	0.97
Full-Time Equivalents (FTEs)									
Administrators	4.0	23.0	0.17	33.8	0.12	5.9	0.68	2.0	2.00
Nurses, Licensed	21.9	251.3	0.09	182.8	0.12	43.5	0.50	22.3	0.99
Ancillary Nursing Personnel	2.6	39.7	0.07	28.6	0.09	6.3	0.42	3.6	0.73
All Other Personnel	25.5	509.3	0.05	375.9	0.07	106.9	0.24	31.0	0.82
Total FTEs	54.1	823.3	0.07	621.2	0.09	162.6	0.33	58.9	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.2	17.0	0.90	29.6	0.51	33.7	0.45	5.5	2.76
Nurses, Licensed	83.7	185.7	0.45	160.0	0.52	250.2	0.33	61.5	1.36
Ancillary Nursing Personnel	10.1	29.3	0.34	25.1	0.40	36.4	0.28	10.1	1.00
All Other Personnel	97.3	376.3	0.26	329.2	0.30	615.3	0.16	85.6	1.14
Total FTEs	206.3	608.3	0.34	543.8	0.38	935.7	0.22	162.6	1.27

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	3	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	366	Preferred Provider Organization (PPO)	Yes	Discharges	4	Total Births	0
Inpatient Days	944			Inpatient Days	22	Newborn Days	0

074 Ascension Good Samaritan Hospital
Merrill, WI 54452

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	3	366	944	86.2%	2.6	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	4	5.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	3	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	20	6	21.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	1	2.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	0	4.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	1	0	1.0
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	6	0	6.0				
				Total	50	14	54.1

074 Ascension Good Samaritan Hospital

Merrill, WI 54452

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$15,353,345	46.9%	46.3%	1.01	50.7%	0.93	47.3%	0.99	45.7%	1.03
Medical Assistance	\$5,814,029	17.8%	13.6%	1.30	13.1%	1.35	10.4%	1.71	20.7%	0.86
Commercial	\$8,693,936	26.6%	35.3%	0.75	32.1%	0.83	38.9%	0.68	26.3%	1.01
All Other	\$2,840,288	8.7%	4.8%	1.82	4.1%	2.12	3.4%	2.52	7.2%	1.20
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,263,139	22.2%	34.9%	0.64	36.8%	0.60	28.0%	0.79	22.2%	1.00
Medical Assistance	\$3,782,874	11.6%	10.4%	1.12	10.1%	1.15	7.2%	1.60	12.1%	0.95
Commercial	\$941,938	2.9%	14.7%	0.20	8.8%	0.33	13.6%	0.21	2.1%	1.38
Charity Care	\$257,425	0.8%	1.0%	0.82	0.8%	1.03	0.7%	1.11	2.1%	0.37
Bad Debt	\$1,605,172	4.9%	1.1%	4.62	1.0%	5.14	1.3%	3.83	4.8%	1.02
All Other	\$1,625,211	5.0%	2.2%	2.30	2.0%	2.44	2.1%	2.36	2.4%	2.07
Total Deductions	\$15,475,761	47.3%	64.2%	0.74	59.3%	0.80	52.9%	0.90	45.8%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.4%	5.5%	0.26	3.1%	0.46	4.8%	0.30	1.2%	1.23	
Net Gains/Losses as % of Net Income	4.6%	13.2%	0.35	18.4%	0.25	10.4%	0.44	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,719,471	29.6%	44.0%	0.67	42.1%	0.70	46.3%	0.64	41.5%	0.71
Supplies & Services	\$12,394,243	64.2%	49.2%	1.30	52.0%	1.23	46.3%	1.39	52.5%	1.22
Capital Component	\$1,199,132	6.2%	6.8%	0.91	5.9%	1.05	7.4%	0.84	6.1%	1.03
Fiscal Statistics										
Operating Margin (%)	-10.5%	9.1%	N/A	5.2%	N/A	12.2%	N/A	-3.1%	3.40	
Total Hospital Net Income (%)	-11.1%	10.3%	N/A	6.3%	N/A	13.5%	N/A	-3.1%	3.58	
Return on Equity (%)	-18.8%	6.0%	N/A	3.2%	N/A	12.4%	N/A	-5.5%	3.39	
Current Ratio	3.9	4.7	0.83	2.6	1.47	3.1	1.28	2.9	1.36	
Days in Net Patient Accounts Receivable	62.4	64.0	0.97	77.6	0.80	56.0	1.11	61.9	1.01	
Average Payment Period	19.3	56.5	0.34	74.6	0.26	54.4	0.36	25.8	0.75	
Equity Financing (%)	54.7%	69.2%	0.79	55.8%	0.98	61.0%	0.90	66.9%	0.82	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.5	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	15.9	N/A	16.6	N/A	0.0	N/A	
Total Asset Turnover	1.7	0.6	2.98	0.5	3.43	0.9	1.88	1.8	0.95	
Average Age of Plant (Years)	6.1	12.6	0.48	13.7	0.44	9.2	0.66	5.3	1.15	
Increase (Decrease) Total Net Patient Revenue	-9.4%	7.3%	N/A	25.3%	N/A	3.3%	N/A	-1.7%	5.58	
Outpatient Gross Revenue (% of Total GPR)	90.2%	63.3%	1.43	65.8%	1.37	76.2%	1.18	90.9%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,334	\$16,906	0.43	\$14,935	0.49	\$15,352	0.48	\$8,045	0.91	
Inpatient Net Revenue per Day	\$2,801	\$3,675	0.76	\$3,551	0.79	\$4,244	0.66	\$3,141	0.89	
Outpatient Net Revenue per Visit	\$866	\$703	1.23	\$810	1.07	\$803	1.08	\$861	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$32,701,598	Cash & Cash Equivalents	\$660	Current Liabilities	\$959,785
Less Deductions	\$15,475,761	Net Patient Receivables	\$2,943,148	Long-Term Debt	\$0
Net Patient Revenue	\$17,225,837	Other Receivables	\$393,528	Other Liabilities	\$3,676,669
Plus Other Revenue	\$251,745			Subtotal	\$4,636,454
Total Revenue	\$17,477,581	Land, Buildings & Equipment (Net)	\$6,463,373	Unrestricted Fund Balance	\$5,598,890
Less Expenses	\$19,312,845	Other Assets	\$434,635	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$87,561	Total Assets	\$10,235,344	Total Liabilities & Fund Balance	\$10,235,344
Net Income	-\$1,922,825				

316 Ascension Columbia St. Mary's Hospital Milwaukee
 2301 N. Lake Drive
 Milwaukee, WI 53201
 414-961-3300

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	54.5%	55.2%	0.99	67.1%	0.81	71.0%	0.77	55.7%	0.98
Obstetrics	61.8%	38.0%	1.63	48.2%	0.41	50.6%	1.22	111.7%	0.55
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	58.3%	57.4%	1.02	70.0%	0.83	69.3%	0.84	65.8%	0.89
Average Census (Patients)									
Adult Medical-Surgical	100.3	26.0	3.86	108.6	0.92	106.3	0.94	93.6	1.07
Obstetrics	19.8	4.9	4.00	19.5	1.01	14.5	1.36	35.7	0.55
Pediatrics	0.0	1.3	N/A	9.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	177.2	49.0	3.62	166.8	1.06	202.8	0.87	189.5	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	5.4	4.1	1.34	5.2	1.04	4.6	1.18	4.8	1.12
Obstetrics	2.6	2.6	1.02	2.8	0.94	2.7	0.96	2.5	1.05
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.3	N/A	0.0	N/A
Total Hospital	5.5	4.5	1.22	5.7	0.96	5.0	1.10	5.9	0.93
Surgical Operations									
Inpatient	1,945	1,426	1.36	3,115	0.62	5,403	0.36	1,984	0.98
Outpatient	3,872	4,581	0.85	5,527	0.70	16,162	0.24	4,332	0.89
Inpatient as % of All Surgeries	33.4%	23.7%	1.41	36.0%	0.93	25.1%	1.33	31.4%	1.06
Outpatient Visits									
Non-Emergency Visits	699,095	144,376	4.84	275,295	2.54	476,432	1.47	562,000	1.24
Emergency Visits	60,495	17,768	3.40	46,822	1.29	47,460	1.27	65,368	0.93
Full-Time Equivalents (FTEs)									
Administrators	142.1	23.0	6.18	58.1	2.44	71.8	1.98	52.7	2.69
Nurses, Licensed	723.7	251.3	2.88	763.8	0.95	913.4	0.79	693.7	1.04
Ancillary Nursing Personnel	43.1	39.7	1.09	137.7	0.31	148.8	0.29	87.5	0.49
All Other Personnel	1,157.5	509.3	2.27	1,250.1	0.93	1,805.9	0.64	1,206.0	0.96
Total FTEs	2,066.3	823.3	2.51	2,209.8	0.94	2,940.0	0.70	2,040.0	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.0	17.0	2.18	16.3	2.28	14.7	2.52	10.6	3.49
Nurses, Licensed	188.6	185.7	1.02	213.6	0.88	186.4	1.01	139.7	1.35
Ancillary Nursing Personnel	11.2	29.3	0.38	38.5	0.29	30.4	0.37	17.6	0.64
All Other Personnel	301.7	376.3	0.80	349.6	0.86	368.6	0.82	242.8	1.24
Total FTEs	538.6	608.3	0.89	618.0	0.87	600.1	0.90	410.7	1.31

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	304	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	17
Discharges	11,817	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,711
Inpatient Days	64,693			Inpatient Days	0	Newborn Days	5,427

316 Ascension Columbia St. Mary's Hospital Milwaukee
Milwaukee, WI 53201

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	184	6,725	36,611	54.5%	100.3	5.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	32	2,769	7,218	61.8%	19.8	2.6
Psychiatric	1	15	687	3,206	58.6%	8.8	4.7
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	1	12	240	3,205	73.2%	8.8	13.4
Mixed Intensive Care	1	36	944	8,509	64.8%	23.3	9.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	25	303	5,944	65.1%	16.3	19.6
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	133	31	142.1	Surgical Personnel	55	14	59.1
Physicians & Dentists	136	44	151.2	Radiological Services Personnel	66	23	69.8
Medical & Dental Residents	6	0	6.0	Respiratory Therapists	25	15	30.0
Dental Hygienists	0	8	6.7	Occupational Therapists	5	11	8.2
Registered Nurses	537	317	666.3	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	14	19	20.4
Licensed Practical Nurses	4	2	4.8	Physical Therapy Assistants/Aides	2	4	3.2
Ancillary Nursing Personnel	20	88	43.1	Recreational Therapists	0	0	0.0
Physician Assistants	16	4	18.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	46	9	50.6	Psychologists	3	1	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	1	6.0
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	186	75	219.2
Health Info Mgmt-Administrators/Technicians	3	2	3.2	All Other Personnel	182	69	207.3
Pharmacy Personnel	45	19	47.4				
Clinical Laboratory Personnel	93	50	114.5				
				Total	1,755	837	2,066.3

316 Ascension Columbia St. Mary's Hospital Milwaukee
Milwaukee, WI 53201

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$487,367,670	42.7%	46.3%	0.92	43.7%	0.98	46.7%	0.92	40.9%	1.05
Medical Assistance	\$297,949,443	26.1%	13.6%	1.92	20.7%	1.26	12.6%	2.07	23.1%	1.13
Commercial	\$315,349,567	27.7%	35.3%	0.78	31.5%	0.88	35.1%	0.79	32.5%	0.85
All Other	\$39,572,933	3.5%	4.8%	0.73	4.1%	0.84	5.6%	0.62	3.5%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$383,245,620	33.6%	34.9%	0.96	34.8%	0.97	36.2%	0.93	29.8%	1.13
Medical Assistance	\$217,773,830	19.1%	10.4%	1.84	15.6%	1.22	9.8%	1.94	18.7%	1.02
Commercial	\$151,495,588	13.3%	14.7%	0.90	14.2%	0.94	15.6%	0.85	15.7%	0.85
Charity Care	\$14,909,981	1.3%	1.0%	1.36	1.2%	1.07	0.9%	1.41	1.4%	0.96
Bad Debt	\$20,804,728	1.8%	1.1%	1.72	1.0%	1.91	0.9%	2.03	1.8%	1.02
All Other	\$17,063,117	1.5%	2.2%	0.69	1.2%	1.28	2.5%	0.61	1.3%	1.13
Total Deductions	\$805,292,864	70.6%	64.2%	1.10	67.9%	1.04	66.0%	1.07	68.7%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.8%	5.5%	1.23	4.2%	1.61	6.8%	1.00	7.6%	0.89
Net Gains/Losses as % of Net Income		N/A	13.2%	N/A	N/A	N/A	13.1%	N/A	31.9%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$122,455,603	37.2%	44.0%	0.85	35.6%	1.04	42.7%	0.87	47.7%	0.78
Supplies & Services	\$177,816,251	54.0%	49.2%	1.10	57.8%	0.94	51.1%	1.06	45.0%	1.20
Capital Component	\$29,012,245	8.8%	6.8%	1.29	6.6%	1.33	6.2%	1.43	7.2%	1.22
Fiscal Statistics										
Operating Margin (%)		8.4%	9.1%	0.92	11.0%	0.76	9.5%	0.88	-0.5%	N/A
Total Hospital Net Income (%)		8.3%	10.3%	0.81	10.6%	0.78	10.8%	0.77	-0.8%	N/A
Return on Equity (%)		5.7%	6.0%	0.95	7.3%	0.78	7.7%	0.74	-0.6%	N/A
Current Ratio		4.2	4.7	0.89	10.4	0.40	5.5	0.76	4.2	1.01
Days in Net Patient Accounts Receivable		49.9	64.0	0.78	48.4	1.03	55.7	0.90	44.1	1.13
Average Payment Period		35.3	56.5	0.63	30.5	1.16	45.6	0.77	33.3	1.06
Equity Financing (%)		81.3%	69.2%	1.17	87.0%	0.94	72.1%	1.13	77.7%	1.05
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	11.9	N/A	15.5	N/A	0.0	N/A
Total Asset Turnover		0.7	0.6	1.19	0.7	0.99	0.7	0.97	0.8	0.86
Average Age of Plant (Years)		13.4	12.6	1.07	10.5	1.28	12.1	1.11	13.1	1.03
Increase (Decrease) Total Net Patient Revenue		-1.8%	7.3%	N/A	4.6%	N/A	8.9%	N/A	3.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		53.4%	63.3%	0.84	52.2%	1.02	58.2%	0.92	65.6%	0.81
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,835	\$16,906	0.94	\$22,775	0.70	\$19,324	0.82	\$12,859	1.23
Inpatient Net Revenue per Day		\$2,870	\$3,675	0.78	\$3,908	0.73	\$3,829	0.75	\$2,420	1.19
Outpatient Net Revenue per Visit		\$222	\$703	0.32	\$755	0.29	\$741	0.30	\$548	0.41

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,140,239,612	Cash & Cash Equivalents	\$259,412	Current Liabilities	\$29,375,075
Less Deductions	\$805,292,864	Net Patient Receivables	\$45,787,848	Long-Term Debt	\$0
Net Patient Revenue	\$334,946,748	Other Receivables	\$2,938,653	Other Liabilities	\$69,022,734
Plus Other Revenue	\$24,445,704			Subtotal	\$98,397,809
Total Revenue	\$359,392,453	Land, Buildings & Equipment (Net)	\$402,280,651	Unrestricted Fund Balance	\$428,607,003
Less Expenses	\$329,284,098	Other Assets	\$75,738,248	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$187,067			Total Liabilities & Fund Balance	\$527,004,812
Net Income	\$29,921,288	Total Assets	\$527,004,812		

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
 5000 West Chambers Street
 Milwaukee, WI 53210
 414-447-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.9%	55.2%	0.92	67.1%	0.76	50.7%	1.00	64.9%	0.78
Obstetrics	37.7%	38.0%	0.99	48.2%	0.31	34.4%	1.10	50.6%	0.75
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	46.3%	57.4%	0.81	70.0%	0.66	54.8%	0.84	55.4%	0.84
Average Census (Patients)									
Adult Medical-Surgical	31.0	26.0	1.19	108.6	0.29	27.5	1.13	39.6	0.78
Obstetrics	14.7	4.9	2.98	19.5	0.75	6.2	2.38	27.3	0.54
Pediatrics	0.0	1.3	N/A	9.3	N/A	4.2	N/A	0.0	N/A
Total Hospital	78.7	49.0	1.61	166.8	0.47	63.1	1.25	102.5	0.77
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.1	1.03	5.2	0.80	3.6	1.15	4.0	1.05
Obstetrics	2.7	2.6	1.06	2.8	0.98	2.5	1.08	2.5	1.07
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.0	4.5	1.11	5.7	0.88	4.3	1.16	5.7	0.87
Surgical Operations									
Inpatient	503	1,426	0.35	3,115	0.16	1,501	0.34	683	0.74
Outpatient	1,140	4,581	0.25	5,527	0.21	5,596	0.20	3,850	0.30
Inpatient as % of All Surgeries	30.6%	23.7%	1.29	36.0%	0.85	21.2%	1.45	15.1%	2.03
Outpatient Visits									
Non-Emergency Visits	107,535	144,376	0.74	275,295	0.39	193,333	0.56	196,528	0.55
Emergency Visits	68,417	17,768	3.85	46,822	1.46	29,751	2.30	71,598	0.96
Full-Time Equivalents (FTEs)									
Administrators	30.1	23.0	1.31	58.1	0.52	31.4	0.96	7.7	3.90
Nurses, Licensed	278.0	251.3	1.11	763.8	0.36	357.1	0.78	310.9	0.89
Ancillary Nursing Personnel	45.1	39.7	1.14	137.7	0.33	53.7	0.84	70.2	0.64
All Other Personnel	272.0	509.3	0.53	1,250.1	0.22	692.3	0.39	407.9	0.67
Total FTEs	625.1	823.3	0.76	2,209.8	0.28	1,134.4	0.55	796.7	0.78
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.6	17.0	0.98	16.3	1.02	16.1	1.03	3.1	5.34
Nurses, Licensed	153.3	185.7	0.83	213.6	0.72	183.4	0.84	125.0	1.23
Ancillary Nursing Personnel	24.8	29.3	0.85	38.5	0.65	27.6	0.90	28.2	0.88
All Other Personnel	150.0	376.3	0.40	349.6	0.43	355.6	0.42	164.1	0.91
Total FTEs	344.7	608.3	0.57	618.0	0.56	582.6	0.59	320.4	1.08

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	170	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	25
Discharges	5,755	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,867
Inpatient Days	28,722			Inpatient Days	0	Newborn Days	4,133

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
Milwaukee, WI 53210

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	61	2,699	11,322	50.9%	31.0	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	39	1,988	5,371	37.7%	14.7	2.7
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	534	4,405	50.3%	12.1	8.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	46	308	7,624	45.4%	20.9	24.8
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	27	5	30.1	Surgical Personnel	16	8	20.8
Physicians & Dentists	0	3	0.0	Radiological Services Personnel	25	24	36.2
Medical & Dental Residents	4	0	4.0	Respiratory Therapists	13	15	19.1
Dental Hygienists	0	0	0.0	Occupational Therapists	5	7	6.9
Registered Nurses	189	137	272.0	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	9	9	11.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.5
Ancillary Nursing Personnel	31	39	45.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.5
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	30	28	43.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	34	15	42.1
Pharmacy Personnel	28	10	30.3				
Clinical Laboratory Personnel	29	26	41.3				
				Total	458	334	625.1

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
Milwaukee, WI 53210

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$114,117,301	26.4%	46.3%	0.57	43.7%	0.61	41.9%	0.63	32.1%	0.82
Medical Assistance	\$237,780,660	55.1%	13.6%	4.04	20.7%	2.66	19.2%	2.87	44.6%	1.24
Commercial	\$58,029,338	13.4%	35.3%	0.38	31.5%	0.43	35.7%	0.38	19.2%	0.70
All Other	\$21,836,332	5.1%	4.8%	1.06	4.1%	1.23	3.3%	1.55	4.2%	1.22
Deductions as % of Total Gross Patient Revenue										
Medicare	\$83,068,294	19.2%	34.9%	0.55	34.8%	0.55	32.2%	0.60	23.1%	0.83
Medical Assistance	\$167,208,638	38.7%	10.4%	3.74	15.6%	2.48	14.2%	2.73	30.3%	1.28
Commercial	\$22,489,953	5.2%	14.7%	0.35	14.2%	0.37	13.6%	0.38	8.2%	0.63
Charity Care	\$13,270,551	3.1%	1.0%	3.19	1.2%	2.51	1.0%	3.02	1.3%	2.41
Bad Debt	\$6,368,069	1.5%	1.1%	1.39	1.0%	1.55	1.2%	1.27	2.5%	0.60
All Other	\$5,375,989	1.2%	2.2%	0.58	1.2%	1.06	1.5%	0.82	2.6%	0.49
Total Deductions	\$297,781,493	69.0%	64.2%	1.07	67.9%	1.02	63.7%	1.08	67.9%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	5.5%	0.28		4.2%	0.36	3.9%	0.39	1.3%	1.14
Net Gains/Losses as % of Net Income	0.2%	13.2%	0.01		N/A	N/A	14.4%	0.01	0.4%	0.47
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$62,842,404	39.1%	44.0%	0.89	35.6%	1.10	44.1%	0.89	36.7%	1.07
Supplies & Services	\$95,923,161	59.7%	49.2%	1.21	57.8%	1.03	48.5%	1.23	61.1%	0.98
Capital Component	\$1,885,749	1.2%	6.8%	0.17	6.6%	0.18	7.4%	0.16	2.2%	0.53
Fiscal Statistics										
Operating Margin (%)	-18.1%	9.1%	N/A		11.0%	N/A	9.4%	N/A	-16.6%	1.09
Total Hospital Net Income (%)	-18.1%	10.3%	N/A		10.6%	N/A	10.8%	N/A	-16.7%	1.09
Return on Equity (%)	-46.4%	6.0%	N/A		7.3%	N/A	4.3%	N/A	-27.8%	1.67
Current Ratio	2.3	4.7	0.49		10.4	0.22	4.3	0.54	3.8	0.61
Days in Net Patient Accounts Receivable	37.1	64.0	0.58		48.4	0.77	85.1	0.44	41.1	0.90
Average Payment Period	26.9	56.5	0.48		30.5	0.88	80.6	0.33	22.2	1.22
Equity Financing (%)	0.2%	69.2%	0.00		87.0%	0.00	65.0%	0.00	46.9%	0.00
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	-15,681.4	13.4	N/A		11.9	N/A	11.7	N/A	0.0	N/A
Total Asset Turnover	2.6	0.6	4.47		0.7	3.72	0.4	6.55	1.7	1.54
Average Age of Plant (Years)	4.9	12.6	0.39		10.5	0.46	14.3	0.34	2.5	1.91
Increase (Decrease) Total Net Patient Revenue	-12.4%	7.3%	N/A		4.6%	N/A	7.2%	N/A	-12.6%	0.99
Outpatient Gross Revenue (% of Total GPR)	56.8%	63.3%	0.90		52.2%	1.09	66.6%	0.85	62.6%	0.91
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,921	\$16,906	0.76		\$22,775	0.57	\$15,576	0.83	\$12,961	1.00
Inpatient Net Revenue per Day	\$2,599	\$3,675	0.71		\$3,908	0.67	\$3,515	0.74	\$2,501	1.04
Outpatient Net Revenue per Visit	\$375	\$703	0.53		\$755	0.50	\$685	0.55	\$434	0.86

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$431,763,631	Cash & Cash Equivalents	\$223,289	Current Liabilities	\$11,733,587
Less Deductions	\$297,781,493	Net Patient Receivables	\$13,617,910	Long-Term Debt	\$0
Net Patient Revenue	\$133,982,138	Other Receivables	\$1,724,005	Other Liabilities	\$41,234,604
Plus Other Revenue	\$2,077,189			Subtotal	\$52,968,191
Total Revenue	\$136,059,327	Land, Buildings & Equipment (Net)	\$25,791,093	Unrestricted Fund Balance	\$97,694
Less Expenses	\$160,651,314	Other Assets	\$11,709,589	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$45,094	Total Assets	\$53,065,886	Total Liabilities & Fund Balance	\$53,065,886
Net Income	-\$24,637,081				

085 Ascension St. Francis Hospital
 3237 South 16th Street
 Milwaukee, WI 53215
 414-647-5000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.2%	55.2%	0.00	67.1%	0.00	50.7%	0.00	3.9%	0.06
Obstetrics	16.4%	38.0%	0.43	48.2%	0.07	34.4%	0.48	35.7%	0.46
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	60.3%	57.4%	1.05	70.0%	0.86	54.8%	1.10	60.1%	1.00
Average Census (Patients)									
Adult Medical-Surgical	0.1	26.0	0.00	108.6	0.00	27.5	0.00	1.7	0.05
Obstetrics	3.3	4.9	0.66	19.5	0.17	6.2	0.53	10.0	0.33
Pediatrics	0.0	1.3	N/A	9.3	N/A	4.2	N/A	0.0	N/A
Total Hospital	72.4	49.0	1.48	166.8	0.43	63.1	1.15	91.3	0.79
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	4.1	0.63	5.2	0.49	3.6	0.70	4.8	0.53
Obstetrics	2.3	2.6	0.89	2.8	0.82	2.5	0.90	2.9	0.78
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.9	4.5	1.08	5.7	0.85	4.3	1.13	5.6	0.87
Surgical Operations									
Inpatient	654	1,426	0.46	3,115	0.21	1,501	0.44	921	0.71
Outpatient	1,347	4,581	0.29	5,527	0.24	5,596	0.24	1,984	0.68
Inpatient as % of All Surgeries	32.7%	23.7%	1.38	36.0%	0.91	21.2%	1.55	31.7%	1.03
Outpatient Visits									
Non-Emergency Visits	104,284	144,376	0.72	275,295	0.38	193,333	0.54	122,271	0.85
Emergency Visits	44,509	17,768	2.50	46,822	0.95	29,751	1.50	39,862	1.12
Full-Time Equivalents (FTEs)									
Administrators	21.0	23.0	0.91	58.1	0.36	31.4	0.67	7.0	3.00
Nurses, Licensed	236.6	251.3	0.94	763.8	0.31	357.1	0.66	240.0	0.99
Ancillary Nursing Personnel	72.7	39.7	1.83	137.7	0.53	53.7	1.35	73.1	0.99
All Other Personnel	272.3	509.3	0.53	1,250.1	0.22	692.3	0.39	367.3	0.74
Total FTEs	602.6	823.3	0.73	2,209.8	0.27	1,134.4	0.53	687.4	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.3	17.0	0.55	16.3	0.57	16.1	0.58	2.8	3.28
Nurses, Licensed	105.3	185.7	0.57	213.6	0.49	183.4	0.57	97.7	1.08
Ancillary Nursing Personnel	32.3	29.3	1.10	38.5	0.84	27.6	1.17	29.8	1.09
All Other Personnel	121.1	376.3	0.32	349.6	0.35	355.6	0.34	149.5	0.81
Total FTEs	268.1	608.3	0.44	618.0	0.43	582.6	0.46	279.8	0.96

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	120	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	9
Discharges	5,448	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	484
Inpatient Days	26,426			Inpatient Days	0	Newborn Days	1,489

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	36	11	28	0.2%	0.1	2.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	20	528	1,195	16.4%	3.3	2.3
Psychiatric	1	18	1,245	5,154	78.4%	14.1	4.1
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	194	3,116	61.0%	8.5	16.1
Step-Down (Special Care)	1	32	3,316	16,933	145.0%	46.4	5.1
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	21	0	21.0	Surgical Personnel	22	3	24.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	28	19	38.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	16	6	18.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	16	6.7
Registered Nurses	191	82	232.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	15	16.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	51	52	72.7	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.5
Clinical Nurse Specialists	4	0	4.0	All Other Health Professionals	18	14	22.0
Health Info Mgmt-Administrators/Technicians	13	1	13.0	All Other Personnel	60	23	71.9
Pharmacy Personnel	28	12	30.1				
Clinical Laboratory Personnel	11	13	17.1				
				Total	485	266	602.6

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$227,760,653	46.2%	46.3%	1.00	43.7%	1.06	41.9%	1.10	47.1%	0.98
Medical Assistance	\$128,759,268	26.1%	13.6%	1.91	20.7%	1.26	19.2%	1.36	23.4%	1.11
Commercial	\$112,979,126	22.9%	35.3%	0.65	31.5%	0.73	35.7%	0.64	25.8%	0.89
All Other	\$23,836,378	4.8%	4.8%	1.01	4.1%	1.17	3.3%	1.48	3.7%	1.32
Deductions as % of Total Gross Patient Revenue										
Medicare	\$166,899,862	33.8%	34.9%	0.97	34.8%	0.97	32.2%	1.05	34.4%	0.98
Medical Assistance	\$95,161,603	19.3%	10.4%	1.86	15.6%	1.23	14.2%	1.36	16.7%	1.15
Commercial	\$46,654,895	9.5%	14.7%	0.64	14.2%	0.67	13.6%	0.69	11.6%	0.81
Charity Care	\$16,261,102	3.3%	1.0%	3.42	1.2%	2.69	1.0%	3.24	2.4%	1.40
Bad Debt	\$5,253,810	1.1%	1.1%	1.00	1.0%	1.12	1.2%	0.92	1.5%	0.70
All Other	\$4,868,847	1.0%	2.2%	0.46	1.2%	0.84	1.5%	0.65	1.2%	0.85
Total Deductions	\$335,100,119	67.9%	64.2%	1.06	67.9%	1.00	63.7%	1.07	67.8%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.6%	5.5%	0.29	4.2%	0.38	3.9%	0.41	1.5%	1.08	
Net Gains/Losses as % of Net Income	7.4%	13.2%	0.56	N/A	N/A	14.4%	0.52	0.9%	7.91	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$58,496,157	35.8%	44.0%	0.81	35.6%	1.00	44.1%	0.81	36.3%	0.98
Supplies & Services	\$100,013,566	61.2%	49.2%	1.24	57.8%	1.06	48.5%	1.26	60.8%	1.01
Capital Component	\$5,034,113	3.1%	6.8%	0.45	6.6%	0.46	7.4%	0.42	2.9%	1.06
Fiscal Statistics										
Operating Margin (%)	-1.7%	9.1%	N/A	11.0%	N/A	9.4%	N/A	-2.5%	0.67	
Total Hospital Net Income (%)	-1.8%	10.3%	N/A	10.6%	N/A	10.8%	N/A	-2.6%	0.71	
Return on Equity (%)	-3.0%	6.0%	N/A	7.3%	N/A	4.3%	N/A	-4.2%	0.71	
Current Ratio	3.1	4.7	0.65	10.4	0.29	4.3	0.71	2.9	1.05	
Days in Net Patient Accounts Receivable	44.1	64.0	0.69	48.4	0.91	85.1	0.52	49.8	0.89	
Average Payment Period	26.4	56.5	0.47	30.5	0.87	80.6	0.33	28.7	0.92	
Equity Financing (%)	70.0%	69.2%	1.01	87.0%	0.81	65.0%	1.08	69.2%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	0.0	13.4	N/A	11.9	N/A	11.7	N/A	-2,935.0	N/A	
Total Asset Turnover	1.6	0.6	2.85	0.7	2.37	0.4	4.17	1.7	0.99	
Average Age of Plant (Years)	3.4	12.6	0.27	10.5	0.32	14.3	0.24	2.3	1.46	
Increase (Decrease) Total Net Patient Revenue	-7.6%	7.3%	N/A	4.6%	N/A	7.2%	N/A	-8.7%	0.87	
Outpatient Gross Revenue (% of Total GPR)	67.5%	63.3%	1.07	52.2%	1.29	66.6%	1.01	63.2%	1.07	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,434	\$16,906	0.68	\$22,775	0.50	\$15,576	0.73	\$11,615	0.98	
Inpatient Net Revenue per Day	\$2,338	\$3,675	0.64	\$3,908	0.60	\$3,515	0.67	\$2,108	1.11	
Outpatient Net Revenue per Visit	\$680	\$703	0.97	\$755	0.90	\$685	0.99	\$677	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$493,335,424	Cash & Cash Equivalents	-\$85,703	Current Liabilities	\$11,492,641
Less Deductions	\$335,100,119	Net Patient Receivables	\$19,131,319	Long-Term Debt	\$0
Net Patient Revenue	\$158,235,305	Other Receivables	\$1,515,852	Other Liabilities	\$18,001,470
Plus Other Revenue	\$2,579,086			Subtotal	\$29,494,111
Total Revenue	\$160,814,392	Land, Buildings & Equipment (Net)	\$63,256,185	Unrestricted Fund Balance	\$68,952,928
Less Expenses	\$163,543,836	Other Assets	\$14,629,386	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$219,395	Total Assets	\$98,447,039	Total Liabilities & Fund Balance	\$98,447,039
Net Income	-\$2,948,839				

168 Aurora Sinai Medical Center
 945 N 12th Street, PO Box 342
 Milwaukee, WI 53233
 414-219-2000

Fiscal Year: 01/01 to 12/31
 Type: **GMS**
 General Medical & Surgical
 Control: **Other Not-For-Profit**

County: **Milwaukee**
 Analysis Area: **Milwaukee County (2B)**
 Volume Group: **6**

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.9%	55.2%	0.72	67.1%	0.59	50.7%	0.79	62.1%	0.64
Obstetrics	47.7%	38.0%	1.26	48.2%	0.46	34.4%	1.39	51.5%	0.93
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	49.7%	57.4%	0.87	70.0%	0.71	54.8%	0.91	54.5%	0.91
Average Census (Patients)									
Adult Medical-Surgical	40.3	26.0	1.55	108.6	0.37	27.5	1.47	50.3	0.80
Obstetrics	21.9	4.9	4.44	19.5	1.12	6.2	3.55	23.7	0.93
Pediatrics	0.0	1.3	N/A	9.3	N/A	4.2	N/A	0.0	N/A
Total Hospital	100.4	49.0	2.05	166.8	0.60	63.1	1.59	110.1	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	5.3	4.1	1.30	5.2	1.01	3.6	1.45	4.0	1.31
Obstetrics	2.9	2.6	1.15	2.8	1.06	2.5	1.17	2.9	1.01
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.2	4.5	1.15	5.7	0.91	4.3	1.20	4.4	1.16
Surgical Operations									
Inpatient	1,728	1,426	1.21	3,115	0.55	1,501	1.15	1,935	0.89
Outpatient	2,376	4,581	0.52	5,527	0.43	5,596	0.42	2,158	1.10
Inpatient as % of All Surgeries	42.1%	23.7%	1.77	36.0%	1.17	21.2%	1.99	47.3%	0.89
Outpatient Visits									
Non-Emergency Visits	177,433	144,376	1.23	275,295	0.64	193,333	0.92	183,025	0.97
Emergency Visits	56,044	17,768	3.15	46,822	1.20	29,751	1.88	56,798	0.99
Full-Time Equivalents (FTEs)									
Administrators	36.0	23.0	1.57	58.1	0.62	31.4	1.15	37.0	0.97
Nurses, Licensed	531.0	251.3	2.11	763.8	0.70	357.1	1.49	509.6	1.04
Ancillary Nursing Personnel	114.3	39.7	2.88	137.7	0.83	53.7	2.13	104.6	1.09
All Other Personnel	1,216.1	509.3	2.39	1,250.1	0.97	692.3	1.76	1,119.0	1.09
Total FTEs	1,897.4	823.3	2.30	2,209.8	0.86	1,134.4	1.67	1,770.2	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.0	17.0	0.77	16.3	0.80	16.1	0.81	14.7	0.89
Nurses, Licensed	192.4	185.7	1.04	213.6	0.90	183.4	1.05	202.6	0.95
Ancillary Nursing Personnel	41.4	29.3	1.41	38.5	1.08	27.6	1.50	41.6	1.00
All Other Personnel	440.8	376.3	1.17	349.6	1.26	355.6	1.24	445.0	0.99
Total FTEs	687.7	608.3	1.13	618.0	1.11	582.6	1.18	704.0	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	202	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	38
Discharges	7,096	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,364
Inpatient Days	36,638			Inpatient Days	0	Newborn Days	4,312

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	101	2,777	14,706	39.9%	40.3	5.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	88	1,220	0.0%	3.3	13.9
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	46	2,728	8,004	47.7%	21.9	2.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	314	2,579	58.9%	7.1	8.2
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	43	461	10,129	64.5%	27.8	22.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	36	0	36.0	Surgical Personnel	10	8	15.1
Physicians & Dentists	84	52	109.6	Radiological Services Personnel	39	18	48.1
Medical & Dental Residents	55	0	55.0	Respiratory Therapists	22	10	27.8
Dental Hygienists	0	0	0.0	Occupational Therapists	8	8	12.4
Registered Nurses	361	189	491.8	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	10	2	11.3	Physical Therapists	22	17	29.8
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	2	2	2.0
Ancillary Nursing Personnel	58	82	114.3	Recreational Therapists	0	0	0.0
Physician Assistants	28	7	29.9	Dietitians & Nutritionists	6	7	10.0
Nurse Practitioners	16	3	18.2	Psychologists	4	1	4.2
Certified Registered Nurse Anesthetists	3	2	3.7	Social Workers	24	9	29.6
Clinical Nurse Specialists	4	0	4.0	All Other Health Professionals	220	122	282.4
Health Info Mgmt-Administrators/Technicians	22	2	23.2	All Other Personnel	335	66	373.5
Pharmacy Personnel	61	18	69.4				
Clinical Laboratory Personnel	24	15	33.1				
				Total	1,509	655	1,897.4

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$247,616,632	30.5%	46.3%	0.66	43.7%	0.70	41.9%	0.73	28.9%	1.05
Medical Assistance	\$365,980,233	45.0%	13.6%	3.30	20.7%	2.18	19.2%	2.35	47.1%	0.96
Commercial	\$164,429,769	20.2%	35.3%	0.57	31.5%	0.64	35.7%	0.57	20.0%	1.01
All Other	\$34,657,731	4.3%	4.8%	0.89	4.1%	1.03	3.3%	1.30	3.9%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$212,537,180	26.2%	34.9%	0.75	34.8%	0.75	32.2%	0.81	23.6%	1.11
Medical Assistance	\$291,156,921	35.8%	10.4%	3.46	15.6%	2.29	14.2%	2.53	37.5%	0.96
Commercial	\$76,121,601	9.4%	14.7%	0.64	14.2%	0.66	13.6%	0.69	9.0%	1.04
Charity Care	\$25,387,219	3.1%	1.0%	3.24	1.2%	2.55	1.0%	3.07	2.5%	1.24
Bad Debt	\$10,111,585	1.2%	1.1%	1.17	1.0%	1.30	1.2%	1.07	1.4%	0.88
All Other	-\$2,086,039	-0.3%	2.2%	N/A	1.2%	N/A	1.5%	N/A	0.7%	N/A
Total Deductions	\$613,228,467	75.5%	64.2%	1.18	67.9%	1.11	63.7%	1.18	74.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.0%	5.5%	0.90	4.2%	1.17	3.9%	1.27	5.0%	1.00	
Net Gains/Losses as % of Net Income	0.8%	13.2%	0.06	N/A	N/A	14.4%	0.06	0.8%	1.05	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$93,105,463	44.0%	44.0%	1.00	35.6%	1.23	44.1%	1.00	43.4%	1.01
Supplies & Services	\$107,382,865	50.7%	49.2%	1.03	57.8%	0.88	48.5%	1.05	52.8%	0.96
Capital Component	\$11,350,300	5.4%	6.8%	0.79	6.6%	0.81	7.4%	0.72	3.8%	1.39
Fiscal Statistics										
Operating Margin (%)	-0.9%	9.1%	N/A	11.0%	N/A	9.4%	N/A	-0.8%	1.16	
Total Hospital Net Income (%)	-0.9%	10.3%	N/A	10.6%	N/A	10.8%	N/A	-0.8%	1.16	
Return on Equity (%)	0.0%	6.0%	N/A	7.3%	N/A	4.3%	N/A	0.0%	N/A	
Current Ratio	0.0	4.7	N/A	10.4	N/A	4.3	N/A	0.0	N/A	
Days in Net Patient Accounts Receivable	0.0	64.0	N/A	48.4	N/A	85.1	N/A	0.0	N/A	
Average Payment Period	0.0	56.5	N/A	30.5	N/A	80.6	N/A	0.0	N/A	
Equity Financing (%)	0.0%	69.2%	N/A	87.0%	N/A	65.0%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	0.2	13.4	0.02	11.9	0.02	11.7	0.02	0.0	N/A	
Total Asset Turnover	0.0	0.6	N/A	0.7	N/A	0.4	N/A	0.0	N/A	
Average Age of Plant (Years)	0.0	12.6	N/A	10.5	N/A	14.3	N/A	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue	2.8%	7.3%	0.38	4.6%	0.60	7.2%	0.39	0.6%	4.41	
Outpatient Gross Revenue (% of Total GPR)	59.7%	63.3%	0.94	52.2%	1.14	66.6%	0.90	54.1%	1.10	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,989	\$16,906	0.83	\$22,775	0.61	\$15,576	0.90	\$11,537	1.21	
Inpatient Net Revenue per Day	\$2,444	\$3,675	0.66	\$3,908	0.63	\$3,515	0.70	\$2,474	0.99	
Outpatient Net Revenue per Visit	\$472	\$703	0.67	\$755	0.63	\$685	0.69	\$420	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$812,684,364	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$613,228,467	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$199,455,897	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$10,438,223			Subtotal	\$0
Total Revenue	\$209,894,121	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$211,838,629	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$16,273	Total Assets	\$0	Total Liabilities & Fund Balance	\$0
Net Income	-\$1,960,781				

183 Aurora St. Luke's Medical Center / South Shore
 2900 W Oklahoma Avenue
 Milwaukee, WI 53215
 414-649-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	73.1%	55.2%	1.32	67.1%	1.09	71.0%	1.03	76.0%	0.96
Obstetrics	0.0%	38.0%	N/A	48.2%	N/A	50.6%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	75.0%	57.4%	1.31	70.0%	1.07	69.3%	1.08	76.9%	0.97
Average Census (Patients)									
Adult Medical-Surgical	335.5	26.0	12.90	108.6	3.09	106.3	3.16	348.7	0.96
Obstetrics	0.0	4.9	N/A	19.5	N/A	14.5	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	9.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	533.0	49.0	10.88	166.8	3.20	202.8	2.63	547.1	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	5.7	4.1	1.39	5.2	1.08	4.6	1.22	5.3	1.07
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.3	N/A	0.0	N/A
Total Hospital	6.5	4.5	1.44	5.7	1.13	5.0	1.29	6.1	1.05
Surgical Operations									
Inpatient	9,433	1,426	6.62	3,115	3.03	5,403	1.75	9,579	0.98
Outpatient	13,218	4,581	2.89	5,527	2.39	16,162	0.82	12,618	1.05
Inpatient as % of All Surgeries	41.6%	23.7%	1.75	36.0%	1.16	25.1%	1.66	43.2%	0.97
Outpatient Visits									
Non-Emergency Visits	521,141	144,376	3.61	275,295	1.89	476,432	1.09	515,627	1.01
Emergency Visits	97,633	17,768	5.49	46,822	2.09	47,460	2.06	101,867	0.96
Full-Time Equivalents (FTEs)									
Administrators	55.0	23.0	2.39	58.1	0.95	71.8	0.77	57.0	0.96
Nurses, Licensed	2,359.0	251.3	9.39	763.8	3.09	913.4	2.58	2,336.4	1.01
Ancillary Nursing Personnel	517.3	39.7	13.04	137.7	3.76	148.8	3.48	504.1	1.03
All Other Personnel	4,196.9	509.3	8.24	1,250.1	3.36	1,805.9	2.32	4,029.3	1.04
Total FTEs	7,128.3	823.3	8.66	2,209.8	3.23	2,940.0	2.42	6,926.7	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.9	17.0	0.29	16.3	0.30	14.7	0.34	5.3	0.93
Nurses, Licensed	210.8	185.7	1.14	213.6	0.99	186.4	1.13	215.8	0.98
Ancillary Nursing Personnel	46.2	29.3	1.58	38.5	1.20	30.4	1.52	46.6	0.99
All Other Personnel	375.0	376.3	1.00	349.6	1.07	368.6	1.02	372.1	1.01
Total FTEs	636.9	608.3	1.05	618.0	1.03	600.1	1.06	639.7	1.00

Total Hospital:
 Beds Set Up & Staffed 711
 Discharges 30,144
 Inpatient Days 194,538

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

183 Aurora St. Luke's Medical Center / South Shore
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	459	21,665	122,441	73.1%	335.5	5.7
Orthopedic	1	48	2,888	13,306	75.9%	36.5	4.6
Rehabilitation & Physical Medicine	1	45	1,027	13,359	81.3%	36.6	13.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	21	1,388	5,290	69.0%	14.5	3.8
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	57	1,320	16,198	77.9%	44.4	12.3
Cardiac Intensive Unit	1	54	1,091	16,147	81.9%	44.2	14.8
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	27	985	7,797	79.1%	21.4	7.9
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	55	0	55.0	Surgical Personnel	53	14	57.0
Physicians & Dentists	320	44	340.4	Radiological Services Personnel	195	74	244.3
Medical & Dental Residents	102	0	102.0	Respiratory Therapists	74	16	84.9
Dental Hygienists	0	0	0.0	Occupational Therapists	44	38	64.9
Registered Nurses	1,766	576	2,164.6	Occupational Therapy Assistants/Aides	5	10	10.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	73	39	95.6
Licensed Practical Nurses	23	7	28.6	Physical Therapy Assistants/Aides	17	13	24.9
Ancillary Nursing Personnel	242	494	517.3	Recreational Therapists	1	3	2.7
Physician Assistants	58	8	61.3	Dietitians & Nutritionists	18	7	24.2
Nurse Practitioners	130	21	141.5	Psychologists	14	2	15.2
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	36	15	43.0
Clinical Nurse Specialists	22	3	24.3	All Other Health Professionals	849	436	1,058.0
Health Info Mgmt-Administrators/Technicians	138	41	164.3	All Other Personnel	987	305	1,176.4
Pharmacy Personnel	204	73	247.5				
Clinical Laboratory Personnel	138	76	189.7				
				Total	5,731	2,356	7,128.3

183 Aurora St. Luke's Medical Center / South Shore
Milwaukee, WI 53215

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$3,019,739,658	56.5%	46.3%	1.22	43.7%	1.29	46.7%	1.21	55.7%	1.01
Medical Assistance	\$710,158,017	13.3%	13.6%	0.98	20.7%	0.64	12.6%	1.06	13.9%	0.96
Commercial	\$1,474,369,044	27.6%	35.3%	0.78	31.5%	0.88	35.1%	0.79	28.0%	0.99
All Other	\$136,404,181	2.6%	4.8%	0.53	4.1%	0.62	5.6%	0.45	2.4%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,484,391,457	46.5%	34.9%	1.33	34.8%	1.34	36.2%	1.28	46.1%	1.01
Medical Assistance	\$583,461,492	10.9%	10.4%	1.05	15.6%	0.70	9.8%	1.11	11.7%	0.93
Commercial	\$752,652,226	14.1%	14.7%	0.96	14.2%	1.00	15.6%	0.90	13.9%	1.02
Charity Care	\$76,838,474	1.4%	1.0%	1.49	1.2%	1.17	0.9%	1.55	1.4%	1.00
Bad Debt	\$38,363,447	0.7%	1.1%	0.68	1.0%	0.75	0.9%	0.80	0.7%	1.02
All Other	\$48,365,197	0.9%	2.2%	0.42	1.2%	0.77	2.5%	0.37	0.6%	1.42
Total Deductions	\$3,984,072,293	74.6%	64.2%	1.16	67.9%	1.10	66.0%	1.13	74.5%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.3%	5.5%	1.32	4.2%	1.73	6.8%	1.07	5.5%	1.32	
Net Gains/Losses as % of Net Income	0.5%	13.2%	0.04	N/A	N/A	13.1%	0.04	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$452,896,947	35.5%	44.0%	0.81	35.6%	1.00	42.7%	0.83	36.5%	0.97
Supplies & Services	\$748,858,708	58.8%	49.2%	1.19	57.8%	1.02	51.1%	1.15	59.1%	0.99
Capital Component	\$72,863,839	5.7%	6.8%	0.84	6.6%	0.86	6.2%	0.92	4.4%	1.31
Fiscal Statistics										
Operating Margin (%)	12.9%	9.1%	1.42	11.0%	1.17	9.5%	1.36	12.2%	1.05	
Total Hospital Net Income (%)	13.0%	10.3%	1.26	10.6%	1.22	10.8%	1.20	12.2%	1.06	
Return on Equity (%)	6.4%	6.0%	1.06	7.3%	0.87	7.7%	0.83	6.0%	1.06	
Current Ratio	23.4	4.7	4.97	10.4	2.25	5.5	4.24	23.6	0.99	
Days in Net Patient Accounts Receivable	62.0	64.0	0.97	48.4	1.28	55.7	1.11	61.7	1.00	
Average Payment Period	30.1	56.5	0.53	30.5	0.99	45.6	0.66	29.1	1.03	
Equity Financing (%)	96.3%	69.2%	1.39	87.0%	1.11	72.1%	1.34	96.4%	1.00	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	11.6	13.4	0.86	11.9	0.97	15.5	0.75	332.9	0.03	
Total Asset Turnover	0.5	0.6	0.85	0.7	0.71	0.7	0.70	0.5	1.00	
Average Age of Plant (Years)	14.8	12.6	1.18	10.5	1.41	12.1	1.22	14.5	1.02	
Increase (Decrease) Total Net Patient Revenue	5.9%	7.3%	0.81	4.6%	1.26	8.9%	0.66	3.5%	1.68	
Outpatient Gross Revenue (% of Total GPR)	50.8%	63.3%	0.80	52.2%	0.97	58.2%	0.87	48.4%	1.05	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$23,302	\$16,906	1.38	\$22,775	1.02	\$19,324	1.21	\$20,630	1.13	
Inpatient Net Revenue per Day	\$3,496	\$3,675	0.95	\$3,908	0.89	\$3,829	0.91	\$3,292	1.06	
Outpatient Net Revenue per Visit	\$1,119	\$703	1.59	\$755	1.48	\$741	1.51	\$1,044	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,340,670,901	Cash & Cash Equivalents	\$2,092,714,614	Current Liabilities	\$101,233,512
Less Deductions	\$3,984,072,293	Net Patient Receivables	\$230,251,609	Long-Term Debt	\$0
Net Patient Revenue	\$1,356,598,608	Other Receivables	\$13,921,900	Other Liabilities	\$8,134,637
Plus Other Revenue	\$106,962,469			Subtotal	\$109,368,149
Total Revenue	\$1,463,561,075	Land, Buildings & Equipment (Net)	\$509,833,104	Unrestricted Fund Balance	\$2,879,052,657
Less Expenses	\$1,274,619,494	Other Assets	\$141,699,577	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$887,237			Total Liabilities & Fund Balance	\$2,988,420,806
Net Income	\$189,828,819	Total Assets	\$2,988,420,804		

075 Children's Wisconsin-Milwaukee Hospital
 9000 W Wisconsin Ave, PO Box 1997
 Milwaukee, WI 53201
 414-266-2000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.2%	N/A	67.1%	N/A	50.7%	N/A	0.0%	N/A
Obstetrics	0.0%	38.0%	N/A	48.2%	N/A	34.4%	N/A	0.0%	N/A
Pediatrics	100.5%	51.3%	1.96	100.5%	1.00	78.2%	1.29	100.1%	1.00
Total Hospital	99.7%	57.4%	1.74	70.0%	1.42	54.8%	1.82	100.0%	1.00
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.0	N/A	108.6	N/A	27.5	N/A	0.0	N/A
Obstetrics	0.0	4.9	N/A	19.5	N/A	6.2	N/A	0.0	N/A
Pediatrics	65.3	1.3	50.75	9.3	7.00	4.2	50.75	65.1	1.00
Total Hospital	184.5	49.0	3.77	166.8	1.11	63.1	2.92	183.9	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.1	N/A	5.2	N/A	3.6	N/A	0.0	N/A
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.5	N/A	0.0	N/A
Pediatrics	3.4	3.3	1.02	3.4	1.00	3.4	1.01	3.6	0.95
Total Hospital	7.1	4.5	1.58	5.7	1.25	4.3	1.65	7.5	0.95
Surgical Operations									
Inpatient	3,346	1,426	2.35	3,115	1.07	1,501	2.23	3,403	0.98
Outpatient	11,351	4,581	2.48	5,527	2.05	5,596	2.03	11,082	1.02
Inpatient as % of All Surgeries	22.8%	23.7%	0.96	36.0%	0.63	21.2%	1.08	23.5%	0.97
Outpatient Visits									
Non-Emergency Visits	359,000	144,376	2.49	275,295	1.30	193,333	1.86	336,194	1.07
Emergency Visits	70,709	17,768	3.98	46,822	1.51	29,751	2.38	68,093	1.04
Full-Time Equivalents (FTEs)									
Administrators	43.4	23.0	1.89	58.1	0.75	31.4	1.38	41.7	1.04
Nurses, Licensed	1,132.2	251.3	4.51	763.8	1.48	357.1	3.17	1,188.2	0.95
Ancillary Nursing Personnel	160.2	39.7	4.04	137.7	1.16	53.7	2.99	158.7	1.01
All Other Personnel	1,443.5	509.3	2.83	1,250.1	1.15	692.3	2.09	1,379.6	1.05
Total FTEs	2,779.3	823.3	3.38	2,209.8	1.26	1,134.4	2.45	2,768.2	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.3	17.0	0.79	16.3	0.82	16.1	0.83	12.9	1.04
Nurses, Licensed	348.1	185.7	1.87	213.6	1.63	183.4	1.90	367.7	0.95
Ancillary Nursing Personnel	49.2	29.3	1.68	38.5	1.28	27.6	1.79	49.1	1.00
All Other Personnel	443.8	376.3	1.18	349.6	1.27	355.6	1.25	426.9	1.04
Total FTEs	854.4	608.3	1.40	618.0	1.38	582.6	1.47	856.6	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	185	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	9,470	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	67,349			Inpatient Days	0	Newborn Days	0

075 Children's Wisconsin-Milwaukee Hospital
Milwaukee, WI 53201

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	65	6,979	23,836	100.5%	65.3	3.4
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	45	992	16,303	99.3%	44.7	16.4
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	57	704	20,779	99.9%	56.9	29.5
Other Intensive Care	1	18	795	6,431	97.9%	17.6	8.1
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	42	2	43.4	Surgical Personnel	24	9	27.6
Physicians & Dentists	11	7	11.5	Radiological Services Personnel	79	64	112.5
Medical & Dental Residents	8	0	8.0	Respiratory Therapists	88	33	105.5
Dental Hygienists	3	2	4.1	Occupational Therapists	33	32	52.6
Registered Nurses	659	675	1,070.9	Occupational Therapy Assistants/Aides	2	2	3.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	29	21	40.1
Licensed Practical Nurses	0	0	0.2	Physical Therapy Assistants/Aides	0	1	1.4
Ancillary Nursing Personnel	81	163	160.2	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	16	16	29.6
Nurse Practitioners	41	14	47.5	Psychologists	18	16	27.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	13	1	13.6	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.4	All Other Personnel	645	290	794.1
Pharmacy Personnel	84	54	112.9				
Clinical Laboratory Personnel	50	23	59.8				
				Total	1,968	1,440	2,779.3

075 Children's Wisconsin-Milwaukee Hospital
Milwaukee, WI 53201

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$7,894,010	0.6%	46.3%	0.01	43.7%	0.01	41.9%	0.01	0.5%	1.17
Medical Assistance	\$623,261,867	49.5%	13.6%	3.63	20.7%	2.39	19.2%	2.58	49.6%	1.00
Commercial	\$605,423,007	48.0%	35.3%	1.36	31.5%	1.52	35.7%	1.35	47.9%	1.00
All Other	\$23,628,485	1.9%	4.8%	0.39	4.1%	0.45	3.3%	0.57	1.9%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,543,808	0.4%	34.9%	0.01	34.8%	0.01	32.2%	0.01	0.4%	1.15
Medical Assistance	\$394,769,777	31.3%	10.4%	3.02	15.6%	2.00	14.2%	2.21	31.6%	0.99
Commercial	\$137,120,171	10.9%	14.7%	0.74	14.2%	0.77	13.6%	0.80	10.6%	1.03
Charity Care	\$1,838,824	0.1%	1.0%	0.15	1.2%	0.12	1.0%	0.14	0.1%	1.10
Bad Debt	\$6,937,530	0.6%	1.1%	0.52	1.0%	0.58	1.2%	0.47	0.4%	1.31
All Other	\$16,878,383	1.3%	2.2%	0.62	1.2%	1.14	1.5%	0.88	1.6%	0.84
Total Deductions	\$563,088,493	44.7%	64.2%	0.70	67.9%	0.66	63.7%	0.70	44.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.5%		5.5%	1.18	4.2%	1.54	3.9%	1.67	6.4%	1.01
Net Gains/Losses as % of Net Income	17.8%		13.2%	1.35	N/A	N/A	14.4%	1.24	5.2%	3.43
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$253,385,293	39.4%	44.0%	0.89	35.6%	1.11	44.1%	0.89	39.7%	0.99
Supplies & Services	\$315,714,936	49.0%	49.2%	1.00	57.8%	0.85	48.5%	1.01	48.1%	1.02
Capital Component	\$74,658,361	11.6%	6.8%	1.70	6.6%	1.74	7.4%	1.57	12.3%	0.95
Fiscal Statistics										
Operating Margin (%)	13.7%		9.1%	1.51	11.0%	1.24	9.4%	1.45	12.0%	1.14
Total Hospital Net Income (%)	16.2%		10.3%	1.57	10.6%	1.52	10.8%	1.49	12.6%	1.28
Return on Equity (%)	6.3%		6.0%	1.05	7.3%	0.86	4.3%	1.46	5.2%	1.22
Current Ratio	2.5		4.7	0.54	10.4	0.24	4.3	0.59	2.7	0.93
Days in Net Patient Accounts Receivable	47.9		64.0	0.75	48.4	0.99	85.1	0.56	47.8	1.00
Average Payment Period	69.0		56.5	1.22	30.5	2.26	80.6	0.86	64.6	1.07
Equity Financing (%)	70.6%		69.2%	1.02	87.0%	0.81	65.0%	1.09	69.7%	1.01
Long-Term Debt to Equity Ratio	0.3		0.3	1.09	0.1	4.84	0.4	0.79	0.3	0.95
Times Interest Earned	11.8		13.4	0.88	11.9	0.99	11.7	1.01	7.9	1.48
Total Asset Turnover	0.4		0.6	0.66	0.7	0.55	0.4	0.97	0.4	0.93
Average Age of Plant (Years)	8.4		12.6	0.67	10.5	0.80	14.3	0.59	7.7	1.09
Increase (Decrease) Total Net Patient Revenue	6.4%		7.3%	0.87	4.6%	1.37	7.2%	0.88	5.3%	1.19
Outpatient Gross Revenue (% of Total GPR)	41.2%		63.3%	0.65	52.2%	0.79	66.6%	0.62	40.8%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$44,178		\$16,906	2.61	\$22,775	1.94	\$15,576	2.84	\$44,370	1.00
Inpatient Net Revenue per Day	\$5,994		\$3,675	1.63	\$3,908	1.53	\$3,515	1.71	\$5,715	1.05
Outpatient Net Revenue per Visit	\$665		\$703	0.95	\$755	0.88	\$685	0.97	\$646	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,260,207,370	Cash & Cash Equivalents	\$79,188,179	Current Liabilities	\$111,184,723
Less Deductions	\$563,088,493	Net Patient Receivables	\$91,515,384	Long-Term Debt	\$389,436,538
Net Patient Revenue	\$697,118,877	Other Receivables	\$7,533,452	Other Liabilities	\$77,576,018
Plus Other Revenue	\$48,672,197			Subtotal	\$578,197,279
Total Revenue	\$745,791,073	Land, Buildings & Equipment (Net)	\$460,095,132		
Less Expenses	\$643,758,590	Other Assets	\$1,329,441,228	Unrestricted Fund Balance	\$1,389,576,096
Non-Operating Gains/Losses	\$22,136,633			Restricted Fund Balance	\$277,728,882
Net Income	\$124,169,116	Total Assets	\$1,967,773,375	Total Liabilities & Fund Balance	\$1,967,773,375

079 Froedtert Hospital
 9200 W Wisconsin Ave, PO Box 26099
 Milwaukee, WI 53226
 414-805-3000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	85.9%	55.2%	1.56	67.1%	1.28	71.0%	1.21	82.2%	1.04
Obstetrics	56.5%	38.0%	1.49	48.2%	0.60	50.6%	1.12	50.0%	1.13
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	82.5%	57.4%	1.44	70.0%	1.18	69.3%	1.19	79.6%	1.04
Average Census (Patients)									
Adult Medical-Surgical	292.9	26.0	11.26	108.6	2.70	106.3	2.76	278.0	1.05
Obstetrics	28.8	4.9	5.83	19.5	1.48	14.5	1.99	25.5	1.13
Pediatrics	0.0	1.3	N/A	9.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	509.0	49.0	10.39	166.8	3.05	202.8	2.51	481.1	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	5.1	4.1	1.24	5.2	0.97	4.6	1.09	4.7	1.07
Obstetrics	2.9	2.6	1.15	2.8	1.06	2.7	1.08	2.9	1.01
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.3	N/A	0.0	N/A
Total Hospital	6.0	4.5	1.33	5.7	1.05	5.0	1.20	5.6	1.06
Surgical Operations									
Inpatient	10,276	1,426	7.21	3,115	3.30	5,403	1.90	9,849	1.04
Outpatient	9,859	4,581	2.15	5,527	1.78	16,162	0.61	9,823	1.00
Inpatient as % of All Surgeries	51.0%	23.7%	2.15	36.0%	1.42	25.1%	2.04	50.1%	1.02
Outpatient Visits									
Non-Emergency Visits	817,134	144,376	5.66	275,295	2.97	476,432	1.72	799,127	1.02
Emergency Visits	56,784	17,768	3.20	46,822	1.21	47,460	1.20	56,754	1.00
Full-Time Equivalents (FTEs)									
Administrators	257.8	23.0	11.21	58.1	4.43	71.8	3.59	246.8	1.04
Nurses, Licensed	2,343.2	251.3	9.32	763.8	3.07	913.4	2.57	2,120.3	1.11
Ancillary Nursing Personnel	429.5	39.7	10.82	137.7	3.12	148.8	2.89	354.6	1.21
All Other Personnel	3,285.9	509.3	6.45	1,250.1	2.63	1,805.9	1.82	2,965.5	1.11
Total FTEs	6,316.3	823.3	7.67	2,209.8	2.86	2,940.0	2.15	5,687.2	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.5	17.0	1.44	16.3	1.50	14.7	1.67	24.7	0.99
Nurses, Licensed	222.3	185.7	1.20	213.6	1.04	186.4	1.19	212.1	1.05
Ancillary Nursing Personnel	40.7	29.3	1.39	38.5	1.06	30.4	1.34	35.5	1.15
All Other Personnel	311.8	376.3	0.83	349.6	0.89	368.6	0.85	296.6	1.05
Total FTEs	599.3	608.3	0.99	618.0	0.97	600.1	1.00	568.8	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	617	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	32
Discharges	31,014	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	3,103
Inpatient Days	185,784			Inpatient Days	0	Newborn Days	5,862

079 Froedtert Hospital
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	341	21,121	106,916	85.9%	292.9	5.1
Orthopedic	1	20	1,233	6,361	87.1%	17.4	5.2
Rehabilitation & Physical Medicine	1	26	537	6,878	72.5%	18.8	12.8
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	62	2,352	21,359	0.0%	58.5	9.1
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	51	3,593	10,521	56.5%	28.8	2.9
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	47	933	14,455	84.3%	39.6	15.5
Cardiac Intensive Unit	1	20	241	6,391	87.5%	17.5	26.5
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	10	96	457	12.5%	1.3	4.8
Other Intensive Care	1	40	1,004	12,446	85.2%	34.1	12.4
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	253	8	257.8	Surgical Personnel	94	14	99.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	229	155	303.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	78	22	91.8
Dental Hygienists	0	0	0.0	Occupational Therapists	36	58	63.1
Registered Nurses	1,826	826	2,257.1	Occupational Therapy Assistants/Aides	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Physical Therapists	56	56	84.9
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	6	6	9.1
Ancillary Nursing Personnel	221	522	429.5	Recreational Therapists	1	0	1.0
Physician Assistants	0	3	1.6	Dietitians & Nutritionists	26	16	34.9
Nurse Practitioners	5	10	10.8	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	55	7	55.7	Social Workers	61	23	70.1
Clinical Nurse Specialists	15	3	16.6	All Other Health Professionals	746	433	955.3
Health Info Mgmt-Administrators/Technicians	8	1	8.0	All Other Personnel	929	255	1,062.8
Pharmacy Personnel	263	131	304.8				
Clinical Laboratory Personnel	12	5	14.8				
				Total	5,079	2,595	6,316.3

079 Froedtert Hospital
Milwaukee, WI 53226

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$2,294,877,987	44.7%	46.3%	0.97	43.7%	1.02	46.7%	0.96	44.2%	1.01
Medical Assistance	\$773,363,724	15.1%	13.6%	1.10	20.7%	0.73	12.6%	1.19	15.3%	0.98
Commercial	\$1,718,107,220	33.4%	35.3%	0.95	31.5%	1.06	35.1%	0.95	34.0%	0.98
All Other	\$350,718,904	6.8%	4.8%	1.43	4.1%	1.65	5.6%	1.21	6.5%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$1,759,272,842	34.2%	34.9%	0.98	34.8%	0.98	36.2%	0.95	33.5%	1.02
Medical Assistance	\$611,543,756	11.9%	10.4%	1.15	15.6%	0.76	9.8%	1.21	11.9%	1.00
Commercial	\$811,671,863	15.8%	14.7%	1.08	14.2%	1.12	15.6%	1.01	15.6%	1.01
Charity Care	\$28,906,993	0.6%	1.0%	0.58	1.2%	0.46	0.9%	0.61	0.6%	0.98
Bad Debt	\$52,592,553	1.0%	1.1%	0.96	1.0%	1.07	0.9%	1.14	1.0%	1.07
All Other	\$87,377,361	1.7%	2.2%	0.79	1.2%	1.45	2.5%	0.69	1.7%	0.97
Total Deductions	\$3,351,365,369	65.2%	64.2%	1.02	67.9%	0.96	66.0%	0.99	64.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%	5.5%	0.27		4.2%	0.36	6.8%	0.22	1.8%	0.83
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A		N/A	N/A	13.1%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$522,320,753	31.5%	44.0%	0.72	35.6%	0.88	42.7%	0.74	31.2%	1.01
Supplies & Services	\$1,037,532,051	62.5%	49.2%	1.27	57.8%	1.08	51.1%	1.22	62.5%	1.00
Capital Component	\$100,429,441	6.0%	6.8%	0.89	6.6%	0.91	6.2%	0.98	6.3%	0.96
Fiscal Statistics										
Operating Margin (%)		8.4%	9.1%	0.93	11.0%	0.77	9.5%	0.89	10.0%	0.84
Total Hospital Net Income (%)		6.1%	10.3%	0.60	10.6%	0.58	10.8%	0.57	8.1%	0.75
Return on Equity (%)		10.1%	6.0%	1.68	7.3%	1.38	7.7%	1.31	13.6%	0.74
Current Ratio		2.8	4.7	0.60	10.4	0.27	5.5	0.51	3.4	0.83
Days in Net Patient Accounts Receivable		43.4	64.0	0.68	48.4	0.90	55.7	0.78	45.3	0.96
Average Payment Period		19.9	56.5	0.35	30.5	0.65	45.6	0.44	17.6	1.13
Equity Financing (%)		90.0%	69.2%	1.30	87.0%	1.04	72.1%	1.25	91.4%	0.98
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.00	0.2	0.00	0.0	0.78
Times Interest Earned		7.5	13.4	0.56	11.9	0.63	15.5	0.48	8.7	0.86
Total Asset Turnover		1.7	0.6	2.93	0.7	2.44	0.7	2.39	1.7	0.99
Average Age of Plant (Years)		10.1	12.6	0.80	10.5	0.96	12.1	0.83	10.0	1.01
Increase (Decrease) Total Net Patient Revenue		8.2%	7.3%	1.13	4.6%	1.76	8.9%	0.92	8.8%	0.93
Outpatient Gross Revenue (% of Total GPR)		52.0%	63.3%	0.82	52.2%	1.00	58.2%	0.89	51.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$28,493	\$16,906	1.69		\$22,775	1.25	\$19,324	1.47	\$26,590	1.07
Inpatient Net Revenue per Day	\$4,784	\$3,675	1.30		\$3,908	1.22	\$3,829	1.25	\$4,701	1.02
Outpatient Net Revenue per Visit	\$1,092	\$703	1.55		\$755	1.45	\$741	1.47	\$1,012	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,137,067,834	Cash & Cash Equivalents	\$2,974,721	Current Liabilities	\$87,079,244
Less Deductions	\$3,351,365,369	Net Patient Receivables	\$212,367,744	Long-Term Debt	\$215,898
Net Patient Revenue	\$1,785,702,465	Other Receivables	\$1,911,468	Other Liabilities	\$20,009,858
Plus Other Revenue	\$27,458,668			Subtotal	\$107,305,000
Total Revenue	\$1,813,161,133	Land, Buildings & Equipment (Net)	\$821,890,171	Unrestricted Fund Balance	\$970,488,000
Less Expenses	\$1,660,282,245	Other Assets	\$38,648,896	Restricted Fund Balance	\$31,515,000
Non-Operating Gains/Losses	-\$44,082,117	Total Assets	\$1,077,793,000	Total Liabilities & Fund Balance	\$1,077,793,000
Net Income	\$108,796,771				

091 Monroe Clinic
 515 22nd Ave
 Monroe, WI 53566
 608-324-1000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Green
 Analysis Area: Southern (1)
 Volume Group: 6

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

Total Hospital:
 Beds Set Up & Staffed 58
 Discharges 2,532
 Inpatient Days 8,263

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 10
 Total Births 436
 Newborn Days 769

091 Monroe Clinic
Monroe, WI 53566

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	44	1,941	6,547	40.8%	17.9	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	416	1,013	34.7%	2.8	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	6	165	703	32.1%	1.9	4.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

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

091 Monroe Clinic
Monroe, WI 53566

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

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

194 Children's Wisconsin-Fox Valley Hospital
 130 Second Street, PO Box 476
 Neenah, WI 54956
 920-969-7900

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	55.2%	N/A	46.6%	N/A	11.3%	N/A	0.0%	N/A
Obstetrics	0.0%	38.0%	N/A	30.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	73.7%	51.3%	1.44	14.5%	5.07	44.2%	1.67	83.4%	0.88
Total Hospital	94.3%	57.4%	1.64	47.3%	1.99	16.5%	5.70	100.4%	0.94
Average Census (Patients)									
Adult Medical-Surgical	0.0	26.0	N/A	22.2	N/A	1.8	N/A	0.0	N/A
Obstetrics	0.0	4.9	N/A	4.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	2.2	1.3	1.72	0.3	6.51	0.2	1.72	2.5	0.88
Total Hospital	15.1	49.0	0.31	36.8	0.41	2.7	5.60	19.1	0.79
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.1	N/A	3.5	N/A	2.9	N/A	0.0	N/A
Obstetrics	0.0	2.6	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	3.0	3.3	0.91	2.8	1.07	3.0	1.00	2.8	1.10
Total Hospital	10.5	4.5	2.33	4.2	2.52	4.2	2.51	11.2	0.94
Surgical Operations									
Inpatient	0	1,426	N/A	1,211	N/A	127	N/A	0	N/A
Outpatient	0	4,581	N/A	6,106	N/A	1,225	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	16.6%	N/A	9.4%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	15,774	144,376	0.11	97,819	0.16	22,925	0.69	15,418	1.02
Emergency Visits	0	17,768	N/A	15,674	N/A	2,741	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	3.0	23.0	0.13	19.5	0.15	3.1	0.97	1.0	3.00
Nurses, Licensed	67.1	251.3	0.27	188.9	0.36	36.6	1.83	71.0	0.95
Ancillary Nursing Personnel	8.0	39.7	0.20	19.4	0.41	7.5	1.06	7.0	1.13
All Other Personnel	77.9	509.3	0.15	317.9	0.24	77.2	1.01	70.4	1.11
Total FTEs	155.9	823.3	0.19	545.6	0.29	124.4	1.25	149.5	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.0	17.0	0.71	16.9	0.71	23.8	0.51	3.4	3.49
Nurses, Licensed	269.4	185.7	1.45	164.2	1.64	281.2	0.96	244.8	1.10
Ancillary Nursing Personnel	31.9	29.3	1.09	16.8	1.90	57.4	0.56	24.2	1.32
All Other Personnel	312.4	376.3	0.83	276.3	1.13	592.9	0.53	242.8	1.29
Total FTEs	625.8	608.3	1.03	474.3	1.32	955.3	0.66	515.2	1.21

Total Hospital:

Beds Set Up & Staffed 16
 Discharges 526
 Inpatient Days 5,506

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

194 Children's Wisconsin-Fox Valley Hospital
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	3	266	807	73.7%	2.2	3.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	13	260	4,699	99.0%	12.9	18.1
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	12	4	13.8	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	5	11.4
Dental Hygienists	0	0	0.0	Occupational Therapists	7	10	13.7
Registered Nurses	39	48	65.0	Occupational Therapy Assistants/Aides	1	2	2.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	6	6.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	9	8.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	2	5.0
Nurse Practitioners	2	1	2.1	Psychologists	1	2	2.2
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	16	3	16.9
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	101	97	155.9

194 Children's Wisconsin-Fox Valley Hospital

Neenah, WI 54956

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$7,462	0.0%	46.3%	0.00	47.7%	0.00	45.9%	0.00	0.0%	1.01
Medical Assistance	\$13,978,344	36.3%	13.6%	2.66	10.5%	3.46	11.5%	3.16	32.4%	1.12
Commercial	\$23,684,295	61.5%	35.3%	1.74	39.1%	1.57	39.4%	1.56	65.2%	0.94
All Other	\$838,813	2.2%	4.8%	0.46	2.7%	0.80	3.3%	0.67	2.3%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$3,335	0.0%	34.9%	0.00	33.3%	0.00	23.7%	0.00	0.0%	1.19
Medical Assistance	\$8,056,627	20.9%	10.4%	2.02	7.8%	2.69	7.7%	2.71	18.3%	1.14
Commercial	\$3,154,954	8.2%	14.7%	0.56	13.9%	0.59	10.4%	0.78	8.1%	1.01
Charity Care	\$18,956	0.0%	1.0%	0.05	0.6%	0.08	0.8%	0.06	0.1%	0.42
Bad Debt	\$263,160	0.7%	1.1%	0.64	1.4%	0.47	1.5%	0.47	0.8%	0.91
All Other	\$602,112	1.6%	2.2%	0.72	2.0%	0.79	1.4%	1.12	1.6%	1.01
Total Deductions	\$12,099,142	31.4%	64.2%	0.49	59.1%	0.53	45.5%	0.69	28.9%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	14.7%		5.5%	2.66	1.9%	7.68	3.1%	4.68	10.6%	1.39
Net Gains/Losses as % of Net Income	59.0%		13.2%	4.48	11.5%	5.11	1.4%	41.98	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,677,768	53.3%	44.0%	1.21	41.9%	1.27	51.0%	1.05	49.2%	1.08
Supplies & Services	\$13,054,924	41.7%	49.2%	0.85	50.8%	0.82	41.5%	1.01	45.8%	0.91
Capital Component	\$1,540,893	4.9%	6.8%	0.72	7.3%	0.67	7.5%	0.66	5.0%	0.99
Fiscal Statistics										
Operating Margin (%)	-1.0%		9.1%	N/A	16.8%	N/A	9.5%	N/A	4.8%	N/A
Total Hospital Net Income (%)	-2.4%		10.3%	N/A	18.6%	N/A	9.7%	N/A	4.6%	N/A
Return on Equity (%)	-11.5%		6.0%	N/A	15.9%	N/A	13.7%	N/A	29.8%	N/A
Current Ratio	0.5		4.7	0.10	7.1	0.07	3.6	0.13	0.7	0.68
Days in Net Patient Accounts Receivable	50.6		64.0	0.79	58.8	0.86	55.7	0.91	57.5	0.88
Average Payment Period	36.0		56.5	0.64	30.8	1.17	35.7	1.01	29.8	1.21
Equity Financing (%)	28.9%		69.2%	0.42	86.8%	0.33	50.2%	0.58	50.2%	0.58
Long-Term Debt to Equity Ratio	0.7		0.3	2.92	0.1	8.13	0.6	1.24	0.0	N/A
Times Interest Earned	0.0		13.4	N/A	37.1	N/A	10.9	N/A	0.0	N/A
Total Asset Turnover	4.8		0.6	8.38	0.8	5.75	1.4	3.40	6.5	0.74
Average Age of Plant (Years)	6.0		12.6	0.47	8.9	0.67	9.3	0.64	5.0	1.19
Increase (Decrease) Total Net Patient Revenue	-12.1%		7.3%	N/A	0.5%	N/A	1.0%	N/A	18.8%	N/A
Outpatient Gross Revenue (% of Total GPR)	37.8%		63.3%	0.60	67.6%	0.56	79.1%	0.48	32.3%	1.17
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$34,386		\$16,906	2.03	\$13,409	2.56	\$20,479	1.68	\$35,301	0.97
Inpatient Net Revenue per Day	\$3,196		\$3,675	0.87	\$3,142	1.02	\$3,042	1.05	\$3,065	1.04
Outpatient Net Revenue per Visit	\$544		\$703	0.77	\$724	0.75	\$730	0.75	\$545	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,508,915	Cash & Cash Equivalents	\$0	Current Liabilities	\$3,035,293
Less Deductions	\$12,099,142	Net Patient Receivables	\$3,657,946	Long-Term Debt	\$1,394,252
Net Patient Revenue	\$26,409,773	Other Receivables	\$998,231	Other Liabilities	\$148,751
Plus Other Revenue	\$4,560,794			Subtotal	\$4,578,296
Total Revenue	\$30,970,567	Land, Buildings & Equipment (Net)	\$1,950,038	Unrestricted Fund Balance	\$1,863,637
Less Expenses	\$31,273,585	Other Assets	-\$164,282	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$436,163			Total Liabilities & Fund Balance	\$6,441,933
Net Income	-\$739,180	Total Assets	\$6,441,933		

092 ThedaCare Regional Medical Center - Neenah
 130 Second Street, PO Box 2021
 Neenah, WI 54956
 920-729-3100

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.5%	55.2%	1.15	46.6%	1.36	50.7%	1.25	49.4%	1.28
Obstetrics	41.9%	38.0%	1.10	30.9%	0.38	34.4%	1.22	39.8%	1.05
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	65.9%	57.4%	1.15	47.3%	1.39	54.8%	1.20	54.6%	1.21
Average Census (Patients)									
Adult Medical-Surgical	47.6	26.0	1.83	22.2	2.15	27.5	1.73	37.1	1.28
Obstetrics	11.7	4.9	2.37	4.4	2.64	6.2	1.90	11.1	1.05
Pediatrics	0.0	1.3	N/A	0.3	N/A	4.2	N/A	0.0	N/A
Total Hospital	108.0	49.0	2.21	36.8	2.93	63.1	1.71	89.6	1.21
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.1	0.96	3.5	1.11	3.6	1.07	3.3	1.19
Obstetrics	2.9	2.6	1.12	2.4	1.17	2.5	1.14	2.8	1.04
Pediatrics	0.0	3.3	N/A	2.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.6	4.5	1.02	4.2	1.10	4.3	1.06	4.0	1.15
Surgical Operations									
Inpatient	2,898	1,426	2.03	1,211	2.39	1,501	1.93	2,984	0.97
Outpatient	11,766	4,581	2.57	6,106	1.93	5,596	2.10	11,767	1.00
Inpatient as % of All Surgeries	19.8%	23.7%	0.83	16.6%	1.19	21.2%	0.93	20.2%	0.98
Outpatient Visits									
Non-Emergency Visits	96,664	144,376	0.67	97,819	0.99	193,333	0.50	97,754	0.99
Emergency Visits	24,290	17,768	1.37	15,674	1.55	29,751	0.82	23,670	1.03
Full-Time Equivalents (FTEs)									
Administrators	48.8	23.0	2.12	19.5	2.51	31.4	1.55	49.2	0.99
Nurses, Licensed	356.2	251.3	1.42	188.9	1.89	357.1	1.00	335.4	1.06
Ancillary Nursing Personnel	18.0	39.7	0.45	19.4	0.93	53.7	0.33	55.8	0.32
All Other Personnel	468.9	509.3	0.92	317.9	1.47	692.3	0.68	473.5	0.99
Total FTEs	891.9	823.3	1.08	545.6	1.63	1,134.4	0.79	913.9	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	19.3	17.0	1.14	16.9	1.14	16.1	1.20	23.2	0.83
Nurses, Licensed	141.0	185.7	0.76	164.2	0.86	183.4	0.77	157.9	0.89
Ancillary Nursing Personnel	7.1	29.3	0.24	16.8	0.42	27.6	0.26	26.3	0.27
All Other Personnel	185.7	376.3	0.49	276.3	0.67	355.6	0.52	223.0	0.83
Total FTEs	353.2	608.3	0.58	474.3	0.74	582.6	0.61	430.4	0.82

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	164	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	22
Discharges	8,602	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,493
Inpatient Days	39,432			Inpatient Days	0	Newborn Days	2,914

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	75	4,460	17,371	63.5%	47.6	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	206	2,987	68.2%	8.2	14.5
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	28	1,497	4,279	41.9%	11.7	2.9
Psychiatric	1	19	1,207	6,545	94.4%	17.9	5.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	205	3,140	61.4%	8.6	15.3
Step-Down (Special Care)	1	16	1,027	5,110	87.5%	14.0	5.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	48	1	48.8	Surgical Personnel	14	37	36.9
Physicians & Dentists	12	4	14.3	Radiological Services Personnel	42	33	60.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	13	14.3
Dental Hygienists	0	0	0.0	Occupational Therapists	5	6	8.2
Registered Nurses	175	268	333.3	Occupational Therapy Assistants/Aides	1	2	1.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	4	5.8
Licensed Practical Nurses	5	19	14.9	Physical Therapy Assistants/Aides	2	3	3.2
Ancillary Nursing Personnel	14	67	18.0	Recreational Therapists	0	1	0.5
Physician Assistants	6	1	6.1	Dietitians & Nutritionists	0	4	2.8
Nurse Practitioners	8	0	8.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	11	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	46	44.3
Health Info Mgmt-Administrators/Technicians	13	6	16.8	All Other Personnel	131	81	169.5
Pharmacy Personnel	25	7	29.5				
Clinical Laboratory Personnel	24	15	32.5				
				Total	566	643	891.9

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$209,982,533	39.9%	46.3%	0.86	47.7%	0.84	41.9%	0.95	38.5%	1.04
Medical Assistance	\$61,592,037	11.7%	13.6%	0.86	10.5%	1.12	19.2%	0.61	12.0%	0.98
Commercial	\$239,585,912	45.5%	35.3%	1.29	39.1%	1.16	35.7%	1.28	47.0%	0.97
All Other	\$15,366,137	2.9%	4.8%	0.61	2.7%	1.08	3.3%	0.89	2.6%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$140,203,013	26.6%	34.9%	0.76	33.3%	0.80	32.2%	0.83	27.8%	0.96
Medical Assistance	\$46,694,760	8.9%	10.4%	0.86	7.8%	1.14	14.2%	0.63	9.6%	0.93
Commercial	\$73,336,401	13.9%	14.7%	0.95	13.9%	1.00	13.6%	1.02	10.5%	1.32
Charity Care	\$3,026,616	0.6%	1.0%	0.60	0.6%	0.91	1.0%	0.56	0.6%	0.92
Bad Debt	\$7,029,804	1.3%	1.1%	1.26	1.4%	0.92	1.2%	1.15	0.8%	1.72
All Other	\$12,765,204	2.4%	2.2%	1.12	2.0%	1.22	1.5%	1.59	2.1%	1.14
Total Deductions	\$283,055,797	53.8%	64.2%	0.84	59.1%	0.91	63.7%	0.84	51.5%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.4%	5.5%	0.26		1.9%	0.75	3.9%	0.37	1.5%	0.96
Net Gains/Losses as % of Net Income	0.9%	13.2%	0.07		11.5%	0.08	14.4%	0.06	0.5%	1.82
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$81,715,829	42.7%	44.0%	0.97	41.9%	1.02	44.1%	0.97	46.7%	0.91
Supplies & Services	\$98,582,825	51.5%	49.2%	1.05	50.8%	1.01	48.5%	1.06	45.9%	1.12
Capital Component	\$11,161,686	5.8%	6.8%	0.86	7.3%	0.80	7.4%	0.79	7.4%	0.79
Fiscal Statistics										
Operating Margin (%)	22.5%	9.1%	2.48		16.8%	1.34	9.4%	2.39	23.7%	0.95
Total Hospital Net Income (%)	22.7%	10.3%	2.20		18.6%	1.22	10.8%	2.09	23.8%	0.95
Return on Equity (%)	31.8%	6.0%	5.31		15.9%	2.00	4.3%	7.39	48.6%	0.65
Current Ratio	11.6	4.7	2.47		7.1	1.63	4.3	2.71	466.5	0.02
Days in Net Patient Accounts Receivable	50.4	64.0	0.79		58.8	0.86	85.1	0.59	49.9	1.01
Average Payment Period	17.4	56.5	0.31		30.8	0.56	80.6	0.22	0.2	107.17
Equity Financing (%)	95.0%	69.2%	1.37		86.8%	1.09	65.0%	1.46	99.9%	0.95
Long-Term Debt to Equity Ratio	0.0	0.3	0.00		0.1	0.01	0.4	0.00	0.0	N/A
Times Interest Earned	5,060.9	13.4	376.60		37.1	136.46	11.7	432.74	5,330.0	0.95
Total Asset Turnover	1.4	0.6	2.45		0.8	1.68	0.4	3.58	2.0	0.69
Average Age of Plant (Years)	19.4	12.6	1.55		8.9	2.20	14.3	1.36	17.7	1.10
Increase (Decrease) Total Net Patient Revenue	6.6%	7.3%	0.91		0.5%	12.51	7.2%	0.92	12.5%	0.53
Outpatient Gross Revenue (% of Total GPR)	57.2%	63.3%	0.90		67.6%	0.85	66.6%	0.86	57.8%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,948	\$16,906	0.77		\$13,409	0.97	\$15,576	0.83	\$13,269	0.98
Inpatient Net Revenue per Day	\$2,825	\$3,675	0.77		\$3,142	0.90	\$3,515	0.80	\$3,319	0.85
Outpatient Net Revenue per Visit	\$1,150	\$703	1.64		\$724	1.59	\$685	1.68	\$1,017	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$526,526,619	Cash & Cash Equivalents	\$63,829,542	Current Liabilities	\$8,696,107
Less Deductions	\$283,055,797	Net Patient Receivables	\$33,619,496	Long-Term Debt	\$146,643
Net Patient Revenue	\$243,470,822	Other Receivables	\$700,758	Other Liabilities	\$0
Plus Other Revenue	\$3,559,476			Subtotal	\$8,842,750
Total Revenue	\$247,030,298	Land, Buildings & Equipment (Net)	\$75,197,110	Unrestricted Fund Balance	\$167,299,596
Less Expenses	\$191,460,340	Other Assets	\$2,795,440	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$514,001			Total Liabilities & Fund Balance	\$176,142,346
Net Income	\$56,083,959	Total Assets	\$176,142,346		

093 Marshfield Medical Center - Neillsville
 216 Sunset Place
 Neillsville, WI 54456
 715-743-3101

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Clark
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.0%	55.2%	0.25	42.1%	0.33	11.3%	1.23	15.5%	0.90
Obstetrics	0.0%	38.0%	N/A	26.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	14.0%	57.4%	0.24	43.5%	0.32	16.5%	0.84	15.5%	0.90
Average Census (Patients)									
Adult Medical-Surgical	2.2	26.0	0.09	11.3	0.20	1.8	1.26	2.5	0.90
Obstetrics	0.0	4.9	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.2	49.0	0.05	18.5	0.12	2.7	0.83	2.5	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.1	0.68	3.6	0.76	2.9	0.95	2.8	0.99
Obstetrics	0.0	2.6	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.0	N/A	0.0	N/A
Total Hospital	2.8	4.5	0.62	3.9	0.71	4.2	0.66	3.5	0.78
Surgical Operations									
Inpatient	106	1,426	0.07	509	0.21	127	0.84	68	1.56
Outpatient	467	4,581	0.10	2,269	0.21	1,225	0.38	349	1.34
Inpatient as % of All Surgeries	18.5%	23.7%	0.78	18.3%	1.01	9.4%	1.97	16.3%	1.13
Outpatient Visits									
Non-Emergency Visits	18,528	144,376	0.13	78,013	0.24	22,925	0.81	18,502	1.00
Emergency Visits	2,432	17,768	0.14	8,412	0.29	2,741	0.89	2,130	1.14
Full-Time Equivalents (FTEs)									
Administrators	9.0	23.0	0.39	13.4	0.67	3.1	2.90	1.0	9.00
Nurses, Licensed	26.1	251.3	0.10	124.0	0.21	36.6	0.71	22.9	1.14
Ancillary Nursing Personnel	13.5	39.7	0.34	18.7	0.72	7.5	1.81	14.8	0.91
All Other Personnel	108.5	509.3	0.21	265.3	0.41	77.2	1.41	138.5	0.78
Total FTEs	157.1	823.3	0.19	421.4	0.37	124.4	1.26	177.1	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	57.6	17.0	3.39	20.2	2.85	23.8	2.42	7.6	7.54
Nurses, Licensed	166.9	185.7	0.90	186.6	0.89	281.2	0.59	174.7	0.96
Ancillary Nursing Personnel	86.6	29.3	2.95	28.1	3.08	57.4	1.51	113.0	0.77
All Other Personnel	694.2	376.3	1.84	399.1	1.74	592.9	1.17	1,057.5	0.66
Total FTEs	1,005.3	608.3	1.65	633.9	1.59	955.3	1.05	1,352.9	0.74

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	16	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	295	Preferred Provider Organization (PPO)	Yes	Discharges	25	Total Births	0
Inpatient Days	816			Inpatient Days	331	Newborn Days	0

093 Marshfield Medical Center - Neillsville
Neillsville, WI 54456

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	295	816	14.0%	2.2	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	1	1	1.0
Physicians & Dentists	5	1	5.0	Radiological Services Personnel	6	0	6.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	3	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.0
Registered Nurses	16	13	21.6	Occupational Therapy Assistants/Aides	2	1	2.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	3.4
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	3	1	3.0
Ancillary Nursing Personnel	6	16	13.5	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	2.8	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	2	2	3.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	19	6	21.5
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	30	19	41.6
Pharmacy Personnel	2	1	2.1				
Clinical Laboratory Personnel	5	0	5.0				
				Total	124	74	157.1

093 Marshfield Medical Center - Neillsville

Neillsville, WI 54456

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$21,622,048	47.1%	46.3%	1.02	50.4%	0.93	45.9%	1.03	46.6%	1.01
Medical Assistance	\$5,469,685	11.9%	13.6%	0.87	11.5%	1.04	11.5%	1.04	13.4%	0.89
Commercial	\$17,415,754	37.9%	35.3%	1.07	34.7%	1.09	39.4%	0.96	37.4%	1.01
All Other	\$1,407,158	3.1%	4.8%	0.64	3.4%	0.91	3.3%	0.94	2.6%	1.19
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,632,669	21.0%	34.9%	0.60	33.8%	0.62	23.7%	0.89	20.6%	1.02
Medical Assistance	\$4,201,412	9.2%	10.4%	0.88	8.0%	1.14	7.7%	1.18	9.1%	1.00
Commercial	\$4,374,198	9.5%	14.7%	0.65	10.5%	0.91	10.4%	0.91	8.8%	1.08
Charity Care	\$197,953	0.4%	1.0%	0.45	0.9%	0.48	0.8%	0.54	0.6%	0.72
Bad Debt	\$782,157	1.7%	1.1%	1.60	1.0%	1.71	1.5%	1.16	2.8%	0.60
All Other	\$769,968	1.7%	2.2%	0.78	1.5%	1.10	1.4%	1.20	1.4%	1.21
Total Deductions	\$19,958,357	43.5%	64.2%	0.68	55.8%	0.78	45.5%	0.96	43.4%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.1%	5.5%	0.55	3.2%	0.97	3.1%	0.97	2.9%	1.07	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	52.1%	N/A	1.4%	N/A	35.2%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,733,296	52.3%	44.0%	1.19	51.5%	1.02	51.0%	1.03	57.2%	0.92
Supplies & Services	\$12,496,119	44.4%	49.2%	0.90	43.3%	1.02	41.5%	1.07	39.3%	1.13
Capital Component	\$934,348	3.3%	6.8%	0.49	5.2%	0.64	7.5%	0.44	3.6%	0.93
Fiscal Statistics										
Operating Margin (%)	-5.2%	9.1%	N/A	1.7%	N/A	9.5%	N/A	1.2%	N/A	
Total Hospital Net Income (%)	-5.1%	10.3%	N/A	3.5%	N/A	9.7%	N/A	1.9%	N/A	
Return on Equity (%)	-7.9%	6.0%	N/A	0.7%	N/A	13.7%	N/A	3.6%	N/A	
Current Ratio	18.9	4.7	4.02	2.3	8.23	3.6	5.25	2.2	8.42	
Days in Net Patient Accounts Receivable	51.4	64.0	0.80	168.6	0.30	55.7	0.92	38.8	1.33	
Average Payment Period	5.4	56.5	0.10	192.0	0.03	35.7	0.15	42.1	0.13	
Equity Financing (%)	60.3%	69.2%	0.87	52.0%	1.16	50.2%	1.20	54.8%	1.10	
Long-Term Debt to Equity Ratio	0.1	0.3	0.48	0.6	0.20	0.6	0.21	0.2	0.66	
Times Interest Earned	-20.1	13.4	N/A	12.2	N/A	10.9	N/A	8.3	N/A	
Total Asset Turnover	1.6	0.6	2.74	0.2	7.54	1.4	1.11	1.9	0.85	
Average Age of Plant (Years)	20.6	12.6	1.64	38.0	0.54	9.3	2.21	20.1	1.03	
Increase (Decrease) Total Net Patient Revenue	-1.0%	7.3%	N/A	16.1%	N/A	1.0%	N/A	5.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	85.7%	63.3%	1.35	72.3%	1.19	79.1%	1.08	85.3%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,787	\$16,906	0.93	\$14,502	1.09	\$20,479	0.77	\$17,361	0.91	
Inpatient Net Revenue per Day	\$4,215	\$3,675	1.15	\$3,502	1.20	\$3,042	1.39	\$5,965	0.71	
Outpatient Net Revenue per Visit	\$1,027	\$703	1.46	\$807	1.27	\$730	1.41	\$1,118	0.92	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$45,914,645	Cash & Cash Equivalents	\$2,319,216	Current Liabilities	\$404,441
Less Deductions	\$19,958,357	Net Patient Receivables	\$3,657,218	Long-Term Debt	\$1,279,332
Net Patient Revenue	\$25,956,288	Other Receivables	\$1,163,723	Other Liabilities	\$5,092,256
Plus Other Revenue	\$820,684			Subtotal	\$6,776,029
Total Revenue	\$26,776,972	Land, Buildings & Equipment (Net)	\$7,897,365	Unrestricted Fund Balance	\$10,290,466
Less Expenses	\$28,163,763	Other Assets	\$2,028,973	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$30,460			Total Liabilities & Fund Balance	\$17,066,495
Net Income	-\$1,356,331	Total Assets	\$17,066,495		

094 ThedaCare Medical Center - New London
 1405 Mill Street, PO Box 307
 New London, WI 54961
 920-982-5330

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Outagamie
 Analysis Area: Lake Winnebago (3)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	23.9%	55.2%	0.43	46.6%	0.51	35.3%	0.68	21.3%	1.12
Obstetrics	11.4%	38.0%	0.30	30.9%	0.01	22.7%	0.50	15.8%	0.72
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	21.9%	57.4%	0.38	47.3%	0.46	35.5%	0.62	20.4%	1.07
Average Census (Patients)									
Adult Medical-Surgical	5.0	26.0	0.19	22.2	0.23	6.5	0.78	4.5	1.12
Obstetrics	0.5	4.9	0.09	4.4	0.10	0.9	0.51	0.6	0.72
Pediatrics	0.0	1.3	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.5	49.0	0.11	36.8	0.15	8.7	0.63	5.1	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.1	0.67	3.5	0.77	3.0	0.92	3.0	0.91
Obstetrics	2.4	2.6	0.95	2.4	0.99	2.2	1.12	2.2	1.08
Pediatrics	0.0	3.3	N/A	2.8	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.7	4.5	0.60	4.2	0.65	3.2	0.85	2.9	0.94
Surgical Operations									
Inpatient	182	1,426	0.13	1,211	0.15	302	0.60	163	1.12
Outpatient	2,004	4,581	0.44	6,106	0.33	1,419	1.41	2,033	0.99
Inpatient as % of All Surgeries	8.3%	23.7%	0.35	16.6%	0.50	17.6%	0.47	7.4%	1.12
Outpatient Visits									
Non-Emergency Visits	33,712	144,376	0.23	97,819	0.34	63,228	0.53	32,964	1.02
Emergency Visits	9,070	17,768	0.51	15,674	0.58	8,308	1.09	8,821	1.03
Full-Time Equivalents (FTEs)									
Administrators	7.0	23.0	0.30	19.5	0.36	11.1	0.63	7.0	1.00
Nurses, Licensed	38.8	251.3	0.15	188.9	0.21	78.4	0.49	46.4	0.84
Ancillary Nursing Personnel	3.7	39.7	0.09	19.4	0.19	13.7	0.27	8.3	0.45
All Other Personnel	97.3	509.3	0.19	317.9	0.31	191.7	0.51	69.8	1.39
Total FTEs	146.8	823.3	0.18	545.6	0.27	294.9	0.50	131.5	1.12
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.3	17.0	1.43	16.9	1.44	28.7	0.85	23.2	1.05
Nurses, Licensed	134.8	185.7	0.73	164.2	0.82	202.2	0.67	153.6	0.88
Ancillary Nursing Personnel	12.9	29.3	0.44	16.8	0.76	35.2	0.37	27.3	0.47
All Other Personnel	338.4	376.3	0.90	276.3	1.22	494.1	0.68	231.3	1.46
Total FTEs	510.5	608.3	0.84	474.3	1.08	760.1	0.67	435.4	1.17

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	7	Bassinets	4
Discharges	740	Preferred Provider Organization (PPO)	Yes	Discharges	57	Total Births	69
Inpatient Days	1,997			Inpatient Days	682	Newborn Days	152

094 ThedaCare Medical Center - New London
New London, WI 54961

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	671	1,830	23.9%	5.0	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	69	167	11.4%	0.5	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	0	9	3.6
Physicians & Dentists	5	0	5.0	Radiological Services Personnel	2	7	6.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	2.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	10	43	34.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	3	3.4
Licensed Practical Nurses	0	4	2.2	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	0	8	3.7	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	1	1.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	4	4.5
Health Info Mgmt-Administrators/Technicians	3	1	3.8	All Other Personnel	20	41	45.2
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	5	5	8.3				
				Total	71	136	146.8

094 ThedaCare Medical Center - New London

New London, WI 54961

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$31,852,417	45.6%	46.3%	0.98	47.7%	0.95	45.9%	0.99	48.9%	0.93
Medical Assistance	\$6,951,192	9.9%	13.6%	0.73	10.5%	0.95	12.4%	0.80	12.2%	0.81
Commercial	\$29,150,080	41.7%	35.3%	1.18	39.1%	1.07	36.6%	1.14	36.1%	1.15
All Other	\$1,950,811	2.8%	4.8%	0.58	2.7%	1.03	5.1%	0.55	2.7%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$16,647,929	23.8%	34.9%	0.68	33.3%	0.71	28.9%	0.82	25.0%	0.95
Medical Assistance	\$4,338,586	6.2%	10.4%	0.60	7.8%	0.80	8.3%	0.75	7.7%	0.81
Commercial	\$12,695,759	18.2%	14.7%	1.24	13.9%	1.30	13.0%	1.40	8.5%	2.13
Charity Care	\$427,829	0.6%	1.0%	0.63	0.6%	0.97	1.1%	0.57	0.5%	1.13
Bad Debt	\$1,711,704	2.4%	1.1%	2.31	1.4%	1.69	1.9%	1.28	1.7%	1.45
All Other	\$987,224	1.4%	2.2%	0.65	2.0%	0.71	2.5%	0.58	1.1%	1.34
Total Deductions	\$36,809,032	52.7%	64.2%	0.82	59.1%	0.89	55.7%	0.95	44.4%	1.18
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.1%	5.5%	0.37	1.9%	1.08	6.0%	0.34	2.0%	1.05
Net Gains/Losses as % of Net Income		0.2%	13.2%	0.02	11.5%	0.02	15.2%	0.02	0.2%	1.43
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,640,507	46.4%	44.0%	1.06	41.9%	1.11	51.6%	0.90	52.9%	0.88
Supplies & Services	\$13,004,258	47.8%	49.2%	0.97	50.8%	0.94	40.7%	1.17	41.3%	1.16
Capital Component	\$1,577,833	5.8%	6.8%	0.85	7.3%	0.79	7.7%	0.75	5.8%	1.00
Fiscal Statistics										
Operating Margin (%)		19.4%	9.1%	2.14	16.8%	1.15	7.0%	2.76	18.3%	1.06
Total Hospital Net Income (%)		19.5%	10.3%	1.89	18.6%	1.05	8.2%	2.37	18.3%	1.06
Return on Equity (%)		20.2%	6.0%	3.36	15.9%	1.27	2.2%	9.37	16.5%	1.22
Current Ratio		8.7	4.7	1.86	7.1	1.23	3.1	2.84	9.1	0.97
Days in Net Patient Accounts Receivable		46.8	64.0	0.73	58.8	0.80	140.0	0.33	57.7	0.81
Average Payment Period		24.0	56.5	0.43	30.8	0.78	146.6	0.16	26.2	0.92
Equity Financing (%)		94.8%	69.2%	1.37	86.8%	1.09	56.4%	1.68	95.0%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.00	0.6	0.00	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	37.1	N/A	9.0	N/A	0.0	N/A
Total Asset Turnover		1.0	0.6	1.81	0.8	1.24	0.3	4.00	0.9	1.15
Average Age of Plant (Years)		19.0	12.6	1.51	8.9	2.15	23.9	0.80	20.6	0.92
Increase (Decrease) Total Net Patient Revenue		11.5%	7.3%	1.58	0.5%	21.74	7.2%	1.59	2.9%	4.00
Outpatient Gross Revenue (% of Total GPR)		81.0%	63.3%	1.28	67.6%	1.20	77.9%	1.04	83.1%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,354	\$16,906	0.61	\$13,409	0.77	\$13,622	0.76	\$8,550	1.21	
Inpatient Net Revenue per Day	\$2,695	\$3,675	0.73	\$3,142	0.86	\$4,079	0.66	\$2,126	1.27	
Outpatient Net Revenue per Visit	\$613	\$703	0.87	\$724	0.85	\$592	1.04	\$582	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$69,904,500	Cash & Cash Equivalents	\$10,000,000	Current Liabilities	\$1,694,226
Less Deductions	\$36,809,032	Net Patient Receivables	\$4,239,168	Long-Term Debt	\$61
Net Patient Revenue	\$33,095,468	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$696,757			Subtotal	\$1,694,287
Total Revenue	\$33,792,225	Land, Buildings & Equipment (Net)	\$17,819,803		
Less Expenses	\$27,222,598	Other Assets	\$577,044	Unrestricted Fund Balance	\$30,941,728
Non-Operating Gains/Losses	\$16,239			Restricted Fund Balance	\$0
Net Income	\$6,585,866	Total Assets	\$32,636,015	Total Liabilities & Fund Balance	\$32,636,015

095 Westfields Hospital & Clinic
 535 Hospital Road
 New Richmond, WI 54017
 715-243-2600

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	33.1%	55.2%	0.60	42.1%	0.79	40.9%	0.81	35.8%	0.92
Obstetrics	14.7%	38.0%	0.39	26.3%	0.03	25.8%	0.57	13.2%	1.12
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	25.5%	57.4%	0.44	43.5%	0.59	41.6%	0.61	27.2%	0.94
Average Census (Patients)									
Adult Medical-Surgical	5.6	26.0	0.22	11.3	0.50	10.2	0.55	6.1	0.92
Obstetrics	0.7	4.9	0.15	1.9	0.40	1.8	0.40	0.7	1.12
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.4	49.0	0.13	18.5	0.35	17.6	0.36	6.8	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.1	0.65	3.6	0.72	3.1	0.86	2.5	1.07
Obstetrics	2.1	2.6	0.82	2.3	0.91	2.2	0.95	2.1	0.98
Pediatrics	0.0	3.3	N/A	0.0	N/A	2.2	N/A	0.0	N/A
Total Hospital	2.6	4.5	0.57	3.9	0.66	3.3	0.77	2.7	0.94
Surgical Operations									
Inpatient	248	1,426	0.17	509	0.49	479	0.52	304	0.82
Outpatient	2,233	4,581	0.49	2,269	0.98	1,923	1.16	2,145	1.04
Inpatient as % of All Surgeries	10.0%	23.7%	0.42	18.3%	0.55	19.9%	0.50	12.4%	0.81
Outpatient Visits									
Non-Emergency Visits	97,515	144,376	0.68	78,013	1.25	67,442	1.45	85,435	1.14
Emergency Visits	8,084	17,768	0.45	8,412	0.96	12,660	0.64	7,270	1.11
Full-Time Equivalents (FTEs)									
Administrators	45.5	23.0	1.98	13.4	3.39	12.7	3.57	40.0	1.14
Nurses, Licensed	70.0	251.3	0.28	124.0	0.56	102.4	0.68	86.0	0.81
Ancillary Nursing Personnel	10.2	39.7	0.26	18.7	0.55	17.0	0.60	13.9	0.73
All Other Personnel	185.2	509.3	0.36	265.3	0.70	220.5	0.84	190.3	0.97
Total FTEs	310.9	823.3	0.38	421.4	0.74	352.5	0.88	330.1	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	98.8	17.0	5.81	20.2	4.90	19.4	5.11	84.7	1.17
Nurses, Licensed	151.9	185.7	0.82	186.6	0.81	155.7	0.98	182.0	0.83
Ancillary Nursing Personnel	22.2	29.3	0.76	28.1	0.79	25.8	0.86	29.4	0.75
All Other Personnel	402.2	376.3	1.07	399.1	1.01	335.3	1.20	402.8	1.00
Total FTEs	675.1	608.3	1.11	633.9	1.06	536.2	1.26	699.0	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	909	Preferred Provider Organization (PPO)	Yes	Discharges	35	Total Births	129
Inpatient Days	2,326			Inpatient Days	228	Newborn Days	238

095 Westfields Hospital & Clinic
New Richmond, WI 54017

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	777	2,053	33.1%	5.6	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	129	269	14.7%	0.7	2.1
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	3	3	4	0.4%	0.0	1.3
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	4	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	42	5	45.5	Surgical Personnel	0	4	2.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	0	12.0
Medical & Dental Residents	2	0	2.0	Respiratory Therapists	0	6	3.9
Dental Hygienists	0	0	0.0	Occupational Therapists	0	4	1.6
Registered Nurses	20	74	63.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	5	4.7
Licensed Practical Nurses	3	6	6.4	Physical Therapy Assistants/Aides	0	1	0.5
Ancillary Nursing Personnel	3	15	10.2	Recreational Therapists	0	0	0.0
Physician Assistants	3	9	8.3	Dietitians & Nutritionists	0	1	0.5
Nurse Practitioners	0	0	0.0	Psychologists	0	1	0.6
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	19	23	30.5
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	51	37	68.4
Pharmacy Personnel	5	20	14.5				
Clinical Laboratory Personnel	6	4	8.4				
				Total	185	230	310.9

095 Westfields Hospital & Clinic

New Richmond, WI 54017

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$55,516,783	42.0%	46.3%	0.91	50.4%	0.83	49.1%	0.86	41.7%	1.01
Medical Assistance	\$14,331,993	10.8%	13.6%	0.80	11.5%	0.94	10.9%	0.99	11.0%	0.99
Commercial	\$57,302,866	43.4%	35.3%	1.23	34.7%	1.25	36.4%	1.19	41.6%	1.04
All Other	\$4,975,789	3.8%	4.8%	0.79	3.4%	1.11	3.5%	1.06	5.7%	0.67
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,811,256	21.8%	34.9%	0.62	33.8%	0.65	35.9%	0.61	17.1%	1.27
Medical Assistance	\$8,628,293	6.5%	10.4%	0.63	8.0%	0.81	8.3%	0.79	7.1%	0.92
Commercial	\$20,315,724	15.4%	14.7%	1.05	10.5%	1.46	14.2%	1.08	18.9%	0.81
Charity Care	\$690,380	0.5%	1.0%	0.54	0.9%	0.58	1.3%	0.39	0.9%	0.61
Bad Debt	\$3,092,321	2.3%	1.1%	2.20	1.0%	2.36	1.2%	1.91	0.9%	2.53
All Other	\$2,811,021	2.1%	2.2%	0.98	1.5%	1.39	1.3%	1.60	1.1%	1.99
Total Deductions	\$64,348,994	48.7%	64.2%	0.76	55.8%	0.87	62.3%	0.78	45.9%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.6%	5.5%	0.48	3.2%	0.83	3.2%	0.82	2.5%	1.06
Net Gains/Losses as % of Net Income		39.2%	13.2%	2.97	52.1%	0.75	29.1%	1.35	1.5%	26.11
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$27,312,875	40.4%	44.0%	0.92	51.5%	0.78	44.1%	0.92	39.5%	1.02
Supplies & Services	\$36,657,682	54.2%	49.2%	1.10	43.3%	1.25	47.4%	1.14	54.4%	1.00
Capital Component	\$3,619,961	5.4%	6.8%	0.79	5.2%	1.04	8.5%	0.63	6.1%	0.88
Fiscal Statistics										
Operating Margin (%)		2.9%	9.1%	0.32	1.7%	1.69	5.4%	0.54	4.2%	0.69
Total Hospital Net Income (%)		4.7%	10.3%	0.46	3.5%	1.33	7.4%	0.64	4.3%	1.10
Return on Equity (%)		5.8%	6.0%	0.96	0.7%	7.73	4.7%	1.22	4.7%	1.22
Current Ratio		4.3	4.7	0.92	2.3	1.88	4.8	0.91	4.7	0.92
Days in Net Patient Accounts Receivable		40.0	64.0	0.62	168.6	0.24	49.3	0.81	41.0	0.98
Average Payment Period		31.6	56.5	0.56	192.0	0.16	48.1	0.66	38.3	0.82
Equity Financing (%)		71.1%	69.2%	1.03	52.0%	1.37	74.4%	0.96	63.9%	1.11
Long-Term Debt to Equity Ratio		0.2	0.3	0.90	0.6	0.36	0.2	1.19	0.3	0.86
Times Interest Earned		10.7	13.4	0.80	12.2	0.87	7.5	1.44	8.5	1.25
Total Asset Turnover		1.2	0.6	2.11	0.2	5.81	0.6	1.93	1.1	1.09
Average Age of Plant (Years)		8.7	12.6	0.69	38.0	0.23	10.2	0.85	7.5	1.16
Increase (Decrease) Total Net Patient Revenue		6.4%	7.3%	0.88	16.1%	0.40	4.2%	1.52	13.6%	0.47
Outpatient Gross Revenue (% of Total GPR)		86.2%	63.3%	1.36	72.3%	1.19	72.8%	1.18	87.5%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,342	\$16,906	0.73	\$14,502	0.85	\$11,314	1.09	\$9,460	1.30	
Inpatient Net Revenue per Day	\$4,533	\$3,675	1.23	\$3,502	1.29	\$3,281	1.38	\$3,728	1.22	
Outpatient Net Revenue per Visit	\$560	\$703	0.80	\$807	0.69	\$705	0.79	\$602	0.93	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$132,127,430	Cash & Cash Equivalents	\$15,525,514	Current Liabilities	\$5,573,392
Less Deductions	\$64,348,994	Net Patient Receivables	\$7,426,182	Long-Term Debt	\$9,438,940
Net Patient Revenue	\$67,778,436	Other Receivables	\$183,325	Other Liabilities	\$1,624,395
Plus Other Revenue	\$1,839,157			Subtotal	\$16,636,727
Total Revenue	\$69,617,595	Land, Buildings & Equipment (Net)	\$21,117,157	Unrestricted Fund Balance	\$40,993,914
Less Expenses	\$67,590,518	Other Assets	\$13,378,464	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,306,388			Total Liabilities & Fund Balance	\$57,630,642
Net Income	\$3,333,465	Total Assets	\$57,630,642		

098 ProHealth Oconomowoc Memorial Hospital
 791 Summit Avenue
 Oconomowoc, WI 53066
 262-569-9400

Fiscal Year: 10/01 to 09/30
 Type: **GMS**
 General Medical & Surgical
 Control: **Other Not-For-Profit**

County: **Waukesha**
 Analysis Area: **Southeastern (2A)**
 Volume Group: **4**

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.8%	55.2%	0.88	58.8%	0.83	40.9%	1.19	45.9%	1.06
Obstetrics	16.9%	38.0%	0.45	30.5%	0.07	25.8%	0.66	15.7%	1.08
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	42.9%	57.4%	0.75	54.8%	0.78	41.6%	1.03	41.3%	1.04
Average Census (Patients)									
Adult Medical-Surgical	17.1	26.0	0.66	31.7	0.54	10.2	1.67	16.1	1.06
Obstetrics	2.0	4.9	0.41	5.2	0.39	1.8	1.12	1.9	1.08
Pediatrics	0.0	1.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	24.9	49.0	0.51	61.6	0.40	17.6	1.41	23.9	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.1	0.69	3.7	0.75	3.1	0.92	2.5	1.11
Obstetrics	2.4	2.6	0.95	2.3	1.05	2.2	1.10	2.3	1.07
Pediatrics	0.0	3.3	N/A	2.7	N/A	2.2	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.69	4.0	0.78	3.3	0.93	3.0	1.04
Surgical Operations									
Inpatient	847	1,426	0.59	1,468	0.58	479	1.77	1,064	0.80
Outpatient	1,653	4,581	0.36	4,147	0.40	1,923	0.86	1,460	1.13
Inpatient as % of All Surgeries	33.9%	23.7%	1.43	26.1%	1.30	19.9%	1.70	42.2%	0.80
Outpatient Visits									
Non-Emergency Visits	63,522	144,376	0.44	165,725	0.38	67,442	0.94	66,376	0.96
Emergency Visits	12,389	17,768	0.70	24,778	0.50	12,660	0.98	12,110	1.02
Full-Time Equivalents (FTEs)									
Administrators	3.0	23.0	0.13	24.0	0.13	12.7	0.24	0.0	N/A
Nurses, Licensed	97.2	251.3	0.39	290.2	0.33	102.4	0.95	97.5	1.00
Ancillary Nursing Personnel	17.3	39.7	0.44	45.9	0.38	17.0	1.02	19.1	0.91
All Other Personnel	158.3	509.3	0.31	567.1	0.28	220.5	0.72	177.2	0.89
Total FTEs	275.8	823.3	0.33	927.1	0.30	352.5	0.78	293.9	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.8	17.0	0.22	13.1	0.29	19.4	0.19	0.0	N/A
Nurses, Licensed	122.1	185.7	0.66	158.4	0.77	155.7	0.78	143.6	0.85
Ancillary Nursing Personnel	21.8	29.3	0.74	25.0	0.87	25.8	0.84	28.1	0.77
All Other Personnel	198.8	376.3	0.53	309.5	0.64	335.3	0.59	260.9	0.76
Total FTEs	346.4	608.3	0.57	506.1	0.68	536.2	0.65	432.6	0.80

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	58	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,932	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	279
Inpatient Days	9,075			Inpatient Days	0	Newborn Days	754

098 ProHealth Oconomowoc Memorial Hospital
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	35	2,220	6,237	48.8%	17.1	2.8
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	2	12	307	742	16.9%	2.0	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	11	404	2,096	52.2%	5.7	5.2
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	6	7	7.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	14	16.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	6	9.1
Dental Hygienists	0	0	0.0	Occupational Therapists	3	6	5.5
Registered Nurses	64	72	95.7	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	4	8.8
Licensed Practical Nurses	1	1	1.5	Physical Therapy Assistants/Aides	2	5	4.1
Ancillary Nursing Personnel	12	10	17.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	22	13	27.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	25	61.7
Pharmacy Personnel	10	13	15.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	198	179	275.8

098 ProHealth Oconomowoc Memorial Hospital

Oconomowoc, WI 53066

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	2A Value	Ratio	4 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$177,774,161	54.6%	46.3%	1.18	50.9%	1.07	49.1%	1.11	54.9%	0.99
Medical Assistance	\$18,424,012	5.7%	13.6%	0.42	10.1%	0.56	10.9%	0.52	5.7%	1.00
Commercial	\$126,530,991	38.9%	35.3%	1.10	36.0%	1.08	36.4%	1.07	38.6%	1.01
All Other	\$2,691,642	0.8%	4.8%	0.17	3.0%	0.28	3.5%	0.23	0.8%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$143,567,571	44.1%	34.9%	1.26	40.8%	1.08	35.9%	1.23	44.2%	1.00
Medical Assistance	\$16,065,452	4.9%	10.4%	0.48	8.0%	0.62	8.3%	0.60	4.9%	1.00
Commercial	\$56,642,657	17.4%	14.7%	1.18	15.9%	1.10	14.2%	1.23	16.4%	1.06
Charity Care	\$3,138,538	1.0%	1.0%	1.00	1.1%	0.89	1.3%	0.73	0.8%	1.15
Bad Debt	\$2,817,598	0.9%	1.1%	0.82	1.1%	0.81	1.2%	0.71	0.7%	1.24
All Other	\$114,804	0.0%	2.2%	0.02	1.4%	0.03	1.3%	0.03	0.1%	0.49
Total Deductions	\$222,346,620	68.3%	64.2%	1.06	68.2%	1.00	62.3%	1.10	67.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	5.5%	0.61	4.9%	0.69	3.2%	1.04	3.6%	0.93
Net Gains/Losses as % of Net Income		N/A	13.2%	N/A	N/A	N/A	29.1%	N/A	14.3%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,454,995	32.1%	44.0%	0.73	39.6%	0.81	44.1%	0.73	29.8%	1.08
Supplies & Services	\$56,246,596	55.5%	49.2%	1.13	51.8%	1.07	47.4%	1.17	57.3%	0.97
Capital Component	\$12,553,935	12.4%	6.8%	1.82	8.7%	1.43	8.5%	1.46	12.9%	0.96
Fiscal Statistics										
Operating Margin (%)		5.1%	9.1%	0.56	14.3%	0.36	5.4%	0.95	4.9%	1.04
Total Hospital Net Income (%)		4.3%	10.3%	0.42	12.8%	0.34	7.4%	0.58	5.6%	0.76
Return on Equity (%)		3.5%	6.0%	0.58	8.8%	0.40	4.7%	0.74	4.4%	0.79
Current Ratio		1.8	4.7	0.37	9.4	0.19	4.8	0.37	2.1	0.86
Days in Net Patient Accounts Receivable		50.2	64.0	0.78	48.9	1.03	49.3	1.02	47.8	1.05
Average Payment Period		41.0	56.5	0.73	33.2	1.24	48.1	0.85	37.0	1.11
Equity Financing (%)		11.6%	69.2%	0.17	82.0%	0.14	74.4%	0.16	7.3%	1.60
Long-Term Debt to Equity Ratio		6.4	0.3	25.13	0.1	61.08	0.2	33.20	10.1	0.64
Times Interest Earned		2.3	13.4	0.17	13.0	0.17	7.5	0.30	2.6	0.86
Total Asset Turnover		0.8	0.6	1.44	0.7	1.18	0.6	1.31	0.8	1.05
Average Age of Plant (Years)		14.6	12.6	1.16	9.5	1.54	10.2	1.44	15.6	0.94
Increase (Decrease) Total Net Patient Revenue		3.4%	7.3%	0.46	4.1%	0.82	4.2%	0.80	12.1%	0.28
Outpatient Gross Revenue (% of Total GPR)		65.5%	63.3%	1.03	64.9%	1.01	72.8%	0.90	61.4%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,420		\$16,906	0.73	\$13,299	0.93	\$11,314	1.10	\$13,276	0.94
Inpatient Net Revenue per Day	\$3,628		\$3,675	0.99	\$3,202	1.13	\$3,281	1.11	\$4,073	0.89
Outpatient Net Revenue per Visit	\$915		\$703	1.30	\$685	1.34	\$705	1.30	\$800	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$325,420,806	Cash & Cash Equivalents	\$604,654	Current Liabilities	\$10,524,489
Less Deductions	\$222,346,620	Net Patient Receivables	\$14,163,277	Long-Term Debt	\$96,832,641
Net Patient Revenue	\$103,074,186	Other Receivables	\$95,840	Other Liabilities	\$7,176,280
Plus Other Revenue	\$3,590,905			Subtotal	\$114,533,410
Total Revenue	\$106,665,091	Land, Buildings & Equipment (Net)	\$101,572,003	Unrestricted Fund Balance	\$15,029,808
Less Expenses	\$101,255,526	Other Assets	\$13,127,444	Restricted Fund Balance	\$367,488
Non-Operating Gains/Losses	-\$870,572			Total Liabilities & Fund Balance	\$129,563,218
Net Income	\$4,538,993	Total Assets	\$129,563,218		

306 Bellin Health Oconto Hospital
 820 Arbutus Avenue
 Oconto, WI 54153
 920-835-1100

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.5%	55.2%	0.17	48.2%	0.20	43.3%	0.22	9.4%	1.01
Obstetrics	0.0%	38.0%	N/A	34.9%	N/A	23.8%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	9.5%	57.4%	0.17	47.8%	0.20	44.0%	0.22	9.4%	1.01
Average Census (Patients)									
Adult Medical-Surgical	0.9	26.0	0.04	22.4	0.04	15.3	0.06	0.9	1.01
Obstetrics	0.0	4.9	N/A	4.2	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	0.9	49.0	0.02	40.5	0.02	27.3	0.03	0.9	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.1	0.67	3.6	0.76	3.4	0.80	2.7	1.04
Obstetrics	0.0	2.6	N/A	2.4	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	4.5	0.61	3.7	0.73	3.7	0.74	2.7	1.03
Surgical Operations									
Inpatient	17	1,426	0.01	1,109	0.02	657	0.03	6	2.83
Outpatient	381	4,581	0.08	5,157	0.07	2,872	0.13	294	1.30
Inpatient as % of All Surgeries	4.3%	23.7%	0.18	17.7%	0.24	18.6%	0.23	2.0%	2.14
Outpatient Visits									
Non-Emergency Visits	16,844	144,376	0.12	219,705	0.08	115,084	0.15	15,753	1.07
Emergency Visits	2,165	17,768	0.12	18,012	0.12	13,821	0.16	2,199	0.98
Full-Time Equivalents (FTEs)									
Administrators	7.1	23.0	0.31	16.0	0.44	18.2	0.39	6.0	1.18
Nurses, Licensed	100.5	251.3	0.40	277.3	0.36	150.6	0.67	81.8	1.23
Ancillary Nursing Personnel	3.6	39.7	0.09	36.2	0.10	19.7	0.18	3.5	1.03
All Other Personnel	154.9	509.3	0.30	540.2	0.29	320.3	0.48	132.9	1.17
Total FTEs	266.1	823.3	0.32	869.6	0.31	508.8	0.52	224.2	1.19
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.7	17.0	0.63	10.4	1.03	18.2	0.58	9.5	1.13
Nurses, Licensed	150.6	185.7	0.81	180.1	0.84	151.1	1.00	128.9	1.17
Ancillary Nursing Personnel	5.4	29.3	0.18	23.5	0.23	19.8	0.27	5.5	0.98
All Other Personnel	232.2	376.3	0.62	350.8	0.66	321.5	0.72	209.4	1.11
Total FTEs	398.9	608.3	0.66	564.7	0.71	510.6	0.78	353.3	1.13

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	10	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	0
Discharges	127	Preferred Provider Organization (PPO)	Yes	Discharges	20	Total Births	0
Inpatient Days	346			Inpatient Days	217	Newborn Days	0

306 Bellin Health Oconto Hospital
Oconto, WI 54153

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	10	126	346	9.5%	0.9	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	1	7.1	Surgical Personnel	2	7	6.9
Physicians & Dentists	12	25	18.4	Radiological Services Personnel	5	6	10.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.2
Registered Nurses	30	41	56.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	1	0.3	Physical Therapists	1	8	2.3
Licensed Practical Nurses	17	20	27.2	Physical Therapy Assistants/Aides	0	1	0.4
Ancillary Nursing Personnel	1	8	3.6	Recreational Therapists	0	0	0.0
Physician Assistants	6	5	7.9	Dietitians & Nutritionists	0	2	0.7
Nurse Practitioners	11	13	14.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	3	1.7	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	10	18.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	42	10	47.4
Pharmacy Personnel	4	2	4.4				
Clinical Laboratory Personnel	3	13	8.7				
				Total	171	196	266.1

306 Bellin Health Oconto Hospital

Oconto, WI 54153

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$51,616,119	46.2%	46.3%	1.00	47.5%	0.97	51.1%	0.90	43.6%	1.06
Medical Assistance	\$16,666,287	14.9%	13.6%	1.09	11.3%	1.32	11.3%	1.32	13.7%	1.09
Commercial	\$42,405,230	38.0%	35.3%	1.08	37.0%	1.03	33.7%	1.13	38.8%	0.98
All Other	\$918,688	0.8%	4.8%	0.17	4.2%	0.19	3.9%	0.21	4.0%	0.21
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,940,785	25.9%	34.9%	0.74	35.6%	0.73	36.8%	0.71	27.6%	0.94
Medical Assistance	\$11,386,154	10.2%	10.4%	0.98	8.9%	1.14	8.5%	1.20	9.5%	1.07
Commercial	\$13,732,597	12.3%	14.7%	0.84	15.3%	0.80	12.8%	0.96	9.8%	1.26
Charity Care	\$1,124,050	1.0%	1.0%	1.04	1.0%	1.05	0.9%	1.13	1.0%	1.05
Bad Debt	\$1,926,710	1.7%	1.1%	1.63	1.1%	1.55	1.4%	1.27	1.4%	1.21
All Other	\$388,192	0.3%	2.2%	0.16	2.1%	0.16	2.1%	0.17	0.8%	0.46
Total Deductions	\$57,498,487	51.5%	64.2%	0.80	64.1%	0.80	62.4%	0.83	50.1%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.8%	5.5%	0.32	3.5%	0.51	3.4%	0.52	1.7%	1.02	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	N/A	N/A	4.5%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,980,057	45.1%	44.0%	1.03	47.1%	0.96	46.0%	0.98	47.1%	0.96
Supplies & Services	\$22,295,877	37.3%	49.2%	0.76	45.7%	0.82	46.6%	0.80	33.8%	1.10
Capital Component	\$10,531,134	17.6%	6.8%	2.59	7.2%	2.44	7.4%	2.37	19.0%	0.92
Fiscal Statistics										
Operating Margin (%)	-8.6%	9.1%	N/A	10.6%	N/A	8.2%	N/A	-17.8%	0.48	
Total Hospital Net Income (%)	-8.6%	10.3%	N/A	10.5%	N/A	8.6%	N/A	-17.8%	0.48	
Return on Equity (%)	-11.1%	6.0%	N/A	7.1%	N/A	5.8%	N/A	-18.2%	0.61	
Current Ratio	4.5	4.7	0.95	4.5	1.00	4.4	1.02	3.0	1.47	
Days in Net Patient Accounts Receivable	47.5	64.0	0.74	51.1	0.93	49.0	0.97	60.1	0.79	
Average Payment Period	18.2	56.5	0.32	60.2	0.30	41.1	0.44	25.3	0.72	
Equity Financing (%)	0.0%	69.2%	N/A	74.2%	N/A	81.8%	N/A	2.4%	N/A	
Long-Term Debt to Equity Ratio	-11.2	0.3	N/A	0.2	N/A	0.1	N/A	36.1	N/A	
Times Interest Earned	-1.5	13.4	N/A	13.3	N/A	14.1	N/A	-3.9	0.38	
Total Asset Turnover	1.3	0.6	2.26	0.7	1.93	0.7	1.94	1.0	1.27	
Average Age of Plant (Years)	4.6	12.6	0.36	10.6	0.43	9.6	0.48	4.2	1.09	
Increase (Decrease) Total Net Patient Revenue	25.3%	7.3%	3.48	6.6%	3.84	2.8%	9.13	34.8%	0.73	
Outpatient Gross Revenue (% of Total GPR)	98.5%	63.3%	1.56	72.4%	1.36	71.9%	1.37	98.5%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,465	\$16,906	0.80	\$13,311	1.01	\$12,065	1.12	\$9,375	1.44	
Inpatient Net Revenue per Day	\$3,401	\$3,675	0.93	\$3,405	1.00	\$3,161	1.08	\$2,727	1.25	
Outpatient Net Revenue per Visit	\$2,843	\$703	4.04	\$549	5.18	\$614	4.63	\$2,395	1.19	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$111,606,325	Cash & Cash Equivalents	\$2,768,979	Current Liabilities	\$2,782,850
Less Deductions	\$57,498,487	Net Patient Receivables	\$7,040,718	Long-Term Debt	\$41,115,619
Net Patient Revenue	\$54,107,838	Other Receivables	\$1,750,702	Other Liabilities	\$2,205,654
Plus Other Revenue	\$980,147			Subtotal	\$46,104,123
Total Revenue	\$55,087,985	Land, Buildings & Equipment (Net)	\$28,755,000	Unrestricted Fund Balance	-\$3,658,024
Less Expenses	\$59,807,068	Other Assets	\$2,130,700	Restricted Fund Balance	\$758,695
Non-Operating Gains/Losses	\$1,382			Total Liabilities & Fund Balance	\$42,446,099
Net Income	-\$4,717,701	Total Assets	\$42,446,099		

101 St Clare Memorial Hospital
 855 South Main Street
 Oconto Falls, WI 54154
 920-846-3444

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Oconto
 Analysis Area: Northeastern (4)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	11.9%	55.2%	0.22	48.2%	0.25	18.2%	0.66	12.7%	0.94
Obstetrics	0.0%	38.0%	N/A	34.9%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	11.9%	57.4%	0.21	47.8%	0.25	22.2%	0.54	12.7%	0.94
Average Census (Patients)									
Adult Medical-Surgical	2.4	26.0	0.09	22.4	0.11	2.8	0.85	2.5	0.94
Obstetrics	0.0	4.9	N/A	4.2	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.4	49.0	0.05	40.5	0.06	4.1	0.58	2.5	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.1	0.73	3.6	0.82	3.1	0.95	2.8	1.06
Obstetrics	0.0	2.6	N/A	2.4	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.4	N/A	1.0	N/A	0.0	N/A
Total Hospital	3.0	4.5	0.67	3.7	0.81	2.9	1.02	2.8	1.06
Surgical Operations									
Inpatient	63	1,426	0.04	1,109	0.06	305	0.21	89	0.71
Outpatient	552	4,581	0.12	5,157	0.11	1,106	0.50	597	0.92
Inpatient as % of All Surgeries	10.2%	23.7%	0.43	17.7%	0.58	21.6%	0.47	13.0%	0.79
Outpatient Visits									
Non-Emergency Visits	13,227	144,376	0.09	219,705	0.06	28,429	0.47	14,000	0.94
Emergency Visits	4,248	17,768	0.24	18,012	0.24	4,284	0.99	4,261	1.00
Full-Time Equivalents (FTEs)									
Administrators	4.0	23.0	0.17	16.0	0.25	5.9	0.68	4.0	1.00
Nurses, Licensed	40.3	251.3	0.16	277.3	0.15	43.5	0.93	38.1	1.06
Ancillary Nursing Personnel	4.2	39.7	0.10	36.2	0.11	6.3	0.66	4.2	0.99
All Other Personnel	78.6	509.3	0.15	540.2	0.15	106.9	0.73	78.1	1.01
Total FTEs	127.0	823.3	0.15	869.6	0.15	162.6	0.78	124.4	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.7	17.0	1.33	10.4	2.18	33.7	0.67	19.9	1.14
Nurses, Licensed	228.3	185.7	1.23	180.1	1.27	250.2	0.91	189.6	1.20
Ancillary Nursing Personnel	23.5	29.3	0.80	23.5	1.00	36.4	0.65	20.9	1.13
All Other Personnel	445.5	376.3	1.18	350.8	1.27	615.3	0.72	388.1	1.15
Total FTEs	719.9	608.3	1.18	564.7	1.27	935.7	0.77	618.5	1.16

Total Hospital:

Beds Set Up & Staffed 20
 Discharges 292
 Inpatient Days 872

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 3
 Discharges 71
 Inpatient Days 810

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

101 St Clare Memorial Hospital
Oconto Falls, WI 54154

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	292	872	11.9%	2.4	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	2	5	3.9
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	2	6	7.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	2.0
Registered Nurses	8	36	31.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	2	1.1
Ancillary Nursing Personnel	2	8	4.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.8	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	6	0	6.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	14	13	22.2
Pharmacy Personnel	16	9	19.1				
Clinical Laboratory Personnel	8	5	11.0				
				Total	74	94	127.0

101 St Clare Memorial Hospital

Oconto Falls, WI 54154

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$28,554,070	55.3%	46.3%	1.19	47.5%	1.16	47.3%	1.17	56.1%	0.99
Medical Assistance	\$6,301,446	12.2%	13.6%	0.89	11.3%	1.08	10.4%	1.17	13.0%	0.94
Commercial	\$14,338,711	27.8%	35.3%	0.79	37.0%	0.75	38.9%	0.71	27.6%	1.01
All Other	\$2,465,071	4.8%	4.8%	1.00	4.2%	1.12	3.4%	1.39	3.3%	1.43
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,431,289	33.7%	34.9%	0.97	35.6%	0.95	28.0%	1.21	36.2%	0.93
Medical Assistance	\$4,254,179	8.2%	10.4%	0.79	8.9%	0.92	7.2%	1.14	8.7%	0.95
Commercial	\$5,498,396	10.6%	14.7%	0.72	15.3%	0.70	13.6%	0.78	10.1%	1.05
Charity Care	\$649,067	1.3%	1.0%	1.30	1.0%	1.31	0.7%	1.77	1.1%	1.17
Bad Debt	\$741,043	1.4%	1.1%	1.35	1.1%	1.29	1.3%	1.12	1.0%	1.44
All Other	\$1,626,712	3.1%	2.2%	1.46	2.1%	1.47	2.1%	1.49	2.2%	1.41
Total Deductions	\$30,200,685	58.5%	64.2%	0.91	64.1%	0.91	52.9%	1.11	59.3%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	20.5%	5.5%	3.71		3.5%	5.91	4.8%	4.30	20.7%	0.99
Net Gains/Losses as % of Net Income	20.2%	13.2%	1.53		N/A	N/A	10.4%	1.94	0.4%	47.29
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,685,904	36.2%	44.0%	0.82	47.1%	0.77	46.3%	0.78	34.0%	1.07
Supplies & Services	\$16,886,332	57.2%	49.2%	1.16	45.7%	1.25	46.3%	1.24	59.2%	0.97
Capital Component	\$1,926,186	6.5%	6.8%	0.96	7.2%	0.90	7.4%	0.88	6.8%	0.96
Fiscal Statistics										
Operating Margin (%)	-9.2%	9.1%	N/A		10.6%	N/A	12.2%	N/A	-13.0%	0.71
Total Hospital Net Income (%)	-11.8%	10.3%	N/A		10.5%	N/A	13.5%	N/A	-13.1%	0.91
Return on Equity (%)	-15.3%	6.0%	N/A		7.1%	N/A	12.4%	N/A	-18.2%	0.84
Current Ratio	0.5	4.7	0.11		4.5	0.12	3.1	0.18	0.8	0.72
Days in Net Patient Accounts Receivable	69.5	64.0	1.08		51.1	1.36	56.0	1.24	59.0	1.18
Average Payment Period	185.8	56.5	3.29		60.2	3.09	54.4	3.41	128.5	1.45
Equity Financing (%)	0.0%	69.2%	N/A		74.2%	N/A	61.0%	N/A	11.8%	N/A
Long-Term Debt to Equity Ratio	-8.8	0.3	N/A		0.2	N/A	0.4	N/A	2.9	N/A
Times Interest Earned	-13.3	13.4	N/A		13.3	N/A	16.6	N/A	-16.2	0.82
Total Asset Turnover	1.3	0.6	2.31		0.7	1.97	0.9	1.46	1.4	0.95
Average Age of Plant (Years)	9.7	12.6	0.77		10.6	0.92	9.2	1.05	10.6	0.92
Increase (Decrease) Total Net Patient Revenue	1.7%	7.3%	0.23		6.6%	0.26	3.3%	0.51	-3.2%	N/A
Outpatient Gross Revenue (% of Total GPR)	86.5%	63.3%	1.37		72.4%	1.19	76.2%	1.14	87.3%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,922	\$16,906	0.71		\$13,311	0.90	\$15,352	0.78	\$8,705	1.37
Inpatient Net Revenue per Day	\$2,459	\$3,675	0.67		\$3,405	0.72	\$4,244	0.58	\$2,618	0.94
Outpatient Net Revenue per Visit	\$1,019	\$703	1.45		\$549	1.86	\$803	1.27	\$1,005	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$51,659,297	Cash & Cash Equivalents	\$660,769	Current Liabilities	\$14,241,612
Less Deductions	\$30,200,685	Net Patient Receivables	\$4,084,581	Long-Term Debt	\$6,183,967
Net Patient Revenue	\$21,458,612	Other Receivables	\$848,930	Other Liabilities	\$669,786
Plus Other Revenue	\$5,548,248			Subtotal	\$21,095,365
Total Revenue	\$27,006,860	Land, Buildings & Equipment (Net)	\$11,057,803	Unrestricted Fund Balance	-\$701,224
Less Expenses	\$29,498,423	Other Assets	\$3,742,059	Restricted Fund Balance	\$498,923
Non-Operating Gains/Losses	-\$630,114			Total Liabilities & Fund Balance	\$20,394,142
Net Income	-\$3,121,680	Total Assets	\$20,394,142		

102 Osceola Medical Center
 2600 65th Avenue, PO Box 218
 Osceola, WI 54020
 715-294-2111

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.9%	55.2%	0.41	42.1%	0.54	18.2%	1.26	21.0%	1.09
Obstetrics	0.0%	38.0%	N/A	26.3%	0.02	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.4%	57.4%	0.44	43.5%	0.58	22.2%	1.14	23.9%	1.06
Average Census (Patients)									
Adult Medical-Surgical	3.2	26.0	0.12	11.3	0.28	2.8	1.14	2.9	1.09
Obstetrics	0.6	4.9	0.12	1.9	0.31	0.6	0.95	0.5	1.10
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	49.0	0.08	18.5	0.21	4.1	0.92	3.6	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.1	0.83	3.6	0.93	3.1	1.08	3.5	0.96
Obstetrics	2.1	2.6	0.82	2.3	0.92	2.2	0.96	1.8	1.15
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.0	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.68	3.9	0.78	2.9	1.05	3.0	1.01
Surgical Operations									
Inpatient	148	1,426	0.10	509	0.29	305	0.49	69	2.14
Outpatient	744	4,581	0.16	2,269	0.33	1,106	0.67	548	1.36
Inpatient as % of All Surgeries	16.6%	23.7%	0.70	18.3%	0.91	21.6%	0.77	11.2%	1.48
Outpatient Visits									
Non-Emergency Visits	15,681	144,376	0.11	78,013	0.20	28,429	0.55	14,435	1.09
Emergency Visits	3,144	17,768	0.18	8,412	0.37	4,284	0.73	3,090	1.02
Full-Time Equivalents (FTEs)									
Administrators	5.0	23.0	0.22	13.4	0.37	5.9	0.85	5.0	1.00
Nurses, Licensed	44.5	251.3	0.18	124.0	0.36	43.5	1.02	50.6	0.88
Ancillary Nursing Personnel	5.9	39.7	0.15	18.7	0.32	6.3	0.93	7.8	0.76
All Other Personnel	154.4	509.3	0.30	265.3	0.58	106.9	1.44	159.0	0.97
Total FTEs	209.8	823.3	0.25	421.4	0.50	162.6	1.29	222.4	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.4	17.0	1.32	20.2	1.11	33.7	0.66	23.2	0.96
Nurses, Licensed	198.9	185.7	1.07	186.6	1.07	250.2	0.79	235.3	0.85
Ancillary Nursing Personnel	26.5	29.3	0.90	28.1	0.94	36.4	0.73	36.3	0.73
All Other Personnel	690.4	376.3	1.83	399.1	1.73	615.3	1.12	738.9	0.93
Total FTEs	938.1	608.3	1.54	633.9	1.48	935.7	1.00	1,033.8	0.91

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	3
Discharges	453	Preferred Provider Organization (PPO)	Yes	Discharges	24	Total Births	101
Inpatient Days	1,388			Inpatient Days	150	Newborn Days	188

102 Osceola Medical Center
Osceola, WI 54020

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	14	345	1,168	22.9%	3.2	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	102	214	0.0%	0.6	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	1	6	6	1.6%	0.0	1.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	0	1	0.3	Radiological Services Personnel	3	7	6.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.1
Registered Nurses	22	26	34.9	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.5
Licensed Practical Nurses	4	5	5.9	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	3	5	5.9	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	3	2	4.2
Nurse Practitioners	3	1	3.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	1.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	28	11.6
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	63	27	74.5
Pharmacy Personnel	6	6	9.1				
Clinical Laboratory Personnel	9	1	9.2				
				Total	164	115	209.8

102 Osceola Medical Center
Osceola, WI 54020

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$22,698,575	36.7%	46.3%	0.79	50.4%	0.73	47.3%	0.78	38.0%	0.97
Medical Assistance	\$7,402,647	12.0%	13.6%	0.88	11.5%	1.04	10.4%	1.15	13.0%	0.92
Commercial	\$31,172,167	50.4%	35.3%	1.43	34.7%	1.45	38.9%	1.30	47.6%	1.06
All Other	\$601,595	1.0%	4.8%	0.20	3.4%	0.29	3.4%	0.28	1.4%	0.68
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,387,216	18.4%	34.9%	0.53	33.8%	0.54	28.0%	0.66	17.1%	1.08
Medical Assistance	\$4,810,187	7.8%	10.4%	0.75	8.0%	0.97	7.2%	1.07	7.2%	1.08
Commercial	\$17,063,423	27.6%	14.7%	1.88	10.5%	2.62	13.6%	2.03	15.6%	1.77
Charity Care	\$473,596	0.8%	1.0%	0.79	0.9%	0.86	0.7%	1.08	0.7%	1.16
Bad Debt	\$592,267	1.0%	1.1%	0.90	1.0%	0.96	1.3%	0.75	1.9%	0.50
All Other	\$1,048,901	1.7%	2.2%	0.78	1.5%	1.11	2.1%	0.80	1.5%	1.10
Total Deductions	\$35,375,590	57.2%	64.2%	0.89	55.8%	1.03	52.9%	1.08	44.0%	1.30
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	30.5%	5.5%	5.50		3.2%	9.60	4.8%	6.38	2.8%	10.92
Net Gains/Losses as % of Net Income	112.3%	13.2%	8.52		52.1%	2.15	10.4%	10.81	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,282,762	42.6%	44.0%	0.97	51.5%	0.83	46.3%	0.92	41.9%	1.02
Supplies & Services	\$19,640,290	51.4%	49.2%	1.05	43.3%	1.19	46.3%	1.11	51.6%	1.00
Capital Component	\$2,260,431	5.9%	6.8%	0.87	5.2%	1.14	7.4%	0.80	6.5%	0.91
Fiscal Statistics										
Operating Margin (%)	-0.2%	9.1%	N/A		1.7%	N/A	12.2%	N/A	-13.9%	0.01
Total Hospital Net Income (%)	1.5%	10.3%	0.14		3.5%	0.42	13.5%	0.11	-12.7%	N/A
Return on Equity (%)	1.5%	6.0%	0.25		0.7%	1.98	12.4%	0.12	-10.4%	N/A
Current Ratio	3.5	4.7	0.74		2.3	1.52	3.1	1.14	3.2	1.11
Days in Net Patient Accounts Receivable	59.3	64.0	0.93		168.6	0.35	56.0	1.06	56.7	1.05
Average Payment Period	49.2	56.5	0.87		192.0	0.26	54.4	0.90	56.7	0.87
Equity Financing (%)	53.9%	69.2%	0.78		52.0%	1.04	61.0%	0.88	50.9%	1.06
Long-Term Debt to Equity Ratio	0.6	0.3	2.42		0.6	0.97	0.4	1.71	0.7	0.89
Times Interest Earned	2.5	13.4	0.18		12.2	0.20	16.6	0.15	-8.9	N/A
Total Asset Turnover	1.0	0.6	1.71		0.2	4.71	0.9	1.08	0.8	1.21
Average Age of Plant (Years)	11.9	12.6	0.95		38.0	0.31	9.2	1.29	10.8	1.10
Increase (Decrease) Total Net Patient Revenue	-16.6%	7.3%	N/A		16.1%	N/A	3.3%	N/A	-4.1%	4.04
Outpatient Gross Revenue (% of Total GPR)	83.0%	63.3%	1.31		72.3%	1.15	76.2%	1.09	83.3%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,208	\$16,906	0.96		\$14,502	1.12	\$15,352	1.06	\$10,369	1.56
Inpatient Net Revenue per Day	\$4,979	\$3,675	1.35		\$3,502	1.42	\$4,244	1.17	\$3,135	1.59
Outpatient Net Revenue per Visit	\$1,024	\$703	1.46		\$807	1.27	\$803	1.27	\$1,603	0.64

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$61,874,984	Cash & Cash Equivalents	\$11,924,292	Current Liabilities	\$4,927,163
Less Deductions	\$35,375,590	Net Patient Receivables	\$4,307,524	Long-Term Debt	\$13,007,627
Net Patient Revenue	\$26,499,394	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$11,613,115			Subtotal	\$17,934,790
Total Revenue	\$38,112,509	Land, Buildings & Equipment (Net)	\$19,407,033		
Less Expenses	\$38,183,483	Other Assets	\$3,275,708	Unrestricted Fund Balance	\$20,979,767
Non-Operating Gains/Losses	\$648,078			Restricted Fund Balance	\$271
Net Income	\$577,104	Total Assets	\$38,914,557	Total Liabilities & Fund Balance	\$38,914,557

103 Ascension NE Wisconsin - Mercy Campus
 500 S Oakwood Rd
 Oshkosh, WI 54904
 920-223-0501

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.6%	55.2%	0.50	46.6%	0.59	43.3%	0.64	34.3%	0.80
Obstetrics	20.6%	38.0%	0.54	30.9%	0.11	23.8%	0.86	26.2%	0.79
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	29.0%	57.4%	0.51	47.3%	0.61	44.0%	0.66	30.4%	0.95
Average Census (Patients)									
Adult Medical-Surgical	19.8	26.0	0.76	22.2	0.89	15.3	1.30	17.1	1.16
Obstetrics	3.3	4.9	0.67	4.4	0.74	2.1	1.55	3.7	0.90
Pediatrics	0.0	1.3	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	38.3	49.0	0.78	36.8	1.04	27.3	1.40	39.0	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.1	0.84	3.5	0.97	3.4	0.99	3.8	0.89
Obstetrics	2.4	2.6	0.93	2.4	0.97	2.3	1.03	2.3	1.02
Pediatrics	0.0	3.3	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	4.5	0.86	4.2	0.92	3.7	1.04	3.6	1.06
Surgical Operations									
Inpatient	1,048	1,426	0.74	1,211	0.87	657	1.59	1,282	0.82
Outpatient	5,266	4,581	1.15	6,106	0.86	2,872	1.83	5,187	1.02
Inpatient as % of All Surgeries	16.6%	23.7%	0.70	16.6%	1.00	18.6%	0.89	19.8%	0.84
Outpatient Visits									
Non-Emergency Visits	113,681	144,376	0.79	97,819	1.16	115,084	0.99	109,494	1.04
Emergency Visits	14,403	17,768	0.81	15,674	0.92	13,821	1.04	15,599	0.92
Full-Time Equivalents (FTEs)									
Administrators	12.1	23.0	0.53	19.5	0.62	18.2	0.67	3.5	3.43
Nurses, Licensed	148.2	251.3	0.59	188.9	0.78	150.6	0.98	154.6	0.96
Ancillary Nursing Personnel	5.9	39.7	0.15	19.4	0.31	19.7	0.30	41.0	0.14
All Other Personnel	187.5	509.3	0.37	317.9	0.59	320.3	0.59	166.6	1.13
Total FTEs	353.8	823.3	0.43	545.6	0.65	508.8	0.70	365.7	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.6	17.0	0.63	16.9	0.63	18.2	0.58	3.2	3.37
Nurses, Licensed	129.9	185.7	0.70	164.2	0.79	151.1	0.86	138.0	0.94
Ancillary Nursing Personnel	5.2	29.3	0.18	16.8	0.31	19.8	0.26	36.6	0.14
All Other Personnel	164.5	376.3	0.44	276.3	0.60	321.5	0.51	148.7	1.11
Total FTEs	310.2	608.3	0.51	474.3	0.65	510.6	0.61	326.4	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	132	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	20
Discharges	3,636	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	411
Inpatient Days	13,967			Inpatient Days	0	Newborn Days	697

103 Ascension NE Wisconsin - Mercy Campus
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	72	2,130	7,241	27.6%	19.8	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	69	856	23.5%	2.3	12.4
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	16	506	1,202	20.6%	3.3	2.4
Psychiatric	1	20	678	3,157	43.2%	8.6	4.7
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	253	1,511	29.6%	4.1	6.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	2	12.1	Surgical Personnel	12	5	13.5
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	17	27	27.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	7	7.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	4	3.9
Registered Nurses	93	118	147.6	Occupational Therapy Assistants/Aides	2	2	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	7	11.8
Licensed Practical Nurses	0	1	0.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	3	10	5.9	Recreational Therapists	0	1	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	39	45	52.8
Health Info Mgmt-Administrators/Technicians	0	1	0.5	All Other Personnel	14	19	20.2
Pharmacy Personnel	12	6	13.3				
Clinical Laboratory Personnel	25	2	26.4				
				Total	252	258	353.8

103 Ascension NE Wisconsin - Mercy Campus

Oshkosh, WI 54904

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 5		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$116,799,970	51.5%	46.3%	1.11	47.7%	1.08	51.1%	1.01	50.9%	1.01
Medical Assistance	\$24,393,237	10.8%	13.6%	0.79	10.5%	1.03	11.3%	0.95	11.8%	0.91
Commercial	\$75,074,414	33.1%	35.3%	0.94	39.1%	0.85	33.7%	0.98	33.4%	0.99
All Other	\$10,370,857	4.6%	4.8%	0.96	2.7%	1.69	3.9%	1.18	3.9%	1.18
Deductions as % of Total Gross Patient Revenue										
Medicare	\$79,412,227	35.0%	34.9%	1.00	33.3%	1.05	36.8%	0.95	34.9%	1.00
Medical Assistance	\$16,415,527	7.2%	10.4%	0.70	7.8%	0.93	8.5%	0.85	7.6%	0.96
Commercial	\$27,639,734	12.2%	14.7%	0.83	13.9%	0.88	12.8%	0.95	11.9%	1.02
Charity Care	\$1,294,019	0.6%	1.0%	0.59	0.6%	0.90	0.9%	0.64	0.8%	0.68
Bad Debt	\$2,864,671	1.3%	1.1%	1.19	1.4%	0.87	1.4%	0.93	1.6%	0.78
All Other	\$9,767,746	4.3%	2.2%	1.99	2.0%	2.17	2.1%	2.05	3.2%	1.35
Total Deductions	\$137,393,923	60.6%	64.2%	0.94	59.1%	1.03	62.4%	0.97	60.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.6%	5.5%	0.66	1.9%	1.90	3.4%	1.07	3.6%	1.01
Net Gains/Losses as % of Net Income		N/A	13.2%	N/A	11.5%	N/A	4.5%	N/A	14.1%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$31,563,526	36.0%	44.0%	0.82	41.9%	0.86	46.0%	0.78	31.8%	1.13
Supplies & Services	\$51,345,105	58.5%	49.2%	1.19	50.8%	1.15	46.6%	1.25	63.2%	0.93
Capital Component	\$4,883,445	5.6%	6.8%	0.82	7.3%	0.76	7.4%	0.75	5.1%	1.10
Fiscal Statistics										
Operating Margin (%)		5.2%	9.1%	0.57	16.8%	0.31	8.2%	0.63	-0.7%	N/A
Total Hospital Net Income (%)		5.2%	10.3%	0.50	18.6%	0.28	8.6%	0.60	-0.8%	N/A
Return on Equity (%)		4.3%	6.0%	0.72	15.9%	0.27	5.8%	0.75	-0.8%	N/A
Current Ratio		5.1	4.7	1.08	7.1	0.71	4.4	1.15	3.0	1.71
Days in Net Patient Accounts Receivable		59.1	64.0	0.92	58.8	1.01	49.0	1.21	57.4	1.03
Average Payment Period		21.8	56.5	0.39	30.8	0.71	41.1	0.53	26.4	0.83
Equity Financing (%)		87.8%	69.2%	1.27	86.8%	1.01	81.8%	1.07	84.4%	1.04
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	37.1	N/A	14.1	N/A	0.0	N/A
Total Asset Turnover		0.8	0.6	1.45	0.8	1.00	0.7	1.25	0.9	0.93
Average Age of Plant (Years)		6.3	12.6	0.50	8.9	0.72	9.6	0.66	5.1	1.23
Increase (Decrease) Total Net Patient Revenue		-3.0%	7.3%	N/A	0.5%	N/A	2.8%	N/A	-0.6%	5.05
Outpatient Gross Revenue (% of Total GPR)		66.4%	63.3%	1.05	67.6%	0.98	71.9%	0.92	65.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,827	\$16,906	0.58	\$13,409	0.73	\$12,065	0.81	\$9,310	1.06	
Inpatient Net Revenue per Day	\$2,553	\$3,675	0.69	\$3,142	0.81	\$3,161	0.81	\$2,580	0.99	
Outpatient Net Revenue per Visit	\$440	\$703	0.63	\$724	0.61	\$614	0.72	\$472	0.93	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$226,638,477	Cash & Cash Equivalents	\$18,738	Current Liabilities	\$4,976,990
Less Deductions	\$137,393,923	Net Patient Receivables	\$14,448,740	Long-Term Debt	\$0
Net Patient Revenue	\$89,244,554	Other Receivables	\$132,309	Other Liabilities	\$8,541,991
Plus Other Revenue	\$3,372,877			Subtotal	\$13,518,981
Total Revenue	\$92,617,431	Land, Buildings & Equipment (Net)	\$82,725,831	Unrestricted Fund Balance	\$97,517,165
Less Expenses	\$87,792,077	Other Assets	\$13,710,528	Restricted Fund Balance	\$705,020
Non-Operating Gains/Losses	-\$40,197	Total Assets	\$111,036,146	Total Liabilities & Fund Balance	\$111,036,146
Net Income	\$4,785,156				

303 Aurora Medical Center in Oshkosh
 855 N Westhaven Drive
 Oshkosh, WI 54904
 920-456-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.2%	55.2%	0.89	46.6%	1.06	50.7%	0.97	37.9%	1.30
Obstetrics	35.8%	38.0%	0.94	30.9%	0.14	34.4%	1.04	33.6%	1.06
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	45.2%	57.4%	0.79	47.3%	0.95	54.8%	0.82	40.4%	1.12
Average Census (Patients)									
Adult Medical-Surgical	25.6	26.0	0.98	22.2	1.15	27.5	0.93	19.7	1.30
Obstetrics	4.3	4.9	0.87	4.4	0.97	6.2	0.69	4.0	1.06
Pediatrics	0.0	1.3	N/A	0.3	N/A	4.2	N/A	0.0	N/A
Total Hospital	35.7	49.0	0.73	36.8	0.97	63.1	0.57	29.1	1.23
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.80	3.5	0.93	3.6	0.90	3.1	1.05
Obstetrics	2.2	2.6	0.85	2.4	0.89	2.5	0.87	2.2	0.98
Pediatrics	0.0	3.3	N/A	2.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.70	4.2	0.76	4.3	0.73	3.1	1.03
Surgical Operations									
Inpatient	1,253	1,426	0.88	1,211	1.03	1,501	0.83	1,074	1.17
Outpatient	4,980	4,581	1.09	6,106	0.82	5,596	0.89	4,882	1.02
Inpatient as % of All Surgeries	20.1%	23.7%	0.85	16.6%	1.21	21.2%	0.95	18.0%	1.11
Outpatient Visits									
Non-Emergency Visits	141,242	144,376	0.98	97,819	1.44	193,333	0.73	131,972	1.07
Emergency Visits	23,226	17,768	1.31	15,674	1.48	29,751	0.78	21,813	1.06
Full-Time Equivalents (FTEs)									
Administrators	17.0	23.0	0.74	19.5	0.87	31.4	0.54	15.0	1.13
Nurses, Licensed	384.1	251.3	1.53	188.9	2.03	357.1	1.08	329.6	1.17
Ancillary Nursing Personnel	39.5	39.7	1.00	19.4	2.04	53.7	0.74	40.3	0.98
All Other Personnel	798.0	509.3	1.57	317.9	2.51	692.3	1.15	707.0	1.13
Total FTEs	1,238.6	823.3	1.50	545.6	2.27	1,134.4	1.09	1,091.9	1.13
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.4	17.0	0.61	16.9	0.61	16.1	0.64	10.5	0.99
Nurses, Licensed	234.0	185.7	1.26	164.2	1.43	183.4	1.28	230.3	1.02
Ancillary Nursing Personnel	24.0	29.3	0.82	16.8	1.43	27.6	0.87	28.2	0.85
All Other Personnel	486.0	376.3	1.29	276.3	1.76	355.6	1.37	494.0	0.98
Total FTEs	754.4	608.3	1.24	474.3	1.59	582.6	1.29	762.9	0.99

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	79	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	4,142	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	717
Inpatient Days	13,029			Inpatient Days	0	Newborn Days	1,804

303 Aurora Medical Center in Oshkosh
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	52	2,855	9,332	49.2%	25.6	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	722	1,566	35.8%	4.3	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	339	2,131	73.0%	5.8	6.3
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	17	0	17.0	Surgical Personnel	20	5	22.5
Physicians & Dentists	66	28	74.1	Radiological Services Personnel	35	23	48.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	4	13.1
Dental Hygienists	0	0	0.0	Occupational Therapists	7	5	9.7
Registered Nurses	214	158	308.2	Occupational Therapy Assistants/Aides	0	3	1.5
Certified Nurse Midwives	5	0	5.0	Physical Therapists	21	7	25.5
Licensed Practical Nurses	19	18	30.3	Physical Therapy Assistants/Aides	3	6	7.1
Ancillary Nursing Personnel	19	38	39.5	Recreational Therapists	0	0	0.0
Physician Assistants	9	2	10.8	Dietitians & Nutritionists	0	3	1.8
Nurse Practitioners	31	3	31.6	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	7	8	9.0	Social Workers	6	4	8.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	94	55	124.7
Health Info Mgmt-Administrators/Technicians	41	3	43.5	All Other Personnel	224	84	271.5
Pharmacy Personnel	25	8	29.3				
Clinical Laboratory Personnel	26	12	31.9				
				Total	955	504	1,238.6

303 Aurora Medical Center in Oshkosh

Oshkosh, WI 54904

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$251,366,930	45.0%	46.3%	0.97	47.7%	0.94	41.9%	1.07	43.8%	1.03
Medical Assistance	\$63,503,304	11.4%	13.6%	0.83	10.5%	1.09	19.2%	0.59	11.3%	1.01
Commercial	\$220,222,498	39.4%	35.3%	1.12	39.1%	1.01	35.7%	1.11	41.5%	0.95
All Other	\$23,455,939	4.2%	4.8%	0.88	2.7%	1.55	3.3%	1.28	3.4%	1.23
Deductions as % of Total Gross Patient Revenue										
Medicare	\$199,374,283	35.7%	34.9%	1.02	33.3%	1.07	32.2%	1.11	34.9%	1.02
Medical Assistance	\$51,886,402	9.3%	10.4%	0.90	7.8%	1.20	14.2%	0.66	9.3%	1.00
Commercial	\$96,187,748	17.2%	14.7%	1.17	13.9%	1.24	13.6%	1.27	18.0%	0.95
Charity Care	\$7,015,247	1.3%	1.0%	1.30	0.6%	1.98	1.0%	1.23	1.2%	1.06
Bad Debt	\$7,487,876	1.3%	1.1%	1.26	1.4%	0.93	1.2%	1.15	1.2%	1.11
All Other	\$10,752,043	1.9%	2.2%	0.89	2.0%	0.97	1.5%	1.26	1.5%	1.25
Total Deductions	\$372,703,599	66.7%	64.2%	1.04	59.1%	1.13	63.7%	1.05	66.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.11		1.9%	0.33	3.9%	0.16	0.5%	1.22
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A		11.5%	N/A	14.4%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$52,026,280	35.6%	44.0%	0.81	41.9%	0.85	44.1%	0.81	35.6%	1.00
Supplies & Services	\$83,933,110	57.4%	49.2%	1.17	50.8%	1.13	48.5%	1.18	58.7%	0.98
Capital Component	\$10,304,841	7.0%	6.8%	1.04	7.3%	0.96	7.4%	0.95	5.7%	1.23
Fiscal Statistics										
Operating Margin (%)	21.8%	9.1%	2.40		16.8%	1.29	9.4%	2.31	16.8%	1.30
Total Hospital Net Income (%)	21.8%	10.3%	2.11		18.6%	1.17	10.8%	2.01	16.7%	1.30
Return on Equity (%)	11.5%	6.0%	1.91		15.9%	0.72	4.3%	2.67	8.6%	1.33
Current Ratio	25.9	4.7	5.50		7.1	3.64	4.3	6.05	28.9	0.90
Days in Net Patient Accounts Receivable	51.8	64.0	0.81		58.8	0.88	85.1	0.61	53.0	0.98
Average Payment Period	26.6	56.5	0.47		30.8	0.87	80.6	0.33	22.1	1.21
Equity Financing (%)	96.7%	69.2%	1.40		86.8%	1.11	65.0%	1.49	97.5%	0.99
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	19.9	13.4	1.48		37.1	0.54	11.7	1.70	0.0	N/A
Total Asset Turnover	0.5	0.6	0.92		0.8	0.63	0.4	1.35	0.5	1.02
Average Age of Plant (Years)	7.4	12.6	0.59		8.9	0.84	14.3	0.52	7.2	1.04
Increase (Decrease) Total Net Patient Revenue	16.7%	7.3%	2.29		0.5%	31.53	7.2%	2.32	3.6%	4.66
Outpatient Gross Revenue (% of Total GPR)	75.7%	63.3%	1.20		67.6%	1.12	66.6%	1.14	77.5%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,007	\$16,906	0.77		\$13,409	0.97	\$15,576	0.84	\$12,151	1.07
Inpatient Net Revenue per Day	\$3,706	\$3,675	1.01		\$3,142	1.18	\$3,515	1.05	\$3,581	1.03
Outpatient Net Revenue per Visit	\$848	\$703	1.21		\$724	1.17	\$685	1.24	\$799	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$558,548,670	Cash & Cash Equivalents	\$231,838,545	Current Liabilities	\$10,139,419
Less Deductions	\$372,703,599	Net Patient Receivables	\$26,383,196	Long-Term Debt	\$0
Net Patient Revenue	\$185,845,071	Other Receivables	\$324,360	Other Liabilities	\$1,589,281
Plus Other Revenue	\$1,170,241			Subtotal	\$11,728,700
Total Revenue	\$187,015,314	Land, Buildings & Equipment (Net)	\$88,323,789	Unrestricted Fund Balance	\$342,704,749
Less Expenses	\$146,264,231	Other Assets	\$7,563,562	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$37,529			Total Liabilities & Fund Balance	\$354,433,449
Net Income	\$40,713,554	Total Assets	\$354,433,452		

104 Mayo Clinic Health System - Oakridge in Osseo
 13025 Eighth Street, PO Box 70
 Osseo, WI 54758
 715-597-3121

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Trempealeau
 Analysis Area: Southwestern (5B)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.2%	55.2%	0.17	45.6%	0.20	11.3%	0.81	6.4%	1.44
Obstetrics	0.0%	38.0%	N/A	53.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	31.9%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	9.2%	57.4%	0.16	50.4%	0.18	16.5%	0.55	6.4%	1.44
Average Census (Patients)									
Adult Medical-Surgical	1.3	26.0	0.05	16.7	0.08	1.8	0.73	1.0	1.26
Obstetrics	0.0	4.9	N/A	3.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.3	49.0	0.03	27.5	0.05	2.7	0.48	1.0	1.26
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.1	0.77	4.0	0.78	2.9	1.08	2.9	1.10
Obstetrics	0.0	2.6	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.8	N/A	3.0	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.70	4.7	0.68	4.2	0.75	2.9	1.10
Surgical Operations									
Inpatient	0	1,426	N/A	857	N/A	127	N/A	0	N/A
Outpatient	0	4,581	N/A	2,753	N/A	1,225	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	23.7%	N/A	9.4%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	24,839	144,376	0.17	121,727	0.20	22,925	1.08	26,551	0.94
Emergency Visits	2,694	17,768	0.15	13,192	0.20	2,741	0.98	2,572	1.05
Full-Time Equivalents (FTEs)									
Administrators	2.0	23.0	0.09	14.1	0.14	3.1	0.65	3.0	0.67
Nurses, Licensed	52.1	251.3	0.21	157.2	0.33	36.6	1.42	48.3	1.08
Ancillary Nursing Personnel	10.1	39.7	0.25	21.0	0.48	7.5	1.35	9.5	1.06
All Other Personnel	75.4	509.3	0.15	425.8	0.18	77.2	0.98	71.9	1.05
Total FTEs	139.6	823.3	0.17	618.1	0.23	124.4	1.12	132.8	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	39.3	17.0	2.31	12.2	3.23	23.8	1.65	77.4	0.51
Nurses, Licensed	1,022.1	185.7	5.50	135.8	7.53	281.2	3.63	1,246.6	0.82
Ancillary Nursing Personnel	198.3	29.3	6.77	18.1	10.93	57.4	3.46	245.1	0.81
All Other Personnel	1,480.6	376.3	3.93	367.9	4.02	592.9	2.50	1,855.4	0.80
Total FTEs	2,740.2	608.3	4.50	533.9	5.13	955.3	2.87	3,424.5	0.80

Total Hospital:

Beds Set Up & Staffed 14
 Discharges 149
 Inpatient Days 469

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 7
 Discharges 199
 Inpatient Days 2,619

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

104 Mayo Clinic Health System - Oakridge in Osseo
Osseo, WI 54758

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	149	469	9.2%	1.3	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	6	14	7.9	Radiological Services Personnel	0	8	5.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	9	5.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	21	40	41.6	Occupational Therapy Assistants/Aides	0	2	0.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	4	4.9
Licensed Practical Nurses	3	10	6.7	Physical Therapy Assistants/Aides	2	4	3.2
Ancillary Nursing Personnel	1	18	10.1	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.7	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	1	3.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	9	6.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	10	19	18.3
Pharmacy Personnel	0	12	2.2				
Clinical Laboratory Personnel	6	7	11.1				
				Total	69	164	139.6

104 Mayo Clinic Health System - Oakridge in Osseo

Osseo, WI 54758

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$24,049,679	56.2%	46.3%	1.22	45.4%	1.24	45.9%	1.23	55.2%	1.02
Medical Assistance	\$5,156,989	12.1%	13.6%	0.88	9.5%	1.27	11.5%	1.05	12.4%	0.98
Commercial	\$12,329,561	28.8%	35.3%	0.82	37.9%	0.76	39.4%	0.73	28.5%	1.01
All Other	\$1,237,864	2.9%	4.8%	0.61	7.2%	0.40	3.3%	0.89	3.9%	0.73
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,577,793	22.4%	34.9%	0.64	32.9%	0.68	23.7%	0.95	20.4%	1.10
Medical Assistance	\$3,115,954	7.3%	10.4%	0.70	7.4%	0.98	7.7%	0.94	7.3%	0.99
Commercial	\$2,888,436	6.8%	14.7%	0.46	15.7%	0.43	10.4%	0.65	7.0%	0.97
Charity Care	\$1,611,451	3.8%	1.0%	3.90	0.8%	4.43	0.8%	4.68	3.2%	1.19
Bad Debt	\$533,173	1.2%	1.1%	1.17	1.0%	1.28	1.5%	0.85	2.9%	0.44
All Other	\$376,843	0.9%	2.2%	0.41	4.8%	0.18	1.4%	0.63	1.0%	0.88
Total Deductions	\$18,103,650	42.3%	64.2%	0.66	62.7%	0.67	45.5%	0.93	41.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.3%	5.5%	0.60	20.1%	0.16	3.1%	1.05	3.5%	0.95
Net Gains/Losses as % of Net Income		15.9%	13.2%	1.21	47.1%	0.34	1.4%	11.34	8.9%	1.79
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,901,570	58.9%	44.0%	1.34	56.2%	1.05	51.0%	1.16	63.1%	0.93
Supplies & Services	\$9,330,366	36.9%	49.2%	0.75	38.9%	0.95	41.5%	0.89	32.1%	1.15
Capital Component	\$1,050,985	4.2%	6.8%	0.61	4.9%	0.85	7.5%	0.55	4.8%	0.86
Fiscal Statistics										
Operating Margin (%)		0.9%	9.1%	0.10	6.1%	0.15	9.5%	0.10	4.6%	0.20
Total Hospital Net Income (%)		1.1%	10.3%	0.11	10.9%	0.10	9.7%	0.11	5.1%	0.22
Return on Equity (%)		1.6%	6.0%	0.26	8.9%	0.18	13.7%	0.12	5.2%	0.31
Current Ratio		10.3	4.7	2.19	25.9	0.40	3.6	2.86	31.5	0.33
Days in Net Patient Accounts Receivable		52.1	64.0	0.81	63.0	0.83	55.7	0.93	58.4	0.89
Average Payment Period		10.6	56.5	0.19	13.4	0.79	35.7	0.30	7.5	1.42
Equity Financing (%)		75.2%	69.2%	1.09	87.1%	0.86	50.2%	1.50	84.7%	0.89
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		81.2	13.4	6.04	31.0	2.62	10.9	7.44	233.2	0.35
Total Asset Turnover		1.5	0.6	2.54	0.8	1.88	1.4	1.03	1.0	1.43
Average Age of Plant (Years)		13.4	12.6	1.07	9.2	1.46	9.3	1.44	11.4	1.18
Increase (Decrease) Total Net Patient Revenue		3.5%	7.3%	0.48	3.8%	0.90	1.0%	3.54	9.1%	0.38
Outpatient Gross Revenue (% of Total GPR)		75.1%	63.3%	1.19	79.1%	0.95	79.1%	0.95	73.4%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$24,632		\$16,906	1.46	\$15,344	1.61	\$20,479	1.20	\$27,123	0.91
Inpatient Net Revenue per Day	\$2,566		\$3,675	0.70	\$3,493	0.73	\$3,042	0.84	\$2,474	1.04
Outpatient Net Revenue per Visit	\$547		\$703	0.78	\$855	0.64	\$730	0.75	\$517	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,774,093	Cash & Cash Equivalents	\$778	Current Liabilities	\$706,260
Less Deductions	\$18,103,650	Net Patient Receivables	\$3,520,378	Long-Term Debt	\$0
Net Patient Revenue	\$24,670,443	Other Receivables	\$658	Other Liabilities	\$3,644,565
Plus Other Revenue	\$846,462			Subtotal	\$4,350,825
Total Revenue	\$25,516,905	Land, Buildings & Equipment (Net)	\$10,212,378	Unrestricted Fund Balance	\$13,178,483
Less Expenses	\$25,282,921	Other Assets	\$3,795,116	Restricted Fund Balance	\$33,660
Non-Operating Gains/Losses	\$44,390			Total Liabilities & Fund Balance	\$17,529,308
Net Income	\$278,374	Total Assets	\$17,529,308		

106 Flambeau Hospital
 98 Sherry Avenue, PO Box 310
 Park Falls, WI 54552
 715-762-7505

Fiscal Year: 07/01 to 06/30
 Type: **GMS**
 Critical Access Hospital
 Control: **Other Not-For-Profit**

County: Price
 Analysis Area: **Western Lake Superior (7)**
 Volume Group: **2**

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	15.2%	55.2%	0.28	22.3%	0.68	18.2%	0.84	15.8%	0.96
Obstetrics	0.0%	38.0%	N/A	25.3%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.4%	57.4%	0.25	24.4%	0.59	22.2%	0.65	15.6%	0.93
Average Census (Patients)									
Adult Medical-Surgical	3.4	26.0	0.13	4.2	0.80	2.8	1.19	3.5	0.96
Obstetrics	0.0	4.9	N/A	1.1	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	49.0	0.07	5.7	0.63	4.1	0.87	3.9	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.1	0.72	2.7	1.07	3.1	0.93	3.0	0.97
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.9	4.5	0.64	3.2	0.91	2.9	0.99	2.9	0.99
Surgical Operations									
Inpatient	0	1,426	N/A	137	N/A	305	N/A	0	N/A
Outpatient	442	4,581	0.10	759	0.58	1,106	0.40	528	0.84
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	15.3%	N/A	21.6%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	20,934	144,376	0.14	20,365	1.03	28,429	0.74	21,425	0.98
Emergency Visits	5,521	17,768	0.31	6,830	0.81	4,284	1.29	5,097	1.08
Full-Time Equivalents (FTEs)									
Administrators	7.0	23.0	0.30	3.7	1.88	5.9	1.20	7.0	1.00
Nurses, Licensed	37.1	251.3	0.15	69.4	0.53	43.5	0.85	36.6	1.01
Ancillary Nursing Personnel	17.4	39.7	0.44	8.5	2.05	6.3	2.74	14.8	1.17
All Other Personnel	107.5	509.3	0.21	147.1	0.73	106.9	1.00	109.1	0.99
Total FTEs	168.9	823.3	0.21	228.6	0.74	162.6	1.04	167.4	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	28.7	17.0	1.69	10.1	2.85	33.7	0.85	28.1	1.02
Nurses, Licensed	152.0	185.7	0.82	187.9	0.81	250.2	0.61	146.9	1.03
Ancillary Nursing Personnel	71.2	29.3	2.43	22.9	3.11	36.4	1.95	59.4	1.20
All Other Personnel	440.8	376.3	1.17	398.4	1.11	615.3	0.72	437.8	1.01
Total FTEs	692.8	608.3	1.14	619.3	1.12	935.7	0.74	672.1	1.03

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 458
 Inpatient Days 1,317

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 2
 Inpatient Days 8

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

106 Flambeau Hospital
Park Falls, WI 54552

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	22	420	1,223	15.2%	3.4	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	30	94	8.6%	0.3	3.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	1	1	1.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	0	8.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	3	3.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	20	26	37.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.8
Ancillary Nursing Personnel	10	21	17.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	23	6.4
Health Info Mgmt-Administrators/Technicians	6	3	8.2	All Other Personnel	47	15	55.6
Pharmacy Personnel	4	1	4.2				
Clinical Laboratory Personnel	9	4	9.8				
				Total	122	100	168.9

106 Flambeau Hospital
Park Falls, WI 54552

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$25,428,690	63.4%	46.3%	1.37	49.8%	1.27	47.3%	1.34	61.5%	1.03
Medical Assistance	\$4,209,020	10.5%	13.6%	0.77	17.6%	0.60	10.4%	1.01	12.1%	0.87
Commercial	\$7,726,354	19.3%	35.3%	0.55	27.8%	0.69	38.9%	0.50	20.1%	0.96
All Other	\$2,761,621	6.9%	4.8%	1.44	4.7%	1.45	3.4%	2.00	6.3%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,654,187	26.6%	34.9%	0.76	26.0%	1.02	28.0%	0.95	28.4%	0.94
Medical Assistance	\$2,968,514	7.4%	10.4%	0.71	11.5%	0.64	7.2%	1.02	7.9%	0.94
Commercial	\$1,132,027	2.8%	14.7%	0.19	5.1%	0.56	13.6%	0.21	1.9%	1.48
Charity Care	\$362,764	0.9%	1.0%	0.94	1.1%	0.82	0.7%	1.28	1.3%	0.71
Bad Debt	\$358,363	0.9%	1.1%	0.84	2.1%	0.43	1.3%	0.70	0.7%	1.27
All Other	\$1,208,888	3.0%	2.2%	1.39	2.2%	1.38	2.1%	1.43	2.1%	1.40
Total Deductions	\$16,684,743	41.6%	64.2%	0.65	47.9%	0.87	52.9%	0.79	42.3%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.5%	5.5%	0.44	1.7%	1.46	4.8%	0.51	3.3%	0.74
Net Gains/Losses as % of Net Income		143.7%	13.2%	10.90	14.8%	9.68	10.4%	13.82	114.5%	1.25
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,245,567	55.7%	44.0%	1.27	52.4%	1.06	46.3%	1.20	57.6%	0.97
Supplies & Services	\$9,293,439	39.0%	49.2%	0.79	40.0%	0.98	46.3%	0.84	37.1%	1.05
Capital Component	\$1,259,989	5.3%	6.8%	0.78	7.5%	0.70	7.4%	0.71	5.3%	0.99
Fiscal Statistics										
Operating Margin (%)		1.0%	9.1%	0.11	8.1%	0.12	12.2%	0.08	0.1%	8.77
Total Hospital Net Income (%)		-2.3%	10.3%	N/A	9.4%	N/A	13.5%	N/A	-0.8%	2.98
Return on Equity (%)		-3.6%	6.0%	N/A	6.6%	N/A	12.4%	N/A	-1.3%	2.68
Current Ratio		2.1	4.7	0.44	5.7	0.36	3.1	0.68	3.7	0.57
Days in Net Patient Accounts Receivable		73.0	64.0	1.14	51.1	1.43	56.0	1.30	39.5	1.85
Average Payment Period		51.4	56.5	0.91	44.6	1.15	54.4	0.94	28.2	1.82
Equity Financing (%)		74.2%	69.2%	1.07	81.9%	0.91	61.0%	1.22	88.8%	0.84
Long-Term Debt to Equity Ratio		0.0	0.3	0.15	0.1	0.33	0.4	0.11	0.0	1.32
Times Interest Earned		-15.2	13.4	N/A	17.2	N/A	16.6	N/A	-2.6	5.90
Total Asset Turnover		1.6	0.6	2.81	0.7	2.34	0.9	1.78	1.8	0.92
Average Age of Plant (Years)		16.9	12.6	1.34	9.0	1.88	9.2	1.82	17.1	0.99
Increase (Decrease) Total Net Patient Revenue		6.0%	7.3%	0.82	12.3%	0.49	3.3%	1.81	3.8%	1.56
Outpatient Gross Revenue (% of Total GPR)		85.3%	63.3%	1.35	84.3%	1.01	76.2%	1.12	84.4%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,013	\$16,906	0.53	\$12,554	0.72	\$15,352	0.59	\$8,225	1.10	
Inpatient Net Revenue per Day	\$3,148	\$3,675	0.86	\$3,387	0.93	\$4,244	0.74	\$2,819	1.12	
Outpatient Net Revenue per Visit	\$743	\$703	1.06	\$1,287	0.58	\$803	0.92	\$690	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$40,125,685	Cash & Cash Equivalents	\$1,637,453	Current Liabilities	\$3,189,520
Less Deductions	\$16,684,743	Net Patient Receivables	\$4,685,655	Long-Term Debt	\$421,918
Net Patient Revenue	\$23,440,942	Other Receivables	\$64,498	Other Liabilities	\$242,016
Plus Other Revenue	\$589,704			Subtotal	\$3,853,454
Total Revenue	\$24,030,647	Land, Buildings & Equipment (Net)	\$7,852,941	Unrestricted Fund Balance	\$11,060,815
Less Expenses	\$23,798,994	Other Assets	\$673,721	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$762,261	Total Assets	\$14,914,268	Total Liabilities & Fund Balance	\$14,914,268
Net Income	-\$530,608				

108 Southwest Health
 1400 East Side Road
 Platteville, WI 53818
 608-348-2331

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Grant
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.0%	55.2%	0.53	59.0%	0.49	35.3%	0.82	30.5%	0.95
Obstetrics	13.5%	38.0%	0.36	44.3%	0.02	22.7%	0.60	18.1%	0.75
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.3%	57.4%	0.53	61.2%	0.50	35.5%	0.86	34.9%	0.87
Average Census (Patients)									
Adult Medical-Surgical	5.8	26.0	0.22	24.6	0.24	6.5	0.90	6.1	0.95
Obstetrics	0.7	4.9	0.14	4.8	0.14	0.9	0.76	0.9	0.75
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.6	49.0	0.22	52.3	0.20	8.7	1.23	12.2	0.87
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.1	0.64	4.0	0.65	3.0	0.88	3.0	0.87
Obstetrics	1.7	2.6	0.66	2.7	0.63	2.2	0.78	1.8	0.95
Pediatrics	0.0	3.3	N/A	3.5	N/A	1.4	N/A	0.0	N/A
Total Hospital	4.3	4.5	0.95	4.4	0.97	3.2	1.35	4.2	1.01
Surgical Operations									
Inpatient	421	1,426	0.30	2,131	0.20	302	1.39	320	1.32
Outpatient	1,220	4,581	0.27	7,954	0.15	1,419	0.86	1,193	1.02
Inpatient as % of All Surgeries	25.7%	23.7%	1.08	21.1%	1.21	17.6%	1.46	21.2%	1.21
Outpatient Visits									
Non-Emergency Visits	73,987	144,376	0.51	179,501	0.41	63,228	1.17	69,067	1.07
Emergency Visits	6,783	17,768	0.38	17,324	0.39	8,308	0.82	6,250	1.09
Full-Time Equivalents (FTEs)									
Administrators	38.0	23.0	1.65	23.4	1.62	11.1	3.42	37.0	1.03
Nurses, Licensed	134.4	251.3	0.53	255.4	0.53	78.4	1.71	103.9	1.29
Ancillary Nursing Personnel	59.2	39.7	1.49	45.5	1.30	13.7	4.34	44.6	1.33
All Other Personnel	332.1	509.3	0.65	652.5	0.51	191.7	1.73	308.3	1.08
Total FTEs	563.7	823.3	0.68	976.8	0.58	294.9	1.91	493.8	1.14
FTEs per 100 Patient Census (Adjusted)									
Administrators	95.3	17.0	5.61	17.6	5.42	28.7	3.33	68.3	1.40
Nurses, Licensed	337.3	185.7	1.82	191.8	1.76	202.2	1.67	191.6	1.76
Ancillary Nursing Personnel	148.6	29.3	5.07	34.1	4.35	35.2	4.22	82.2	1.81
All Other Personnel	833.2	376.3	2.21	490.1	1.70	494.1	1.69	568.7	1.47
Total FTEs	1,414.4	608.3	2.33	733.6	1.93	760.1	1.86	910.8	1.55

Total Hospital:
 Beds Set Up & Staffed 35
 Discharges 905
 Inpatient Days 3,874

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 36
 Inpatient Days 334

Newborn Nursery:
 Bassinets 5
 Total Births 147
 Newborn Days 247

108 Southwest Health
Platteville, WI 53818

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	20	813	2,119	29.0%	5.8	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	2	5	147	247	13.5%	0.7	1.7
Psychiatric	1	10	92	1,508	41.3%	4.1	16.4
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	38	0	38.0	Surgical Personnel	5	0	5.0
Physicians & Dentists	20	2	21.7	Radiological Services Personnel	7	2	9.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	0	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.5
Registered Nurses	70	22	95.9	Occupational Therapy Assistants/Aides	2	1	2.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	1	9.7
Licensed Practical Nurses	18	9	26.5	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	35	30	59.2	Recreational Therapists	1	0	1.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	6	0	6.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	0	6.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	1	3.3	All Other Personnel	189	74	226.8
Pharmacy Personnel	8	8	14.1				
Clinical Laboratory Personnel	4	4	8.5				
				Total	447	158	563.7

108 Southwest Health

Platteville, WI 53818

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$55,715,174	41.3%	46.3%	0.89	42.2%	0.98	45.9%	0.90	42.1%	0.98
Medical Assistance	\$15,380,393	11.4%	13.6%	0.84	11.5%	0.99	12.4%	0.92	12.9%	0.88
Commercial	\$60,840,321	45.1%	35.3%	1.28	38.6%	1.17	36.6%	1.23	42.9%	1.05
All Other	\$3,081,463	2.3%	4.8%	0.48	7.8%	0.29	5.1%	0.45	2.1%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$34,161,528	25.3%	34.9%	0.72	31.6%	0.80	28.9%	0.87	24.4%	1.04
Medical Assistance	\$10,484,943	7.8%	10.4%	0.75	8.7%	0.89	8.3%	0.93	9.1%	0.85
Commercial	\$22,583,213	16.7%	14.7%	1.14	18.2%	0.92	13.0%	1.29	15.5%	1.08
Charity Care	\$231,290	0.2%	1.0%	0.18	0.8%	0.22	1.1%	0.16	0.1%	1.52
Bad Debt	\$2,239,142	1.7%	1.1%	1.56	1.1%	1.51	1.9%	0.87	1.4%	1.20
All Other	\$387,018	0.3%	2.2%	0.13	3.5%	0.08	2.5%	0.12	0.6%	0.45
Total Deductions	\$70,087,133	51.9%	64.2%	0.81	63.9%	0.81	55.7%	0.93	51.1%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.4%	5.5%	1.33	6.4%	1.15	6.0%	1.22	6.2%	1.18
Net Gains/Losses as % of Net Income		12.9%	13.2%	0.98	39.0%	0.33	15.2%	0.85	38.4%	0.34
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,801,470	59.1%	44.0%	1.34	47.0%	1.26	51.6%	1.15	59.4%	0.99
Supplies & Services	\$20,464,161	32.8%	49.2%	0.67	45.7%	0.72	40.7%	0.81	33.3%	0.99
Capital Component	\$5,034,603	8.1%	6.8%	1.19	7.3%	1.11	7.7%	1.05	7.3%	1.11
Fiscal Statistics										
Operating Margin (%)		11.1%	9.1%	1.22	6.3%	1.75	7.0%	1.58	5.9%	1.89
Total Hospital Net Income (%)		12.6%	10.3%	1.22	10.0%	1.26	8.2%	1.53	9.2%	1.36
Return on Equity (%)		8.5%	6.0%	1.42	7.5%	1.14	2.2%	3.97	5.7%	1.49
Current Ratio		3.8	4.7	0.80	2.4	1.60	3.1	1.23	3.0	1.25
Days in Net Patient Accounts Receivable		56.4	64.0	0.88	50.8	1.11	140.0	0.40	55.5	1.02
Average Payment Period		44.3	56.5	0.78	52.7	0.84	146.6	0.30	42.7	1.04
Equity Financing (%)		64.0%	69.2%	0.92	59.1%	1.08	56.4%	1.13	58.2%	1.10
Long-Term Debt to Equity Ratio		0.3	0.3	1.31	0.3	1.05	0.6	0.58	0.5	0.70
Times Interest Earned		11.4	13.4	0.85	9.5	1.21	9.0	1.27	9.4	1.21
Total Asset Turnover		0.7	0.6	1.17	0.7	0.93	0.3	2.58	0.6	1.12
Average Age of Plant (Years)		12.5	12.6	0.99	10.8	1.16	23.9	0.52	13.7	0.91
Increase (Decrease) Total Net Patient Revenue		13.8%	7.3%	1.89	5.8%	2.38	7.2%	1.90	8.5%	1.61
Outpatient Gross Revenue (% of Total GPR)		75.8%	63.3%	1.20	60.4%	1.26	77.9%	0.97	78.0%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,886		\$16,906	1.06	\$18,736	0.95	\$13,622	1.31	\$11,599	1.54
Inpatient Net Revenue per Day	\$4,357		\$3,675	1.19	\$4,176	1.04	\$4,079	1.07	\$2,212	1.97
Outpatient Net Revenue per Visit	\$622		\$703	0.88	\$623	1.00	\$592	1.05	\$599	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$135,017,351	Cash & Cash Equivalents	\$14,993,390	Current Liabilities	\$7,149,456
Less Deductions	\$70,087,133	Net Patient Receivables	\$10,031,064	Long-Term Debt	\$22,569,412
Net Patient Revenue	\$64,930,218	Other Receivables	\$659,633	Other Liabilities	\$8,022,503
Plus Other Revenue	\$5,157,185			Subtotal	\$37,741,371
Total Revenue	\$70,087,403	Land, Buildings & Equipment (Net)	\$35,860,026	Unrestricted Fund Balance	\$66,976,375
Less Expenses	\$62,300,234	Other Assets	\$43,173,634	Restricted Fund Balance	\$711,128
Non-Operating Gains/Losses	\$1,155,664			Total Liabilities & Fund Balance	\$104,717,747
Net Income	\$8,942,833	Total Assets	\$104,717,747		

111 Divine Savior Healthcare
 2817 New Pinery Road
 Portage, WI 53901
 608-742-4131

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Columbia
 Analysis Area: Southern (1)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	31.5%	55.2%	0.57	59.0%	0.53	43.3%	0.73	30.1%	1.05
Obstetrics	17.6%	38.0%	0.46	44.3%	0.02	23.8%	0.74	17.2%	1.02
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	29.1%	57.4%	0.51	61.2%	0.48	44.0%	0.66	27.8%	1.05
Average Census (Patients)									
Adult Medical-Surgical	11.7	26.0	0.45	24.6	0.47	15.3	0.76	11.1	1.05
Obstetrics	1.1	4.9	0.21	4.8	0.22	2.1	0.50	1.0	1.02
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	14.3	49.0	0.29	52.3	0.27	27.3	0.52	13.6	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.1	0.91	4.0	0.93	3.4	1.08	3.7	0.99
Obstetrics	1.9	2.6	0.74	2.7	0.70	2.3	0.81	2.0	0.96
Pediatrics	0.0	3.3	N/A	3.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.69	4.4	0.70	3.7	0.84	3.1	0.99
Surgical Operations									
Inpatient	454	1,426	0.32	2,131	0.21	657	0.69	414	1.10
Outpatient	1,578	4,581	0.34	7,954	0.20	2,872	0.55	1,644	0.96
Inpatient as % of All Surgeries	22.3%	23.7%	0.94	21.1%	1.06	18.6%	1.20	20.1%	1.11
Outpatient Visits									
Non-Emergency Visits	157,676	144,376	1.09	179,501	0.88	115,084	1.37	140,287	1.12
Emergency Visits	14,872	17,768	0.84	17,324	0.86	13,821	1.08	15,727	0.95
Full-Time Equivalents (FTEs)									
Administrators	30.0	23.0	1.30	23.4	1.28	18.2	1.65	30.0	1.00
Nurses, Licensed	142.6	251.3	0.57	255.4	0.56	150.6	0.95	144.8	0.98
Ancillary Nursing Personnel	13.9	39.7	0.35	45.5	0.31	19.7	0.70	15.3	0.91
All Other Personnel	446.7	509.3	0.88	652.5	0.68	320.3	1.39	466.1	0.96
Total FTEs	633.2	823.3	0.77	976.8	0.65	508.8	1.24	656.1	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	36.9	17.0	2.17	17.6	2.10	18.2	2.03	35.4	1.04
Nurses, Licensed	175.6	185.7	0.95	191.8	0.92	151.1	1.16	170.8	1.03
Ancillary Nursing Personnel	17.1	29.3	0.58	34.1	0.50	19.8	0.86	18.0	0.95
All Other Personnel	550.0	376.3	1.46	490.1	1.12	321.5	1.71	549.8	1.00
Total FTEs	779.6	608.3	1.28	733.6	1.06	510.6	1.53	774.0	1.01

Total Hospital:
 Beds Set Up & Staffed 49
 Discharges 1,691
 Inpatient Days 5,212

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 5
 Inpatient Days 23

Newborn Nursery:
 Bassinets 6
 Total Births 208
 Newborn Days 371

111 Divine Savior Healthcare
Portage, WI 53901

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	37	1,147	4,258	31.5%	11.7	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	205	385	17.6%	1.1	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	6	96	156	7.1%	0.4	1.6
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	0	245	413	0.0%	1.1	1.7
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	30	0	30.0	Surgical Personnel	6	3	7.3
Physicians & Dentists	19	4	21.2	Radiological Services Personnel	15	1	15.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	2	9.3
Dental Hygienists	0	0	0.0	Occupational Therapists	6	3	7.8
Registered Nurses	98	34	116.4	Occupational Therapy Assistants/Aides	1	2	2.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	19	5	22.6
Licensed Practical Nurses	10	9	14.0	Physical Therapy Assistants/Aides	7	4	9.0
Ancillary Nursing Personnel	9	11	13.9	Recreational Therapists	0	0	0.0
Physician Assistants	6	3	7.7	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	5	5	7.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	69	34	84.5
Health Info Mgmt-Administrators/Technicians	16	5	19.3	All Other Personnel	171	57	194.7
Pharmacy Personnel	10	0	10.0				
Clinical Laboratory Personnel	5	6	9.1				
				Total	538	194	633.2

111 Divine Savior Healthcare
Portage, WI 53901

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$96,397,405	41.7%	46.3%	0.90	42.2%	0.99	51.1%	0.82	43.1%	0.97
Medical Assistance	\$32,760,302	14.2%	13.6%	1.04	11.5%	1.23	11.3%	1.25	15.1%	0.94
Commercial	\$90,723,079	39.2%	35.3%	1.11	38.6%	1.02	33.7%	1.16	37.1%	1.06
All Other	\$11,419,200	4.9%	4.8%	1.03	7.8%	0.64	3.9%	1.28	4.7%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$74,185,277	32.1%	34.9%	0.92	31.6%	1.01	36.8%	0.87	31.6%	1.01
Medical Assistance	\$25,466,494	11.0%	10.4%	1.06	8.7%	1.26	8.5%	1.30	12.2%	0.90
Commercial	\$32,727,816	14.1%	14.7%	0.96	18.2%	0.78	12.8%	1.11	14.8%	0.96
Charity Care	\$526,279	0.2%	1.0%	0.24	0.8%	0.29	0.9%	0.26	0.2%	1.25
Bad Debt	\$5,875,946	2.5%	1.1%	2.39	1.1%	2.32	1.4%	1.87	2.5%	1.03
All Other	\$5,692,248	2.5%	2.2%	1.14	3.5%	0.71	2.1%	1.17	2.3%	1.09
Total Deductions	\$144,474,060	62.5%	64.2%	0.97	63.9%	0.98	62.4%	1.00	63.5%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.1%	5.5%	0.38	6.4%	0.33	3.4%	0.62	2.1%	1.01	
Net Gains/Losses as % of Net Income	128.7%	13.2%	9.77	39.0%	3.30	4.5%	28.49	53.9%	2.39	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,271,817	62.1%	44.0%	1.41	47.0%	1.32	46.0%	1.35	62.8%	0.99
Supplies & Services	\$27,759,811	31.2%	49.2%	0.63	45.7%	0.68	46.6%	0.67	30.4%	1.03
Capital Component	\$6,037,236	6.8%	6.8%	1.00	7.3%	0.93	7.4%	0.91	6.8%	1.00
Fiscal Statistics										
Operating Margin (%)	-0.4%	9.1%	N/A	6.3%	N/A	8.2%	N/A	1.3%	N/A	
Total Hospital Net Income (%)	1.4%	10.3%	0.14	10.0%	0.14	8.6%	0.17	2.9%	0.50	
Return on Equity (%)	1.0%	6.0%	0.17	7.5%	0.13	5.8%	0.17	2.0%	0.51	
Current Ratio	2.4	4.7	0.51	2.4	1.02	4.4	0.55	2.6	0.94	
Days in Net Patient Accounts Receivable	66.3	64.0	1.04	50.8	1.30	49.0	1.35	69.4	0.96	
Average Payment Period	48.0	56.5	0.85	52.7	0.91	41.1	1.17	52.7	0.91	
Equity Financing (%)	59.5%	69.2%	0.86	59.1%	1.01	81.8%	0.73	58.2%	1.02	
Long-Term Debt to Equity Ratio	0.5	0.3	2.00	0.3	1.59	0.1	5.19	0.5	0.95	
Times Interest Earned	2.2	13.4	0.16	9.5	0.23	14.1	0.15	3.9	0.56	
Total Asset Turnover	0.7	0.6	1.20	0.7	0.95	0.7	1.03	0.7	1.02	
Average Age of Plant (Years)	13.4	12.6	1.07	10.8	1.24	9.6	1.40	12.5	1.08	
Increase (Decrease) Total Net Patient Revenue	0.3%	7.3%	0.04	5.8%	0.05	2.8%	0.11	0.4%	0.73	
Outpatient Gross Revenue (% of Total GPR)	82.5%	63.3%	1.30	60.4%	1.37	71.9%	1.15	83.9%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,358	\$16,906	0.61	\$18,736	0.55	\$12,065	0.86	\$9,816	1.06	
Inpatient Net Revenue per Day	\$3,347	\$3,675	0.91	\$4,176	0.80	\$3,161	1.06	\$3,133	1.07	
Outpatient Net Revenue per Visit	\$435	\$703	0.62	\$623	0.70	\$614	0.71	\$491	0.89	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$231,299,983	Cash & Cash Equivalents	\$3,761,088	Current Liabilities	\$11,085,813
Less Deductions	\$144,474,060	Net Patient Receivables	\$15,771,268	Long-Term Debt	\$39,356,453
Net Patient Revenue	\$86,825,923	Other Receivables	\$888,550	Other Liabilities	\$1,810,558
Plus Other Revenue	\$1,874,163			Subtotal	\$52,252,824
Total Revenue	\$88,700,084	Land, Buildings & Equipment (Net)	\$61,855,685	Unrestricted Fund Balance	\$76,880,221
Less Expenses	\$89,068,864	Other Assets	\$46,856,455	Restricted Fund Balance	\$128,843
Non-Operating Gains/Losses	\$1,652,593			Total Liabilities & Fund Balance	\$129,133,045
Net Income	\$1,283,813	Total Assets	\$129,133,046		

112 Crossing Rivers Health
 37868 US Highway 18
 Prairie du Chien, WI 53821
 608-357-2000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Crawford
 Analysis Area: Southwestern (5B)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	20.8%	55.2%	0.38	45.6%	0.46	18.2%	1.15	26.6%	0.78
Obstetrics	24.2%	38.0%	0.64	53.1%	0.02	14.5%	1.67	26.0%	0.93
Pediatrics	0.0%	51.3%	N/A	31.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	21.6%	57.4%	0.38	50.4%	0.43	22.2%	0.97	27.4%	0.79
Average Census (Patients)									
Adult Medical-Surgical	4.4	26.0	0.17	16.7	0.26	2.8	1.56	5.6	0.78
Obstetrics	1.0	4.9	0.20	3.6	0.27	0.6	1.56	1.0	0.93
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.4	49.0	0.11	27.5	0.20	4.1	1.30	6.9	0.79
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.1	0.80	4.0	0.80	3.1	1.04	3.5	0.94
Obstetrics	2.4	2.6	0.95	2.5	0.95	2.2	1.11	2.4	1.02
Pediatrics	0.0	3.3	N/A	2.8	N/A	1.0	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.68	4.7	0.66	2.9	1.05	3.2	0.94
Surgical Operations									
Inpatient	87	1,426	0.06	857	0.10	305	0.29	93	0.94
Outpatient	854	4,581	0.19	2,753	0.31	1,106	0.77	854	1.00
Inpatient as % of All Surgeries	9.2%	23.7%	0.39	23.7%	0.39	21.6%	0.43	9.8%	0.94
Outpatient Visits									
Non-Emergency Visits	5,143	144,376	0.04	121,727	0.04	28,429	0.18	3,043	1.69
Emergency Visits	4,745	17,768	0.27	13,192	0.36	4,284	1.11	5,867	0.81
Full-Time Equivalents (FTEs)									
Administrators	0.0	23.0	N/A	14.1	N/A	5.9	N/A	1.0	0.00
Nurses, Licensed	89.8	251.3	0.36	157.2	0.57	43.5	2.07	88.4	1.02
Ancillary Nursing Personnel	9.3	39.7	0.24	21.0	0.44	6.3	1.48	13.4	0.69
All Other Personnel	198.3	509.3	0.39	425.8	0.47	106.9	1.85	197.6	1.00
Total FTEs	297.5	823.3	0.36	618.1	0.48	162.6	1.83	300.5	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	17.0	N/A	12.2	N/A	33.7	N/A	3.4	0.00
Nurses, Licensed	361.6	185.7	1.95	135.8	2.66	250.2	1.45	302.4	1.20
Ancillary Nursing Personnel	37.6	29.3	1.28	18.1	2.07	36.4	1.03	46.0	0.82
All Other Personnel	798.3	376.3	2.12	367.9	2.17	615.3	1.30	675.8	1.18
Total FTEs	1,197.5	608.3	1.97	533.9	2.24	935.7	1.28	1,027.6	1.17

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	4
Discharges	645	Preferred Provider Organization (PPO)	Yes	Discharges	69	Total Births	143
Inpatient Days	1,969			Inpatient Days	539	Newborn Days	305

112 Crossing Rivers Health
 Prairie du Chien, WI 53821

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	21	491	1,595	20.8%	4.4	3.2
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	8	21	0.0%	0.1	2.6
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	146	353	24.2%	1.0	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	3	0	3.0
Physicians & Dentists	5	2	5.8	Radiological Services Personnel	8	2	9.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	1	8.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.8
Registered Nurses	75	11	81.3	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	2	1	2.4	Physical Therapists	3	3	4.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	6	9	9.3	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	4	4.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	1	3	2.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	2	9.5
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	102	19	113.3
Pharmacy Personnel	4	3	5.2				
Clinical Laboratory Personnel	9	0	9.0				
				Total	264	64	297.5

112 Crossing Rivers Health

Prairie du Chien, WI 53821

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$38,572,025	47.3%	46.3%	1.02	45.4%	1.04	47.3%	1.00	48.9%	0.97
Medical Assistance	\$10,008,019	12.3%	13.6%	0.90	9.5%	1.29	10.4%	1.18	10.8%	1.14
Commercial	\$28,386,959	34.8%	35.3%	0.99	37.9%	0.92	38.9%	0.90	34.0%	1.02
All Other	\$4,566,736	5.6%	4.8%	1.17	7.2%	0.78	3.4%	1.63	6.3%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,685,345	21.7%	34.9%	0.62	32.9%	0.66	28.0%	0.78	21.5%	1.01
Medical Assistance	\$6,271,018	7.7%	10.4%	0.74	7.4%	1.04	7.2%	1.06	7.1%	1.08
Commercial	\$4,471,328	5.5%	14.7%	0.37	15.7%	0.35	13.6%	0.40	5.5%	0.99
Charity Care	\$1,412,802	1.7%	1.0%	1.80	0.8%	2.04	0.7%	2.44	1.8%	0.97
Bad Debt	\$641,100	0.8%	1.1%	0.74	1.0%	0.81	1.3%	0.61	0.7%	1.10
All Other	\$1,743,057	2.1%	2.2%	0.99	4.8%	0.44	2.1%	1.01	1.9%	1.12
Total Deductions	\$32,224,650	39.5%	64.2%	0.62	62.7%	0.63	52.9%	0.75	38.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.2%	5.5%	1.12	20.1%	0.31	4.8%	1.30	7.8%	0.80	
Net Gains/Losses as % of Net Income	96.5%	13.2%	7.32	47.1%	2.05	10.4%	9.28	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$31,057,652	59.2%	44.0%	1.35	56.2%	1.05	46.3%	1.28	57.3%	1.03
Supplies & Services	\$15,444,695	29.4%	49.2%	0.60	38.9%	0.76	46.3%	0.64	30.4%	0.97
Capital Component	\$5,946,363	11.3%	6.8%	1.67	4.9%	2.31	7.4%	1.53	12.2%	0.93
Fiscal Statistics										
Operating Margin (%)	0.2%	9.1%	0.02	6.1%	0.03	12.2%	0.02	1.5%	0.15	
Total Hospital Net Income (%)	5.7%	10.3%	0.56	10.9%	0.53	13.5%	0.43	1.0%	5.56	
Return on Equity (%)	3.4%	6.0%	0.57	8.9%	0.38	12.4%	0.27	0.6%	5.77	
Current Ratio	3.3	4.7	0.70	25.9	0.13	3.1	1.08	3.3	0.99	
Days in Net Patient Accounts Receivable	54.3	64.0	0.85	63.0	0.86	56.0	0.97	73.1	0.74	
Average Payment Period	50.9	56.5	0.90	13.4	3.80	54.4	0.94	47.9	1.06	
Equity Financing (%)	55.8%	69.2%	0.81	87.1%	0.64	61.0%	0.92	52.9%	1.05	
Long-Term Debt to Equity Ratio	0.7	0.3	2.59	0.1	11.04	0.4	1.83	0.8	0.88	
Times Interest Earned	3.6	13.4	0.27	31.0	0.12	16.6	0.22	1.4	2.52	
Total Asset Turnover	0.6	0.6	0.98	0.8	0.72	0.9	0.62	0.6	0.98	
Average Age of Plant (Years)	5.8	12.6	0.46	9.2	0.63	9.2	0.63	4.8	1.21	
Increase (Decrease) Total Net Patient Revenue	5.3%	7.3%	0.72	3.8%	1.37	3.3%	1.59	4.4%	1.20	
Outpatient Gross Revenue (% of Total GPR)	78.3%	63.3%	1.24	79.1%	0.99	76.2%	1.03	76.2%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,890	\$16,906	1.00	\$15,344	1.10	\$15,352	1.10	\$16,352	1.03	
Inpatient Net Revenue per Day	\$4,652	\$3,675	1.27	\$3,493	1.33	\$4,244	1.10	\$4,377	1.06	
Outpatient Net Revenue per Visit	\$3,825	\$703	5.44	\$855	4.48	\$803	4.76	\$3,987	0.96	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$81,533,739	Cash & Cash Equivalents	\$13,073,799	Current Liabilities	\$6,712,589
Less Deductions	\$32,224,650	Net Patient Receivables	\$7,333,991	Long-Term Debt	\$34,781,127
Net Patient Revenue	\$49,309,089	Other Receivables	\$94,888	Other Liabilities	\$0
Plus Other Revenue	\$3,251,413			Subtotal	\$41,493,716
Total Revenue	\$52,560,502	Land, Buildings & Equipment (Net)	\$38,827,907	Unrestricted Fund Balance	\$52,408,418
Less Expenses	\$52,448,710	Other Assets	\$34,571,549	Restricted Fund Balance	\$510,540
Non-Operating Gains/Losses	\$3,080,535			Total Liabilities & Fund Balance	\$93,902,134
Net Income	\$3,192,327	Total Assets	\$93,902,134		

113 Sauk Prairie Healthcare
 260 26th Street
 Prairie du Sac, WI 53578
 608-643-3311

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.3%	55.2%	0.55	59.0%	0.51	40.9%	0.74	28.7%	1.06
Obstetrics	62.3%	38.0%	1.64	44.3%	0.04	25.8%	2.42	66.6%	0.94
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	32.9%	57.4%	0.57	61.2%	0.54	41.6%	0.79	32.0%	1.03
Average Census (Patients)									
Adult Medical-Surgical	9.1	26.0	0.35	24.6	0.37	10.2	0.89	8.6	1.06
Obstetrics	1.9	4.9	0.38	4.8	0.39	1.8	1.03	0.0	N/A
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.8	49.0	0.24	52.3	0.23	17.6	0.67	11.5	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	2.1	4.1	0.51	4.0	0.52	3.1	0.67	2.0	1.03
Obstetrics	2.0	2.6	0.78	2.7	0.74	2.2	0.91	2.0	0.99
Pediatrics	0.0	3.3	N/A	3.5	N/A	2.2	N/A	0.0	N/A
Total Hospital	2.2	4.5	0.49	4.4	0.50	3.3	0.66	2.2	1.00
Surgical Operations									
Inpatient	1,180	1,426	0.83	2,131	0.55	479	2.46	1,184	1.00
Outpatient	3,637	4,581	0.79	7,954	0.46	1,923	1.89	3,531	1.03
Inpatient as % of All Surgeries	24.5%	23.7%	1.03	21.1%	1.16	19.9%	1.23	25.1%	0.98
Outpatient Visits									
Non-Emergency Visits	127,009	144,376	0.88	179,501	0.71	67,442	1.88	109,848	1.16
Emergency Visits	8,321	17,768	0.47	17,324	0.48	12,660	0.66	8,503	0.98
Full-Time Equivalents (FTEs)									
Administrators	26.0	23.0	1.13	23.4	1.11	12.7	2.04	27.0	0.96
Nurses, Licensed	122.0	251.3	0.49	255.4	0.48	102.4	1.19	114.5	1.07
Ancillary Nursing Personnel	25.6	39.7	0.64	45.5	0.56	17.0	1.51	23.6	1.08
All Other Personnel	334.5	509.3	0.66	652.5	0.51	220.5	1.52	329.4	1.02
Total FTEs	508.1	823.3	0.62	976.8	0.52	352.5	1.44	494.5	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	59.0	17.0	3.47	17.6	3.36	19.4	3.05	63.6	0.93
Nurses, Licensed	277.1	185.7	1.49	191.8	1.44	155.7	1.78	269.9	1.03
Ancillary Nursing Personnel	58.1	29.3	1.98	34.1	1.70	25.8	2.25	55.6	1.04
All Other Personnel	759.5	376.3	2.02	490.1	1.55	335.3	2.26	776.6	0.98
Total FTEs	1,153.7	608.3	1.90	733.6	1.57	536.2	2.15	1,165.7	0.99

Total Hospital:
 Beds Set Up & Staffed 36
 Discharges 1,973
 Inpatient Days 4,323

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 4
 Total Births 354
 Newborn Days 670

113 Sauk Prairie Healthcare
 Prairie du Sac, WI 53578

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	30	1,608	3,320	30.3%	9.1	2.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	341	682	62.3%	1.9	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	3	99	321	29.3%	0.9	3.2
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	26	0	26.0	Surgical Personnel	6	2	7.8
Physicians & Dentists	19	11	24.9	Radiological Services Personnel	14	10	19.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	5	6.5
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.8
Registered Nurses	59	81	99.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	10	11.3
Licensed Practical Nurses	4	1	5.0	Physical Therapy Assistants/Aides	3	2	4.0
Ancillary Nursing Personnel	11	33	25.6	Recreational Therapists	0	0	0.0
Physician Assistants	8	7	11.2	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	7	2	8.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	9	2	9.3	Social Workers	0	3	1.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	18	17	30.6
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	147	73	179.0
Pharmacy Personnel	7	7	10.1				
Clinical Laboratory Personnel	9	1	9.3				
				Total	372	271	508.1

113 Sauk Prairie Healthcare

Prairie du Sac, WI 53578

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$99,057,635	44.7%	46.3%	0.97	42.2%	1.06	49.1%	0.91	43.0%	1.04
Medical Assistance	\$13,000,641	5.9%	13.6%	0.43	11.5%	0.51	10.9%	0.54	6.2%	0.95
Commercial	\$105,246,118	47.5%	35.3%	1.35	38.6%	1.23	36.4%	1.31	48.8%	0.97
All Other	\$4,131,574	1.9%	4.8%	0.39	7.8%	0.24	3.5%	0.53	2.0%	0.93
Deductions as % of Total Gross Patient Revenue										
Medicare	\$70,924,437	32.0%	34.9%	0.92	31.6%	1.01	35.9%	0.89	30.3%	1.06
Medical Assistance	\$9,578,559	4.3%	10.4%	0.42	8.7%	0.49	8.3%	0.52	4.6%	0.94
Commercial	\$45,232,720	20.4%	14.7%	1.39	18.2%	1.12	14.2%	1.44	20.7%	0.99
Charity Care	\$1,995,155	0.9%	1.0%	0.93	0.8%	1.15	1.3%	0.68	0.9%	1.02
Bad Debt	\$551,319	0.2%	1.1%	0.23	1.1%	0.23	1.2%	0.20	0.5%	0.45
All Other	\$1,348,606	0.6%	2.2%	0.28	3.5%	0.18	1.3%	0.46	0.6%	1.08
Total Deductions	\$129,630,796	58.5%	64.2%	0.91	63.9%	0.92	62.3%	0.94	57.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.6%	5.5%	0.30	6.4%	0.26	3.2%	0.51	1.7%	0.97	
Net Gains/Losses as % of Net Income	99.2%	13.2%	7.53	39.0%	2.54	29.1%	3.41	134.3%	0.74	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,003,723	57.9%	44.0%	1.32	47.0%	1.23	44.1%	1.31	57.4%	1.01
Supplies & Services	\$29,508,907	31.6%	49.2%	0.64	45.7%	0.69	47.4%	0.67	31.5%	1.00
Capital Component	\$9,790,331	10.5%	6.8%	1.54	7.3%	1.45	8.5%	1.23	11.1%	0.95
Fiscal Statistics										
Operating Margin (%)	0.0%	9.1%	0.00	6.3%	0.01	5.4%	0.01	-0.7%	N/A	
Total Hospital Net Income (%)	4.2%	10.3%	0.40	10.0%	0.42	7.4%	0.56	2.0%	2.03	
Return on Equity (%)	2.7%	6.0%	0.45	7.5%	0.36	4.7%	0.57	1.3%	2.10	
Current Ratio	3.5	4.7	0.73	2.4	1.46	4.8	0.72	3.0	1.17	
Days in Net Patient Accounts Receivable	47.8	64.0	0.75	50.8	0.94	49.3	0.97	45.1	1.06	
Average Payment Period	48.8	56.5	0.86	52.7	0.93	48.1	1.01	54.0	0.90	
Equity Financing (%)	51.6%	69.2%	0.75	59.1%	0.87	74.4%	0.69	49.5%	1.04	
Long-Term Debt to Equity Ratio	0.8	0.3	2.93	0.3	2.34	0.2	3.87	0.8	0.91	
Times Interest Earned	2.4	13.4	0.18	9.5	0.25	7.5	0.32	1.7	1.45	
Total Asset Turnover	0.6	0.6	1.08	0.7	0.86	0.6	0.99	0.6	1.02	
Average Age of Plant (Years)	10.6	12.6	0.84	10.8	0.98	10.2	1.04	9.3	1.14	
Increase (Decrease) Total Net Patient Revenue	3.9%	7.3%	0.54	5.8%	0.68	4.2%	0.93	4.8%	0.81	
Outpatient Gross Revenue (% of Total GPR)	75.0%	63.3%	1.19	60.4%	1.24	72.8%	1.03	75.0%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,722	\$16,906	0.87	\$18,736	0.79	\$11,314	1.30	\$14,723	1.00	
Inpatient Net Revenue per Day	\$7,231	\$3,675	1.97	\$4,176	1.73	\$3,281	2.20	\$7,277	0.99	
Outpatient Net Revenue per Visit	\$467	\$703	0.66	\$623	0.75	\$705	0.66	\$516	0.91	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$221,435,968	Cash & Cash Equivalents	\$26,409,448	Current Liabilities	\$11,749,185
Less Deductions	\$129,630,796	Net Patient Receivables	\$12,010,804	Long-Term Debt	\$58,566,813
Net Patient Revenue	\$91,805,172	Other Receivables	\$0	Other Liabilities	\$2,681,825
Plus Other Revenue	\$1,529,436			Subtotal	\$72,997,823
Total Revenue	\$93,334,609	Land, Buildings & Equipment (Net)	\$73,995,044	Unrestricted Fund Balance	\$77,945,455
Less Expenses	\$93,302,962	Other Assets	\$38,527,982	Restricted Fund Balance	\$4,345,129
Non-Operating Gains/Losses	\$4,020,200			Total Liabilities & Fund Balance	\$150,943,278
Net Income	\$4,051,847	Total Assets	\$150,943,278		

302 Ascension All Saints Hospital
 3801 Spring Street
 Racine, WI 53405
 262-687-4011

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Racine
 Analysis Area: Southeastern (2A)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.5%	55.2%	0.68	58.8%	0.64	71.0%	0.53	32.6%	1.15
Obstetrics	39.8%	38.0%	1.05	30.5%	0.40	50.6%	0.79	70.9%	0.56
Pediatrics	7.9%	51.3%	0.15	6.9%	1.16	38.2%	0.21	7.2%	1.11
Total Hospital	57.0%	57.4%	0.99	54.8%	1.04	69.3%	0.82	55.9%	1.02
Average Census (Patients)									
Adult Medical-Surgical	43.5	26.0	1.67	31.7	1.37	106.3	0.41	44.3	0.98
Obstetrics	12.4	4.9	2.50	5.2	2.37	14.5	0.85	22.0	0.56
Pediatrics	1.1	1.3	0.86	0.1	8.72	3.2	0.86	1.0	1.11
Total Hospital	158.6	49.0	3.24	61.6	2.57	202.8	0.78	166.7	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.1	1.07	3.7	1.17	4.6	0.94	4.3	1.01
Obstetrics	2.7	2.6	1.07	2.3	1.19	2.7	1.01	2.5	1.08
Pediatrics	2.3	3.3	0.69	2.7	0.85	3.3	0.69	2.1	1.10
Total Hospital	4.8	4.5	1.08	4.0	1.21	5.0	0.97	5.1	0.96
Surgical Operations									
Inpatient	1,952	1,426	1.37	1,468	1.33	5,403	0.36	2,065	0.95
Outpatient	5,859	4,581	1.28	4,147	1.41	16,162	0.36	6,118	0.96
Inpatient as % of All Surgeries	25.0%	23.7%	1.05	26.1%	0.96	25.1%	1.00	25.2%	0.99
Outpatient Visits									
Non-Emergency Visits	485,803	144,376	3.36	165,725	2.93	476,432	1.02	514,402	0.94
Emergency Visits	61,508	17,768	3.46	24,778	2.48	47,460	1.30	57,561	1.07
Full-Time Equivalents (FTEs)									
Administrators	47.2	23.0	2.05	24.0	1.97	71.8	0.66	8.0	5.90
Nurses, Licensed	567.8	251.3	2.26	290.2	1.96	913.4	0.62	570.7	0.99
Ancillary Nursing Personnel	82.3	39.7	2.07	45.9	1.79	148.8	0.55	101.6	0.81
All Other Personnel	905.3	509.3	1.78	567.1	1.60	1,805.9	0.50	943.0	0.96
Total FTEs	1,602.6	823.3	1.95	927.1	1.73	2,940.0	0.55	1,623.3	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.0	17.0	0.65	13.1	0.84	14.7	0.75	1.8	6.05
Nurses, Licensed	132.7	185.7	0.71	158.4	0.84	186.4	0.71	130.0	1.02
Ancillary Nursing Personnel	19.2	29.3	0.66	25.0	0.77	30.4	0.63	23.1	0.83
All Other Personnel	211.5	376.3	0.56	309.5	0.68	368.6	0.57	214.8	0.98
Total FTEs	374.4	608.3	0.62	506.1	0.74	600.1	0.62	369.7	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	278	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	31
Discharges	11,984	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,507
Inpatient Days	57,877			Inpatient Days	0	Newborn Days	3,039

302 Ascension All Saints Hospital
Racine, WI 53405

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	116	3,645	15,885	37.5%	43.5	4.4
Orthopedic	2	10	1,701	6,671	182.8%	18.3	3.9
Rehabilitation & Physical Medicine	1	14	416	4,447	87.0%	12.2	10.7
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	14	177	406	7.9%	1.1	2.3
Obstetrics	2	31	1,647	4,509	39.8%	12.4	2.7
Psychiatric	1	32	1,154	5,417	46.4%	14.8	4.7
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	23	331	5,136	61.2%	14.1	15.5
Step-Down (Special Care)	1	20	2,575	12,667	173.5%	34.7	4.9
Neonatal Intensive/Intermediate Care	1	18	150	2,739	41.7%	7.5	18.3
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	45	3	47.2	Surgical Personnel	34	11	38.7
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	45	36	63.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	24	21	29.5
Dental Hygienists	0	0	0.0	Occupational Therapists	17	13	22.0
Registered Nurses	395	266	511.0	Occupational Therapy Assistants/Aides	0	3	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	26	26	38.1
Licensed Practical Nurses	17	13	23.6	Physical Therapy Assistants/Aides	3	7	6.6
Ancillary Nursing Personnel	52	115	82.3	Recreational Therapists	1	1	1.5
Physician Assistants	13	1	13.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	29	5	31.1	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	2	5.6
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	106	63	136.8
Health Info Mgmt-Administrators/Technicians	1	1	1.5	All Other Personnel	175	63	200.0
Pharmacy Personnel	55	34	69.9				
Clinical Laboratory Personnel	77	51	100.4				
				Total	1,281	770	1,602.6

302 Ascension All Saints Hospital

Racine, WI 53405

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$467,377,841	48.2%	46.3%	1.04	50.9%	0.95	46.7%	1.03	47.7%	1.01
Medical Assistance	\$210,269,663	21.7%	13.6%	1.59	10.1%	2.14	12.6%	1.72	21.3%	1.02
Commercial	\$256,635,182	26.4%	35.3%	0.75	36.0%	0.73	35.1%	0.75	27.8%	0.95
All Other	\$36,030,679	3.7%	4.8%	0.78	3.0%	1.26	5.6%	0.66	3.3%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$337,866,427	34.8%	34.9%	1.00	40.8%	0.85	36.2%	0.96	34.5%	1.01
Medical Assistance	\$145,854,559	15.0%	10.4%	1.45	8.0%	1.88	9.8%	1.53	14.6%	1.03
Commercial	\$102,383,562	10.6%	14.7%	0.72	15.9%	0.66	15.6%	0.67	10.9%	0.97
Charity Care	\$25,216,790	2.6%	1.0%	2.69	1.1%	2.39	0.9%	2.80	1.9%	1.34
Bad Debt	\$14,505,006	1.5%	1.1%	1.41	1.1%	1.39	0.9%	1.66	1.9%	0.81
All Other	\$9,523,617	1.0%	2.2%	0.45	1.4%	0.71	2.5%	0.40	0.9%	1.09
Total Deductions	\$635,349,961	65.5%	64.2%	1.02	68.2%	0.96	66.0%	0.99	64.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.2%	5.5%	1.83	4.9%	2.09	6.8%	1.49	10.0%	1.01	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	N/A	N/A	13.1%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$119,601,832	35.8%	44.0%	0.81	39.6%	0.91	42.7%	0.84	34.0%	1.05
Supplies & Services	\$198,188,161	59.3%	49.2%	1.21	51.8%	1.15	51.1%	1.16	61.3%	0.97
Capital Component	\$16,281,118	4.9%	6.8%	0.72	8.7%	0.56	6.2%	0.79	4.7%	1.04
Fiscal Statistics										
Operating Margin (%)	10.4%	9.1%	1.14	14.3%	0.73	9.5%	1.10	4.2%	2.48	
Total Hospital Net Income (%)	10.4%	10.3%	1.01	12.8%	0.81	10.8%	0.96	4.1%	2.55	
Return on Equity (%)	12.8%	6.0%	2.14	8.8%	1.46	7.7%	1.67	4.5%	2.84	
Current Ratio	2.1	4.7	0.46	9.4	0.23	5.5	0.39	4.1	0.52	
Days in Net Patient Accounts Receivable	45.0	64.0	0.70	48.9	0.92	55.7	0.81	45.3	0.99	
Average Payment Period	36.3	56.5	0.64	33.2	1.09	45.6	0.80	27.6	1.31	
Equity Financing (%)	77.6%	69.2%	1.12	82.0%	0.95	72.1%	1.08	71.6%	1.08	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	9,344,256.5	13.4	1,439,462.6	13.0	490,539.4	15.5	245,503.7	0.0	N/A	
Total Asset Turnover	1.2	0.6	2.15	0.7	1.77	0.7	1.75	1.1	1.11	
Average Age of Plant (Years)	3.5	12.6	0.28	9.5	0.37	12.1	0.29	2.4	1.46	
Increase (Decrease) Total Net Patient Revenue	-0.8%	7.3%	N/A	4.1%	N/A	8.9%	N/A	-4.5%	0.19	
Outpatient Gross Revenue (% of Total GPR)	62.8%	63.3%	0.99	64.9%	0.97	58.2%	1.08	62.7%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,569	\$16,906	0.74	\$13,299	0.95	\$19,324	0.65	\$11,175	1.12	
Inpatient Net Revenue per Day	\$2,592	\$3,675	0.71	\$3,202	0.81	\$3,829	0.68	\$2,252	1.15	
Outpatient Net Revenue per Visit	\$363	\$703	0.52	\$685	0.53	\$741	0.49	\$386	0.94	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$970,313,366	Cash & Cash Equivalents	\$6,590	Current Liabilities	\$31,702,122
Less Deductions	\$635,349,961	Net Patient Receivables	\$41,305,261	Long-Term Debt	\$0
Net Patient Revenue	\$334,963,405	Other Receivables	\$7,776,173	Other Liabilities	\$36,047,064
Plus Other Revenue	\$37,845,744			Subtotal	\$67,749,186
Total Revenue	\$372,809,149	Land, Buildings & Equipment (Net)	\$233,840,566	Unrestricted Fund Balance	\$234,217,876
Less Expenses	\$334,071,112	Other Assets	\$19,038,472	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$49,526	Total Assets	\$301,967,062	Total Liabilities & Fund Balance	\$301,967,062
Net Income	\$38,688,511				

117 Reedsburg Area Medical Center
 2000 North Dewey Street
 Reedsburg, WI 53959
 608-524-6487

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.1%	55.2%	0.47	59.0%	0.44	40.9%	0.64	27.4%	0.95
Obstetrics	26.4%	38.0%	0.70	44.3%	0.03	25.8%	1.02	28.9%	0.91
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	23.0%	57.4%	0.40	61.2%	0.38	41.6%	0.55	24.5%	0.94
Average Census (Patients)									
Adult Medical-Surgical	4.2	26.0	0.16	24.6	0.17	10.2	0.41	4.4	0.95
Obstetrics	1.3	4.9	0.27	4.8	0.28	1.8	0.73	1.4	0.91
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.7	49.0	0.12	52.3	0.11	17.6	0.33	6.1	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	4.1	0.62	4.0	0.63	3.1	0.82	2.6	0.95
Obstetrics	2.3	2.6	0.91	2.7	0.87	2.2	1.06	2.3	1.01
Pediatrics	0.0	3.3	N/A	3.5	N/A	2.2	N/A	0.0	N/A
Total Hospital	2.4	4.5	0.53	4.4	0.54	3.3	0.72	2.6	0.93
Surgical Operations									
Inpatient	164	1,426	0.12	2,131	0.08	479	0.34	183	0.90
Outpatient	1,834	4,581	0.40	7,954	0.23	1,923	0.95	1,857	0.99
Inpatient as % of All Surgeries	8.2%	23.7%	0.35	21.1%	0.39	19.9%	0.41	9.0%	0.92
Outpatient Visits									
Non-Emergency Visits	106,638	144,376	0.74	179,501	0.59	67,442	1.58	86,024	1.24
Emergency Visits	8,304	17,768	0.47	17,324	0.48	12,660	0.66	9,387	0.88
Full-Time Equivalents (FTEs)									
Administrators	9.0	23.0	0.39	23.4	0.38	12.7	0.71	10.0	0.90
Nurses, Licensed	108.4	251.3	0.43	255.4	0.42	102.4	1.06	92.4	1.17
Ancillary Nursing Personnel	30.8	39.7	0.78	45.5	0.68	17.0	1.81	19.1	1.62
All Other Personnel	409.8	509.3	0.80	652.5	0.63	220.5	1.86	405.7	1.01
Total FTEs	558.1	823.3	0.68	976.8	0.57	352.5	1.58	527.2	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	18.7	17.0	1.10	17.6	1.06	19.4	0.97	16.8	1.11
Nurses, Licensed	225.2	185.7	1.21	191.8	1.17	155.7	1.45	155.0	1.45
Ancillary Nursing Personnel	64.0	29.3	2.18	34.1	1.87	25.8	2.48	31.9	2.00
All Other Personnel	851.3	376.3	2.26	490.1	1.74	335.3	2.54	680.2	1.25
Total FTEs	1,159.1	608.3	1.91	733.6	1.58	536.2	2.16	883.9	1.31

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 876
 Inpatient Days 2,098

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 12
 Inpatient Days 72

Newborn Nursery:
 Bassinets 2
 Total Births 209
 Newborn Days 410

117 Reedsburg Area Medical Center
 Reedsburg, WI 53959

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	607	1,522	26.1%	4.2	2.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	207	482	26.4%	1.3	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	62	94	6.4%	0.3	1.5
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	5	0	5.0
Physicians & Dentists	16	2	17.3	Radiological Services Personnel	17	4	19.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	1	3.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	62	24	77.2	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	7	0	7.0
Licensed Practical Nurses	18	2	19.3	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	27	6	30.8	Recreational Therapists	0	0	0.0
Physician Assistants	7	0	7.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	6	0	6.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	42	18	53.4
Health Info Mgmt-Administrators/Technicians	28	5	31.2	All Other Personnel	173	49	203.9
Pharmacy Personnel	17	7	21.4				
Clinical Laboratory Personnel	13	4	15.5				
				Total	481	122	558.1

117 Reedsburg Area Medical Center

Reedsburg, WI 53959

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$52,399,528	40.0%	46.3%	0.86	42.2%	0.95	49.1%	0.81	38.5%	1.04
Medical Assistance	\$18,520,186	14.1%	13.6%	1.04	11.5%	1.23	10.9%	1.29	12.9%	1.10
Commercial	\$56,463,649	43.1%	35.3%	1.22	38.6%	1.12	36.4%	1.18	46.2%	0.93
All Other	\$3,628,620	2.8%	4.8%	0.58	7.8%	0.36	3.5%	0.78	2.5%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$29,347,580	22.4%	34.9%	0.64	31.6%	0.71	35.9%	0.62	19.4%	1.15
Medical Assistance	\$11,911,223	9.1%	10.4%	0.88	8.7%	1.04	8.3%	1.10	5.8%	1.56
Commercial	\$19,428,911	14.8%	14.7%	1.01	18.2%	0.81	14.2%	1.05	19.7%	0.75
Charity Care	\$1,298,642	1.0%	1.0%	1.03	0.8%	1.26	1.3%	0.75	1.3%	0.74
Bad Debt	\$874,808	0.7%	1.1%	0.63	1.1%	0.61	1.2%	0.54	0.9%	0.78
All Other	\$1,607,197	1.2%	2.2%	0.57	3.5%	0.35	1.3%	0.92	1.0%	1.27
Total Deductions	\$64,468,359	49.2%	64.2%	0.77	63.9%	0.77	62.3%	0.79	48.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		9.2%	5.5%	1.66	6.4%	1.44	3.2%	2.84	1.7%	5.56
Net Gains/Losses as % of Net Income		14.4%	13.2%	1.09	39.0%	0.37	29.1%	0.49	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$43,855,208	58.0%	44.0%	1.32	47.0%	1.23	44.1%	1.32	57.5%	1.01
Supplies & Services	\$28,511,684	37.7%	49.2%	0.77	45.7%	0.82	47.4%	0.80	38.0%	0.99
Capital Component	\$3,262,132	4.3%	6.8%	0.63	7.3%	0.59	8.5%	0.51	4.5%	0.96
Fiscal Statistics										
Operating Margin (%)		-3.2%	9.1%	N/A	6.3%	N/A	5.4%	N/A	-3.3%	0.98
Total Hospital Net Income (%)		-3.8%	10.3%	N/A	10.0%	N/A	7.4%	N/A	-2.8%	1.33
Return on Equity (%)		-2.7%	6.0%	N/A	7.5%	N/A	4.7%	N/A	-1.9%	1.39
Current Ratio		2.3	4.7	0.50	2.4	0.99	4.8	0.49	4.2	0.55
Days in Net Patient Accounts Receivable		71.6	64.0	1.12	50.8	1.41	49.3	1.45	46.1	1.55
Average Payment Period		78.7	56.5	1.39	52.7	1.49	48.1	1.63	52.2	1.51
Equity Financing (%)		48.1%	69.2%	0.69	59.1%	0.81	74.4%	0.65	50.2%	0.96
Long-Term Debt to Equity Ratio		0.7	0.3	2.88	0.3	2.29	0.2	3.80	0.8	0.97
Times Interest Earned		-4.1	13.4	N/A	9.5	N/A	7.5	N/A	-2.9	1.43
Total Asset Turnover		0.7	0.6	1.25	0.7	0.99	0.6	1.14	0.7	1.06
Average Age of Plant (Years)		15.3	12.6	1.22	10.8	1.42	10.2	1.51	14.7	1.04
Increase (Decrease) Total Net Patient Revenue		-3.4%	7.3%	N/A	5.8%	N/A	4.2%	N/A	0.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		88.1%	63.3%	1.39	60.4%	1.46	72.8%	1.21	89.6%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$3,089	\$16,906	0.18	\$18,736	0.16	\$11,314	0.27	\$8,830	0.35	
Inpatient Net Revenue per Day	\$1,257	\$3,675	0.34	\$4,176	0.30	\$3,281	0.38	\$3,058	0.41	
Outpatient Net Revenue per Visit	\$563	\$703	0.80	\$623	0.90	\$705	0.80	\$651	0.86	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$131,011,985	Cash & Cash Equivalents	\$2,529,347	Current Liabilities	\$15,803,270
Less Deductions	\$64,468,359	Net Patient Receivables	\$13,059,931	Long-Term Debt	\$36,380,495
Net Patient Revenue	\$66,543,626	Other Receivables	\$77,000	Other Liabilities	\$1,052,539
Plus Other Revenue	\$6,726,850			Subtotal	\$53,236,304
Total Revenue	\$73,270,476	Land, Buildings & Equipment (Net)	\$51,685,717	Unrestricted Fund Balance	\$49,352,750
Less Expenses	\$75,629,024	Other Assets	\$35,237,059	Restricted Fund Balance	\$596,625
Non-Operating Gains/Losses	-\$395,684	Total Assets	\$102,589,054	Total Liabilities & Fund Balance	\$102,589,054
Net Income	-\$2,754,232				

118 Ascension St. Mary's Hospital
 2251 North Shore Dr
 Rhinelander, WI 54501
 715-361-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Oneida
 Analysis Area: North Central (6)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.8%	55.2%	0.72	59.6%	0.67	43.3%	0.92	43.6%	0.91
Obstetrics	31.6%	38.0%	0.83	37.4%	0.04	23.8%	1.33	28.8%	1.10
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.3%	57.4%	0.75	63.9%	0.68	44.0%	0.98	45.8%	0.95
Average Census (Patients)									
Adult Medical-Surgical	11.1	26.0	0.43	21.4	0.52	15.3	0.73	12.2	0.91
Obstetrics	1.6	4.9	0.32	3.6	0.44	2.1	0.75	1.4	1.10
Pediatrics	0.0	1.3	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	27.7	49.0	0.57	39.1	0.71	27.3	1.02	29.3	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.1	0.82	3.8	0.87	3.4	0.97	3.3	1.02
Obstetrics	2.2	2.6	0.84	2.6	0.83	2.3	0.93	2.1	1.00
Pediatrics	0.0	3.3	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	4.5	0.86	4.2	0.92	3.7	1.05	3.9	0.97
Surgical Operations									
Inpatient	569	1,426	0.40	1,304	0.44	657	0.87	700	0.81
Outpatient	3,324	4,581	0.73	3,131	1.06	2,872	1.16	3,050	1.09
Inpatient as % of All Surgeries	14.6%	23.7%	0.62	29.4%	0.50	18.6%	0.78	18.7%	0.78
Outpatient Visits									
Non-Emergency Visits	107,827	144,376	0.75	109,429	0.99	115,084	0.94	95,860	1.12
Emergency Visits	11,892	17,768	0.67	12,684	0.94	13,821	0.86	11,928	1.00
Full-Time Equivalents (FTEs)									
Administrators	21.7	23.0	0.94	33.8	0.64	18.2	1.20	7.0	3.10
Nurses, Licensed	122.6	251.3	0.49	182.8	0.67	150.6	0.81	113.8	1.08
Ancillary Nursing Personnel	5.0	39.7	0.13	28.6	0.17	19.7	0.25	17.2	0.29
All Other Personnel	161.2	509.3	0.32	375.9	0.43	320.3	0.50	179.1	0.90
Total FTEs	310.5	823.3	0.38	621.2	0.50	508.8	0.61	317.1	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	21.5	17.0	1.26	29.6	0.73	18.2	1.18	5.8	3.70
Nurses, Licensed	121.2	185.7	0.65	160.0	0.76	151.1	0.80	94.5	1.28
Ancillary Nursing Personnel	4.9	29.3	0.17	25.1	0.20	19.8	0.25	14.3	0.35
All Other Personnel	159.3	376.3	0.42	329.2	0.48	321.5	0.50	148.6	1.07
Total FTEs	307.0	608.3	0.50	543.8	0.56	510.6	0.60	263.2	1.17

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	64	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	2,630	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	269
Inpatient Days	10,113			Inpatient Days	0	Newborn Days	453

118 Ascension St. Mary's Hospital
Rhineland, WI 54501

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	28	1,211	4,065	39.8%	11.1	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	268	577	31.6%	1.6	2.2
Psychiatric	1	11	417	2,401	59.8%	6.6	5.8
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	20	734	3,070	42.1%	8.4	4.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	20	3	21.7	Surgical Personnel	8	5	9.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	18	6	19.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	8	8.5
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	2.6
Registered Nurses	100	57	119.6	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	3	4.0
Licensed Practical Nurses	3	2	3.0	Physical Therapy Assistants/Aides	3	1	3.6
Ancillary Nursing Personnel	5	0	5.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	1	0.0	Psychologists	3	1	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	1	3.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	42	41	50.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	10	10	13.5
Pharmacy Personnel	10	4	10.0				
Clinical Laboratory Personnel	23	5	25.3				
				Total	261	157	310.5

118 Ascension St. Mary's Hospital
Rhineland, WI 54501

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$127,808,666	52.4%	46.3%	1.13	50.7%	1.03	51.1%	1.02	51.7%	1.01
Medical Assistance	\$36,644,521	15.0%	13.6%	1.10	13.1%	1.14	11.3%	1.33	14.9%	1.01
Commercial	\$61,543,705	25.2%	35.3%	0.71	32.1%	0.79	33.7%	0.75	27.3%	0.93
All Other	\$17,903,394	7.3%	4.8%	1.54	4.1%	1.79	3.9%	1.90	6.1%	1.21
Deductions as % of Total Gross Patient Revenue										
Medicare	\$91,040,904	37.3%	34.9%	1.07	36.8%	1.01	36.8%	1.01	35.7%	1.05
Medical Assistance	\$29,030,931	11.9%	10.4%	1.15	10.1%	1.18	8.5%	1.40	11.4%	1.04
Commercial	\$12,085,534	5.0%	14.7%	0.34	8.8%	0.57	12.8%	0.39	5.4%	0.92
Charity Care	\$3,659,107	1.5%	1.0%	1.55	0.8%	1.96	0.9%	1.68	1.9%	0.78
Bad Debt	\$4,217,244	1.7%	1.1%	1.63	1.0%	1.81	1.4%	1.27	0.9%	1.94
All Other	\$12,814,365	5.3%	2.2%	2.43	2.0%	2.58	2.1%	2.50	3.7%	1.42
Total Deductions	\$152,848,084	62.7%	64.2%	0.98	59.3%	1.06	62.4%	1.00	59.1%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.9%	5.5%	1.25	3.1%	2.21	3.4%	2.03	8.8%	0.79
Net Gains/Losses as % of Net Income		0.9%	13.2%	0.07	18.4%	0.05	4.5%	0.19	14.4%	0.06
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$27,053,089	31.2%	44.0%	0.71	42.1%	0.74	46.0%	0.68	39.1%	0.80
Supplies & Services	\$54,015,710	62.4%	49.2%	1.27	52.0%	1.20	46.6%	1.34	56.4%	1.11
Capital Component	\$5,533,893	6.4%	6.8%	0.94	5.9%	1.08	7.4%	0.86	4.4%	1.44
Fiscal Statistics										
Operating Margin (%)		11.5%	9.1%	1.26	5.2%	2.20	8.2%	1.40	-5.6%	N/A
Total Hospital Net Income (%)		11.6%	10.3%	1.12	6.3%	1.83	8.6%	1.35	-6.6%	N/A
Return on Equity (%)		16.8%	6.0%	2.80	3.2%	5.28	5.8%	2.91	-11.2%	N/A
Current Ratio		3.3	4.7	0.70	2.6	1.24	4.4	0.75	3.0	1.08
Days in Net Patient Accounts Receivable		58.8	64.0	0.92	77.6	0.76	49.0	1.20	46.6	1.26
Average Payment Period		29.4	56.5	0.52	74.6	0.39	41.1	0.72	24.4	1.20
Equity Financing (%)		72.6%	69.2%	1.05	55.8%	1.30	81.8%	0.89	64.7%	1.12
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.5	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	15.9	N/A	14.1	N/A	0.0	N/A
Total Asset Turnover		1.4	0.6	2.53	0.5	2.91	0.7	2.17	1.7	0.85
Average Age of Plant (Years)		6.8	12.6	0.54	13.7	0.50	9.6	0.71	5.3	1.28
Increase (Decrease) Total Net Patient Revenue		-2.7%	7.3%	N/A	25.3%	N/A	2.8%	N/A	-3.9%	0.69
Outpatient Gross Revenue (% of Total GPR)		72.8%	63.3%	1.15	65.8%	1.11	71.9%	1.01	75.7%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,386	\$16,906	0.61	\$14,935	0.70	\$12,065	0.86	\$10,237	1.01
Inpatient Net Revenue per Day		\$2,718	\$3,675	0.74	\$3,551	0.77	\$3,161	0.86	\$2,595	1.05
Outpatient Net Revenue per Visit		\$568	\$703	0.81	\$810	0.70	\$614	0.92	\$860	0.66

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$243,900,287	Cash & Cash Equivalents	\$38,332	Current Liabilities	\$6,573,108
Less Deductions	\$152,848,084	Net Patient Receivables	\$14,675,873	Long-Term Debt	\$0
Net Patient Revenue	\$91,052,203	Other Receivables	\$1,344,452	Other Liabilities	\$11,924,024
Plus Other Revenue	\$6,779,315			Subtotal	\$18,497,132
Total Revenue	\$97,831,518	Land, Buildings & Equipment (Net)	\$45,256,712	Unrestricted Fund Balance	\$49,045,319
Less Expenses	\$86,602,691	Other Assets	\$6,227,081	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$97,239			Total Liabilities & Fund Balance	\$67,542,450
Net Income	\$11,326,065	Total Assets	\$67,542,450		

119 Marshfield Medical Center – Rice Lake
 1700 West Stout Street
 Rice Lake, WI 54868
 715-234-1515

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Barron
 Analysis Area: West Central (5A)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	43.7%	55.2%	0.79	42.1%	1.04	50.7%	0.86	39.2%	1.12
Obstetrics	32.3%	38.0%	0.85	26.3%	0.10	34.4%	0.94	33.5%	0.97
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	41.4%	57.4%	0.72	43.5%	0.95	54.8%	0.76	38.9%	1.07
Average Census (Patients)									
Adult Medical-Surgical	11.8	26.0	0.45	11.3	1.04	27.5	0.43	10.6	1.12
Obstetrics	2.6	4.9	0.52	1.9	1.39	6.2	0.42	2.7	0.97
Pediatrics	0.0	1.3	N/A	0.0	N/A	4.2	N/A	0.0	N/A
Total Hospital	16.6	49.0	0.34	18.5	0.90	63.1	0.26	15.5	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.1	0.76	3.6	0.85	3.6	0.85	2.8	1.13
Obstetrics	2.1	2.6	0.83	2.3	0.93	2.5	0.85	2.2	0.97
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.0	4.5	0.66	3.9	0.76	4.3	0.69	2.7	1.09
Surgical Operations									
Inpatient	645	1,426	0.45	509	1.27	1,501	0.43	636	1.01
Outpatient	4,915	4,581	1.07	2,269	2.17	5,596	0.88	2,934	1.68
Inpatient as % of All Surgeries	11.6%	23.7%	0.49	18.3%	0.63	21.2%	0.55	17.8%	0.65
Outpatient Visits									
Non-Emergency Visits	143,911	144,376	1.00	78,013	1.84	193,333	0.74	85,923	1.67
Emergency Visits	13,477	17,768	0.76	8,412	1.60	29,751	0.45	15,307	0.88
Full-Time Equivalents (FTEs)									
Administrators	13.0	23.0	0.57	13.4	0.97	31.4	0.41	6.2	2.09
Nurses, Licensed	114.0	251.3	0.45	124.0	0.92	357.1	0.32	1.0	113.95
Ancillary Nursing Personnel	22.7	39.7	0.57	18.7	1.21	53.7	0.42	13.0	1.75
All Other Personnel	379.6	509.3	0.75	265.3	1.43	692.3	0.55	395.0	0.96
Total FTEs	529.2	823.3	0.64	421.4	1.26	1,134.4	0.47	415.2	1.27
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.6	17.0	0.57	20.2	0.48	16.1	0.60	9.0	1.07
Nurses, Licensed	84.3	185.7	0.45	186.6	0.45	183.4	0.46	1.4	58.28
Ancillary Nursing Personnel	16.8	29.3	0.57	28.1	0.60	27.6	0.61	18.7	0.90
All Other Personnel	280.9	376.3	0.75	399.1	0.70	355.6	0.79	571.6	0.49
Total FTEs	391.7	608.3	0.64	633.9	0.62	582.6	0.67	600.8	0.65

Total Hospital:
 Beds Set Up & Staffed 40
 Discharges 2,042
 Inpatient Days 6,051

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 8
 Total Births 443
 Newborn Days 861

119 Marshfield Medical Center – Rice Lake
Rice Lake, WI 54868

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	27	1,386	4,306	43.7%	11.8	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	445	944	32.3%	2.6	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	5	211	801	43.9%	2.2	3.8
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	13	0	13.0	Surgical Personnel	1	6	5.3
Physicians & Dentists	26	17	34.0	Radiological Services Personnel	6	4	7.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	4	1	4.0
Registered Nurses	44	100	98.3	Occupational Therapy Assistants/Aides	0	1	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	1	10.7
Licensed Practical Nurses	2	2	2.9	Physical Therapy Assistants/Aides	2	1	2.5
Ancillary Nursing Personnel	11	27	22.7	Recreational Therapists	0	0	0.0
Physician Assistants	5	2	6.2	Dietitians & Nutritionists	2	4	4.4
Nurse Practitioners	6	5	8.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	3	4.3	Social Workers	1	5	5.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	101	86	138.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	72	52	100.4
Pharmacy Personnel	7	8	10.9				
Clinical Laboratory Personnel	1	1	1.6				
				Total	351	350	529.2

119 Marshfield Medical Center – Rice Lake

Rice Lake, WI 54868

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$164,433,917	51.8%	46.3%	1.12	50.4%	1.03	41.9%	1.24	54.4%	0.95
Medical Assistance	\$40,734,437	12.8%	13.6%	0.94	11.5%	1.12	19.2%	0.67	11.0%	1.17
Commercial	\$94,851,734	29.9%	35.3%	0.85	34.7%	0.86	35.7%	0.84	26.2%	1.14
All Other	\$17,528,149	5.5%	4.8%	1.15	3.4%	1.63	3.3%	1.69	8.3%	0.66
Deductions as % of Total Gross Patient Revenue										
Medicare	\$114,813,963	36.2%	34.9%	1.04	33.8%	1.07	32.2%	1.12	33.8%	1.07
Medical Assistance	\$27,309,470	8.6%	10.4%	0.83	8.0%	1.07	14.2%	0.61	6.5%	1.31
Commercial	\$22,965,608	7.2%	14.7%	0.49	10.5%	0.69	13.6%	0.53	2.5%	2.90
Charity Care	\$2,253,182	0.7%	1.0%	0.74	0.9%	0.79	1.0%	0.70	0.8%	0.89
Bad Debt	\$2,168,802	0.7%	1.1%	0.64	1.0%	0.69	1.2%	0.59	0.8%	0.85
All Other	\$6,950,979	2.2%	2.2%	1.01	1.5%	1.43	1.5%	1.44	3.3%	0.66
Total Deductions	\$176,462,003	55.6%	64.2%	0.87	55.8%	1.00	63.7%	0.87	47.8%	1.16
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.6%	5.5%	0.28	3.2%	0.49	3.9%	0.40	2.7%	0.58
Net Gains/Losses as % of Net Income		4.4%	13.2%	0.34	52.1%	0.09	14.4%	0.31	1.0%	4.24
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$61,831,246	45.7%	44.0%	1.04	51.5%	0.89	44.1%	1.04	39.2%	1.17
Supplies & Services	\$67,758,381	50.1%	49.2%	1.02	43.3%	1.16	48.5%	1.03	53.9%	0.93
Capital Component	\$5,631,930	4.2%	6.8%	0.61	5.2%	0.81	7.4%	0.56	6.8%	0.61
Fiscal Statistics										
Operating Margin (%)		5.7%	9.1%	0.62	1.7%	3.29	9.4%	0.60	16.5%	0.34
Total Hospital Net Income (%)		5.9%	10.3%	0.57	3.5%	1.67	10.8%	0.54	16.6%	0.36
Return on Equity (%)		0.3%	6.0%	0.05	0.7%	0.43	4.3%	0.08	15.8%	0.02
Current Ratio		2.3	4.7	0.48	2.3	0.98	4.3	0.53	13.1	0.17
Days in Net Patient Accounts Receivable		596.9	64.0	9.32	168.6	3.54	85.1	7.02	57.6	10.35
Average Payment Period		735.2	56.5	13.02	192.0	3.83	80.6	9.13	11.9	61.58
Equity Financing (%)		46.4%	69.2%	0.67	52.0%	0.89	65.0%	0.71	51.7%	0.90
Long-Term Debt to Equity Ratio		0.8	0.3	3.31	0.6	1.33	0.4	2.38	0.9	0.96
Times Interest Earned		9.1	13.4	0.68	12.2	0.74	11.7	0.78	11.4	0.80
Total Asset Turnover		0.1	0.6	0.10	0.2	0.26	0.4	0.14	0.9	0.06
Average Age of Plant (Years)		185.0	12.6	14.71	38.0	4.87	14.3	12.96	12.5	14.85
Increase (Decrease) Total Net Patient Revenue		58.1%	7.3%	7.99	16.1%	3.60	7.2%	8.08	1.5%	39.34
Outpatient Gross Revenue (% of Total GPR)		87.8%	63.3%	1.39	72.3%	1.21	66.6%	1.32	77.5%	1.13
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,169		\$16,906	0.60	\$14,502	0.70	\$15,576	0.65	\$10,421	0.98
Inpatient Net Revenue per Day	\$3,438		\$3,675	0.94	\$3,502	0.98	\$3,515	0.98	\$3,836	0.90
Outpatient Net Revenue per Visit	\$778		\$703	1.11	\$807	0.96	\$685	1.14	\$680	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$317,548,238	Cash & Cash Equivalents	\$115,555,000	Current Liabilities	\$264,192,000
Less Deductions	\$176,462,003	Net Patient Receivables	\$230,731,000	Long-Term Debt	\$1,031,216,000
Net Patient Revenue	\$141,086,235	Other Receivables	\$134,541,000	Other Liabilities	\$107,600,000
Plus Other Revenue	\$2,245,674			Subtotal	\$1,403,008,000
Total Revenue	\$143,331,909	Land, Buildings & Equipment (Net)	\$969,112,000	Unrestricted Fund Balance	\$1,215,712,000
Less Expenses	\$135,221,557	Other Assets	\$1,168,781,000	Restricted Fund Balance	\$34,924,000
Non-Operating Gains/Losses	\$376,405			Total Liabilities & Fund Balance	\$2,618,720,000
Net Income	\$8,486,760	Total Assets	\$2,618,720,000		

120 The Richland Hospital Inc
 333 East Second Street
 Richland Center, WI 53581
 608-647-6321

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Richland
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.4%	55.2%	0.62	59.0%	0.58	35.3%	0.97	40.3%	0.85
Obstetrics	17.5%	38.0%	0.46	44.3%	0.02	22.7%	0.77	18.4%	0.96
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.8%	57.4%	0.54	61.2%	0.50	35.5%	0.87	36.2%	0.85
Average Census (Patients)									
Adult Medical-Surgical	6.2	26.0	0.24	24.6	0.25	6.5	0.96	7.3	0.85
Obstetrics	0.7	4.9	0.14	4.8	0.15	0.9	0.79	0.7	0.96
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.7	49.0	0.16	52.3	0.15	8.7	0.89	9.0	0.85
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.1	0.79	4.0	0.81	3.0	1.09	3.4	0.95
Obstetrics	2.0	2.6	0.77	2.7	0.73	2.2	0.91	1.9	1.04
Pediatrics	0.0	3.3	N/A	3.5	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.69	4.4	0.70	3.2	0.97	3.3	0.95
Surgical Operations									
Inpatient	136	1,426	0.10	2,131	0.06	302	0.45	166	0.82
Outpatient	1,401	4,581	0.31	7,954	0.18	1,419	0.99	1,558	0.90
Inpatient as % of All Surgeries	8.8%	23.7%	0.37	21.1%	0.42	17.6%	0.50	9.6%	0.92
Outpatient Visits									
Non-Emergency Visits	31,375	144,376	0.22	179,501	0.17	63,228	0.50	47,617	0.66
Emergency Visits	6,037	17,768	0.34	17,324	0.35	8,308	0.73	6,144	0.98
Full-Time Equivalents (FTEs)									
Administrators	2.0	23.0	0.09	23.4	0.09	11.1	0.18	2.0	1.00
Nurses, Licensed	71.2	251.3	0.28	255.4	0.28	78.4	0.91	78.0	0.91
Ancillary Nursing Personnel	13.1	39.7	0.33	45.5	0.29	13.7	0.96	9.8	1.34
All Other Personnel	174.2	509.3	0.34	652.5	0.27	191.7	0.91	175.4	0.99
Total FTEs	260.5	823.3	0.32	976.8	0.27	294.9	0.88	265.2	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.7	17.0	0.33	17.6	0.32	28.7	0.20	5.5	1.02
Nurses, Licensed	201.4	185.7	1.08	191.8	1.05	202.2	1.00	216.2	0.93
Ancillary Nursing Personnel	37.1	29.3	1.27	34.1	1.09	35.2	1.05	27.1	1.37
All Other Personnel	492.9	376.3	1.31	490.1	1.01	494.1	1.00	486.1	1.01
Total FTEs	737.1	608.3	1.21	733.6	1.00	760.1	0.97	734.9	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	2	Bassinets	4
Discharges	912	Organization (HMO)	No	Discharges	69	Total Births	130
Inpatient Days	2,810	Preferred Provider		Inpatient Days	604	Newborn Days	226
		Organization (PPO)	No				

120 The Richland Hospital Inc
Richland Center, WI 53581

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	18	702	2,263	34.4%	6.2	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	130	256	17.5%	0.7	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	3	73	291	26.6%	0.8	4.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	8	0	8.0
Physicians & Dentists	2	4	2.0	Radiological Services Personnel	9	0	9.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	3	3.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	3.0
Registered Nurses	42	38	65.6	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	4	9.2
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	4	1	4.6
Ancillary Nursing Personnel	8	7	13.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.9	Dietitians & Nutritionists	1	2	2.7
Nurse Practitioners	1	1	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.6	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	3	2.0
Health Info Mgmt-Administrators/Technicians	5	1	5.8	All Other Personnel	79	29	96.7
Pharmacy Personnel	7	1	7.2				
Clinical Laboratory Personnel	11	0	11.0				
				Total	201	101	260.5

120 The Richland Hospital Inc

Richland Center, WI 53581

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$47,609,819	53.3%	46.3%	1.15	42.2%	1.26	45.9%	1.16	51.6%	1.03
Medical Assistance	\$12,048,154	13.5%	13.6%	0.99	11.5%	1.17	12.4%	1.08	14.7%	0.92
Commercial	\$27,837,534	31.1%	35.3%	0.88	38.6%	0.81	36.6%	0.85	31.5%	0.99
All Other	\$1,876,193	2.1%	4.8%	0.44	7.8%	0.27	5.1%	0.41	2.2%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$27,538,949	30.8%	34.9%	0.88	31.6%	0.97	28.9%	1.06	29.6%	1.04
Medical Assistance	\$9,197,520	10.3%	10.4%	0.99	8.7%	1.18	8.3%	1.24	11.4%	0.90
Commercial	\$8,894,220	10.0%	14.7%	0.68	18.2%	0.55	13.0%	0.77	10.0%	0.99
Charity Care	\$536,494	0.6%	1.0%	0.62	0.8%	0.77	1.1%	0.56	1.2%	0.49
Bad Debt	\$2,391,937	2.7%	1.1%	2.52	1.1%	2.44	1.9%	1.40	0.7%	3.89
All Other	\$248,649	0.3%	2.2%	0.13	3.5%	0.08	2.5%	0.11	0.4%	0.79
Total Deductions	\$48,807,769	54.6%	64.2%	0.85	63.9%	0.85	55.7%	0.98	53.3%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	5.5%	0.52	6.4%	0.45	6.0%	0.48	2.9%	0.98
Net Gains/Losses as % of Net Income		88.0%	13.2%	6.68	39.0%	2.26	15.2%	5.79	35.3%	2.50
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$23,957,500	57.7%	44.0%	1.31	47.0%	1.23	51.6%	1.12	58.1%	0.99
Supplies & Services	\$14,886,203	35.8%	49.2%	0.73	45.7%	0.78	40.7%	0.88	35.2%	1.02
Capital Component	\$2,705,912	6.5%	6.8%	0.96	7.3%	0.90	7.7%	0.85	6.7%	0.97
Fiscal Statistics										
Operating Margin (%)		0.5%	9.1%	0.06	6.3%	0.08	7.0%	0.07	2.9%	0.18
Total Hospital Net Income (%)		4.2%	10.3%	0.40	10.0%	0.42	8.2%	0.51	4.5%	0.93
Return on Equity (%)		2.5%	6.0%	0.42	7.5%	0.34	2.2%	1.18	2.8%	0.92
Current Ratio		5.6	4.7	1.19	2.4	2.38	3.1	1.82	6.6	0.85
Days in Net Patient Accounts Receivable		56.5	64.0	0.88	50.8	1.11	140.0	0.40	78.4	0.72
Average Payment Period		44.5	56.5	0.79	52.7	0.84	146.6	0.30	44.1	1.01
Equity Financing (%)		92.9%	69.2%	1.34	59.1%	1.57	56.4%	1.65	92.9%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		919.0	13.4	68.38	9.5	97.15	9.0	101.76	458.9	2.00
Total Asset Turnover		0.6	0.6	1.02	0.7	0.81	0.3	2.26	0.6	0.96
Average Age of Plant (Years)		15.8	12.6	1.26	10.8	1.46	23.9	0.66	14.8	1.07
Increase (Decrease) Total Net Patient Revenue		-0.8%	7.3%	N/A	5.8%	N/A	7.2%	N/A	-0.7%	1.22
Outpatient Gross Revenue (% of Total GPR)		78.1%	63.3%	1.23	60.4%	1.29	77.9%	1.00	74.8%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,560		\$16,906	0.98	\$18,736	0.88	\$13,622	1.22	\$16,763	0.99
Inpatient Net Revenue per Day	\$4,720		\$3,675	1.28	\$4,176	1.13	\$4,079	1.16	\$4,738	1.00
Outpatient Net Revenue per Visit	\$710		\$703	1.01	\$623	1.14	\$592	1.20	\$431	1.65

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$89,371,699	Cash & Cash Equivalents	\$17,330,727	Current Liabilities	\$4,765,962
Less Deductions	\$48,807,769	Net Patient Receivables	\$6,282,069	Long-Term Debt	\$0
Net Patient Revenue	\$40,563,930	Other Receivables	\$315,395	Other Liabilities	\$303,774
Plus Other Revenue	\$1,201,559			Subtotal	\$5,069,736
Total Revenue	\$41,765,489	Land, Buildings & Equipment (Net)	\$26,283,268	Unrestricted Fund Balance	\$66,139,735
Less Expenses	\$41,549,615	Other Assets	\$20,998,012	Restricted Fund Balance	\$75,475
Non-Operating Gains/Losses	\$1,587,902			Total Liabilities & Fund Balance	\$71,209,471
Net Income	\$1,803,776	Total Assets	\$71,209,471		

121 Ripon Medical Center
 845 Parkside Street
 Ripon, WI 54971
 920-748-3101

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	33.2%	55.2%	0.60	46.6%	0.71	11.3%	2.93	37.8%	0.88
Obstetrics	0.0%	38.0%	N/A	30.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	28.0%	57.4%	0.49	47.3%	0.59	16.5%	1.69	31.5%	0.89
Average Census (Patients)									
Adult Medical-Surgical	4.3	26.0	0.17	22.2	0.19	1.8	2.44	4.9	0.88
Obstetrics	0.0	4.9	N/A	4.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	4.5	49.0	0.09	36.8	0.12	2.7	1.66	5.0	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.1	0.84	3.5	0.97	2.9	1.17	3.3	1.03
Obstetrics	0.0	2.6	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.8	N/A	3.0	N/A	0.0	N/A
Total Hospital	4.8	4.5	1.08	4.2	1.16	4.2	1.16	3.3	1.46
Surgical Operations									
Inpatient	195	1,426	0.14	1,211	0.16	127	1.54	226	0.86
Outpatient	755	4,581	0.16	6,106	0.12	1,225	0.62	853	0.89
Inpatient as % of All Surgeries	20.5%	23.7%	0.86	16.6%	1.24	9.4%	2.19	20.9%	0.98
Outpatient Visits									
Non-Emergency Visits	21,065	144,376	0.15	97,819	0.22	22,925	0.92	21,999	0.96
Emergency Visits	9,092	17,768	0.51	15,674	0.58	2,741	3.32	9,116	1.00
Full-Time Equivalents (FTEs)									
Administrators	2.0	23.0	0.09	19.5	0.10	3.1	0.65	2.0	1.00
Nurses, Licensed	50.3	251.3	0.20	188.9	0.27	36.6	1.38	42.7	1.18
Ancillary Nursing Personnel	3.7	39.7	0.09	19.4	0.19	7.5	0.50	3.2	1.17
All Other Personnel	81.6	509.3	0.16	317.9	0.26	77.2	1.06	75.8	1.08
Total FTEs	137.7	823.3	0.17	545.6	0.25	124.4	1.11	123.7	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.8	17.0	0.52	16.9	0.52	23.8	0.37	10.0	0.89
Nurses, Licensed	221.9	185.7	1.20	164.2	1.35	281.2	0.79	212.6	1.04
Ancillary Nursing Personnel	16.4	29.3	0.56	16.8	0.97	57.4	0.29	15.8	1.04
All Other Personnel	359.8	376.3	0.96	276.3	1.30	592.9	0.61	377.4	0.95
Total FTEs	606.9	608.3	1.00	474.3	1.28	955.3	0.64	615.7	0.99

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 338
 Inpatient Days 1,636

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

121 Ripon Medical Center
Ripon, WI 54971

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	459	1,574	33.2%	4.3	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	9	62	5.7%	0.2	6.9
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	1	2	2.8
Physicians & Dentists	5	2	6.9	Radiological Services Personnel	5	11	14.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	1.5
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	0.6
Registered Nurses	11	36	42.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	4.0
Licensed Practical Nurses	0	4	3.9	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	6	3.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	2	2.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	0	1	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	5	10.1
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	16	25	33.6
Pharmacy Personnel	0	3	2.1				
Clinical Laboratory Personnel	0	0	0.0				
				Total	54	105	137.7

121 Ripon Medical Center
Ripon, WI 54971

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$30,465,419	48.3%	46.3%	1.04	47.7%	1.01	45.9%	1.05	47.3%	1.02
Medical Assistance	\$5,086,118	8.1%	13.6%	0.59	10.5%	0.77	11.5%	0.70	9.4%	0.86
Commercial	\$26,210,811	41.6%	35.3%	1.18	39.1%	1.06	39.4%	1.06	41.0%	1.01
All Other	\$1,292,600	2.0%	4.8%	0.43	2.7%	0.76	3.3%	0.63	2.3%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$19,086,090	30.3%	34.9%	0.87	33.3%	0.91	23.7%	1.28	29.4%	1.03
Medical Assistance	\$3,895,316	6.2%	10.4%	0.60	7.8%	0.79	7.7%	0.80	6.6%	0.93
Commercial	\$9,259,288	14.7%	14.7%	1.00	13.9%	1.05	10.4%	1.41	13.5%	1.09
Charity Care	\$43,590	0.1%	1.0%	0.07	0.6%	0.11	0.8%	0.09	0.4%	0.17
Bad Debt	\$1,751,693	2.8%	1.1%	2.62	1.4%	1.92	1.5%	1.89	2.5%	1.12
All Other	\$349,563	0.6%	2.2%	0.26	2.0%	0.28	1.4%	0.40	0.7%	0.83
Total Deductions	\$34,385,540	54.5%	64.2%	0.85	59.1%	0.92	45.5%	1.20	53.1%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.6%	5.5%	0.82	1.9%	2.38	3.1%	1.45	4.7%	0.97
Net Gains/Losses as % of Net Income		N/A	13.2%	N/A	11.5%	N/A	1.4%	N/A	11.2%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,423,708	52.5%	44.0%	1.19	41.9%	1.25	51.0%	1.03	48.9%	1.07
Supplies & Services	\$9,428,936	32.1%	49.2%	0.65	50.8%	0.63	41.5%	0.77	34.7%	0.93
Capital Component	\$4,505,522	15.3%	6.8%	2.26	7.3%	2.09	7.5%	2.05	16.4%	0.93
Fiscal Statistics										
Operating Margin (%)		2.3%	9.1%	0.25	16.8%	0.13	9.5%	0.24	6.3%	0.36
Total Hospital Net Income (%)		2.3%	10.3%	0.22	18.6%	0.12	9.7%	0.23	7.0%	0.32
Return on Equity (%)		1.3%	6.0%	0.21	15.9%	0.08	13.7%	0.09	4.3%	0.30
Current Ratio		6.7	4.7	1.42	7.1	0.94	3.6	1.86	5.7	1.18
Days in Net Patient Accounts Receivable		56.5	64.0	0.88	58.8	0.96	55.7	1.01	58.7	0.96
Average Payment Period		46.1	56.5	0.82	30.8	1.50	35.7	1.29	43.1	1.07
Equity Financing (%)		31.4%	69.2%	0.45	86.8%	0.36	50.2%	0.63	25.0%	1.26
Long-Term Debt to Equity Ratio		2.0	0.3	7.77	0.1	21.66	0.6	3.29	2.8	0.72
Times Interest Earned		1.5	13.4	0.11	37.1	0.04	10.9	0.14	2.7	0.56
Total Asset Turnover		0.6	0.6	0.99	0.8	0.68	1.4	0.40	0.6	0.93
Average Age of Plant (Years)		2.0	12.6	0.16	8.9	0.23	9.3	0.21	3.6	0.55
Increase (Decrease) Total Net Patient Revenue		-3.5%	7.3%	N/A	0.5%	N/A	1.0%	N/A	6.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.3%	63.3%	1.24	67.6%	1.16	79.1%	0.99	74.6%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$21,310		\$16,906	1.26	\$13,409	1.59	\$20,479	1.04	\$16,669	1.28
Inpatient Net Revenue per Day	\$3,797		\$3,675	1.03	\$3,142	1.21	\$3,042	1.25	\$4,917	0.77
Outpatient Net Revenue per Visit	\$763		\$703	1.09	\$724	1.05	\$730	1.04	\$706	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$63,054,949	Cash & Cash Equivalents	\$16,439,583	Current Liabilities	\$3,351,551
Less Deductions	\$34,385,540	Net Patient Receivables	\$4,441,438	Long-Term Debt	\$33,302,062
Net Patient Revenue	\$28,669,409	Other Receivables	\$844,979	Other Liabilities	-\$195,502
Plus Other Revenue	\$1,371,053			Subtotal	\$36,458,111
Total Revenue	\$30,040,461	Land, Buildings & Equipment (Net)	\$29,251,839	Unrestricted Fund Balance	\$16,714,454
Less Expenses	\$29,358,167	Other Assets	\$2,194,726	Restricted Fund Balance	\$1,520,223
Non-Operating Gains/Losses	-\$4,691			Total Liabilities & Fund Balance	\$53,172,565
Net Income	\$677,604	Total Assets	\$53,172,565		

122 River Falls Area Hospital
 1629 East Division Street
 River Falls, WI 54022
 715-425-6155

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.4%	55.2%	0.53	42.1%	0.70	35.3%	0.83	29.9%	0.98
Obstetrics	12.3%	38.0%	0.32	26.3%	0.02	22.7%	0.54	13.3%	0.93
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.6%	57.4%	0.45	43.5%	0.59	35.5%	0.72	26.2%	0.98
Average Census (Patients)									
Adult Medical-Surgical	4.1	26.0	0.16	11.3	0.36	6.5	0.64	4.2	0.98
Obstetrics	0.5	4.9	0.10	1.9	0.26	0.9	0.55	0.5	0.93
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.6	49.0	0.09	18.5	0.25	8.7	0.53	4.7	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	2.3	4.1	0.57	3.6	0.64	3.0	0.79	2.5	0.95
Obstetrics	2.0	2.6	0.78	2.3	0.87	2.2	0.93	2.2	0.93
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.2	4.5	0.49	3.9	0.56	3.2	0.69	2.4	0.93
Surgical Operations									
Inpatient	189	1,426	0.13	509	0.37	302	0.63	172	1.10
Outpatient	871	4,581	0.19	2,269	0.38	1,419	0.61	941	0.93
Inpatient as % of All Surgeries	17.8%	23.7%	0.75	18.3%	0.97	17.6%	1.02	15.5%	1.15
Outpatient Visits									
Non-Emergency Visits	13,276	144,376	0.09	78,013	0.17	63,228	0.21	13,325	1.00
Emergency Visits	5,329	17,768	0.30	8,412	0.63	8,308	0.64	5,282	1.01
Full-Time Equivalents (FTEs)									
Administrators	12.7	23.0	0.55	13.4	0.95	11.1	1.15	12.8	1.00
Nurses, Licensed	43.9	251.3	0.17	124.0	0.35	78.4	0.56	53.0	0.83
Ancillary Nursing Personnel	3.7	39.7	0.09	18.7	0.20	13.7	0.27	3.7	1.00
All Other Personnel	90.2	509.3	0.18	265.3	0.34	191.7	0.47	95.0	0.95
Total FTEs	150.5	823.3	0.18	421.4	0.36	294.9	0.51	164.5	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	48.7	17.0	2.86	20.2	2.41	28.7	1.70	46.6	1.04
Nurses, Licensed	167.9	185.7	0.90	186.6	0.90	202.2	0.83	192.9	0.87
Ancillary Nursing Personnel	14.0	29.3	0.48	28.1	0.50	35.2	0.40	13.4	1.05
All Other Personnel	344.4	376.3	0.92	399.1	0.86	494.1	0.70	345.6	1.00
Total FTEs	575.0	608.3	0.95	633.9	0.91	760.1	0.76	598.5	0.96

Total Hospital:
 Beds Set Up & Staffed 18
 Discharges 767
 Inpatient Days 1,684

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 26
 Inpatient Days 218

Newborn Nursery:
 Bassinets 4
 Total Births 87
 Newborn Days 171

122 River Falls Area Hospital
River Falls, WI 54022

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	647	1,504	29.4%	4.1	2.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	90	180	12.3%	0.5	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	2	12.7	Surgical Personnel	0	4	2.4
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	2	4	4.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	3	2.3
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.4
Registered Nurses	11	55	43.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	2	7.1
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.4
Ancillary Nursing Personnel	0	6	3.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	18	15.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	20	39	43.7
Pharmacy Personnel	2	8	6.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	63	147	150.5

122 River Falls Area Hospital
River Falls, WI 54022

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$36,177,360	52.9%	46.3%	1.14	50.4%	1.05	45.9%	1.15	51.0%	1.04
Medical Assistance	\$5,491,467	8.0%	13.6%	0.59	11.5%	0.70	12.4%	0.65	8.2%	0.98
Commercial	\$24,677,054	36.1%	35.3%	1.02	34.7%	1.04	36.6%	0.99	37.9%	0.95
All Other	\$2,044,319	3.0%	4.8%	0.63	3.4%	0.88	5.1%	0.59	2.9%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$19,327,195	28.3%	34.9%	0.81	33.8%	0.84	28.9%	0.98	25.5%	1.11
Medical Assistance	\$2,810,599	4.1%	10.4%	0.40	8.0%	0.51	8.3%	0.49	4.7%	0.87
Commercial	\$6,139,257	9.0%	14.7%	0.61	10.5%	0.85	13.0%	0.69	8.2%	1.10
Charity Care	\$436,962	0.6%	1.0%	0.66	0.9%	0.71	1.1%	0.59	0.3%	1.96
Bad Debt	\$1,322,075	1.9%	1.1%	1.82	1.0%	1.95	1.9%	1.01	1.8%	1.09
All Other	\$1,237,173	1.8%	2.2%	0.84	1.5%	1.18	2.5%	0.74	2.7%	0.67
Total Deductions	\$31,273,262	45.7%	64.2%	0.71	55.8%	0.82	55.7%	0.82	43.2%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.7%	5.5%	1.02	3.2%	1.79	6.0%	0.94	5.4%	1.05
Net Gains/Losses as % of Net Income		N/A	13.2%	N/A	52.1%	N/A	15.2%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,067,369	48.5%	44.0%	1.10	51.5%	0.94	51.6%	0.94	47.6%	1.02
Supplies & Services	\$16,923,484	43.1%	49.2%	0.88	43.3%	0.99	40.7%	1.06	44.0%	0.98
Capital Component	\$3,301,653	8.4%	6.8%	1.23	5.2%	1.62	7.7%	1.09	8.3%	1.01
Fiscal Statistics										
Operating Margin (%)		0.1%	9.1%	0.02	1.7%	0.08	7.0%	0.02	2.2%	0.06
Total Hospital Net Income (%)		0.1%	10.3%	0.01	3.5%	0.03	8.2%	0.01	2.2%	0.05
Return on Equity (%)		0.2%	6.0%	0.03	0.7%	0.25	2.2%	0.09	4.4%	0.04
Current Ratio		1.6	4.7	0.34	2.3	0.69	3.1	0.51	2.0	0.79
Days in Net Patient Accounts Receivable		58.4	64.0	0.91	168.6	0.35	140.0	0.42	53.2	1.10
Average Payment Period		46.0	56.5	0.82	192.0	0.24	146.6	0.31	32.7	1.41
Equity Financing (%)		489.7%	69.2%	7.07	52.0%	9.41	56.4%	8.69	518.1%	0.95
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.6	0.00	0.6	0.00	0.0	1.05
Times Interest Earned		1.1	13.4	0.08	12.2	0.09	9.0	0.12	2.3	0.45
Total Asset Turnover		1.8	0.6	3.17	0.2	8.74	0.3	7.02	2.0	0.91
Average Age of Plant (Years)		10.5	12.6	0.84	38.0	0.28	23.9	0.44	10.6	1.00
Increase (Decrease) Total Net Patient Revenue		-4.3%	7.3%	N/A	16.1%	N/A	7.2%	N/A	-6.9%	0.63
Outpatient Gross Revenue (% of Total GPR)		82.4%	63.3%	1.30	72.3%	1.14	77.9%	1.06	83.2%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,002		\$16,906	0.53	\$14,502	0.62	\$13,622	0.66	\$11,268	0.80
Inpatient Net Revenue per Day	\$3,713		\$3,675	1.01	\$3,502	1.06	\$4,079	0.91	\$4,499	0.83
Outpatient Net Revenue per Visit	\$1,680		\$703	2.39	\$807	2.08	\$592	2.84	\$1,702	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,390,200	Cash & Cash Equivalents	\$4,375	Current Liabilities	\$4,635,638
Less Deductions	\$31,273,262	Net Patient Receivables	\$5,940,568	Long-Term Debt	\$38,700
Net Patient Revenue	\$37,116,938	Other Receivables	\$133,109	Other Liabilities	-\$88,986,501
Plus Other Revenue	\$2,229,516			Subtotal	-\$84,312,163
Total Revenue	\$39,346,453	Land, Buildings & Equipment (Net)	\$14,316,650	Unrestricted Fund Balance	\$105,945,153
Less Expenses	\$39,292,505	Other Assets	\$1,238,288	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$12,907			Total Liabilities & Fund Balance	\$21,632,990
Net Income	\$41,041	Total Assets	\$21,632,990		

123 ThedaCare Medical Center - Shawano
 100 County Road B
 Shawano, WI 54166
 715-526-2111

Fiscal Year: 01/01 to 12/31
 Type: **GMS**
 Critical Access Hospital
 Control: **Other Not-For-Profit**

County: **Shawano**
 Analysis Area: **Northeastern (4)**
 Volume Group: **5**

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	58.5%	55.2%	1.06	48.2%	1.21	43.3%	1.35	57.3%	1.02
Obstetrics	41.7%	38.0%	1.10	34.9%	0.05	23.8%	1.75	38.9%	1.07
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	55.4%	57.4%	0.97	47.8%	1.16	44.0%	1.26	53.9%	1.03
Average Census (Patients)									
Adult Medical-Surgical	10.5	26.0	0.40	22.4	0.47	15.3	0.69	10.3	1.02
Obstetrics	1.7	4.9	0.34	4.2	0.40	2.1	0.79	1.6	1.07
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.2	49.0	0.25	40.5	0.30	27.3	0.45	11.9	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.1	0.74	3.6	0.83	3.4	0.87	3.1	0.98
Obstetrics	2.5	2.6	0.98	2.4	1.03	2.3	1.08	2.7	0.93
Pediatrics	0.0	3.3	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.5	0.65	3.7	0.79	3.7	0.79	3.0	0.98
Surgical Operations									
Inpatient	272	1,426	0.19	1,109	0.25	657	0.41	271	1.00
Outpatient	2,768	4,581	0.60	5,157	0.54	2,872	0.96	2,793	0.99
Inpatient as % of All Surgeries	8.9%	23.7%	0.38	17.7%	0.51	18.6%	0.48	8.8%	1.01
Outpatient Visits									
Non-Emergency Visits	60,158	144,376	0.42	219,705	0.27	115,084	0.52	60,646	0.99
Emergency Visits	20,898	17,768	1.18	18,012	1.16	13,821	1.51	20,185	1.04
Full-Time Equivalents (FTEs)									
Administrators	8.0	23.0	0.35	16.0	0.50	18.2	0.44	12.0	0.67
Nurses, Licensed	76.5	251.3	0.30	277.3	0.28	150.6	0.51	74.3	1.03
Ancillary Nursing Personnel	12.7	39.7	0.32	36.2	0.35	19.7	0.64	14.3	0.89
All Other Personnel	141.6	509.3	0.28	540.2	0.26	320.3	0.44	122.9	1.15
Total FTEs	238.8	823.3	0.29	869.6	0.27	508.8	0.47	223.5	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.1	17.0	0.66	10.4	1.07	18.2	0.61	16.1	0.69
Nurses, Licensed	106.5	185.7	0.57	180.1	0.59	151.1	0.70	99.9	1.07
Ancillary Nursing Personnel	17.7	29.3	0.60	23.5	0.75	19.8	0.89	19.2	0.92
All Other Personnel	197.2	376.3	0.52	350.8	0.56	321.5	0.61	165.4	1.19
Total FTEs	332.5	608.3	0.55	564.7	0.59	510.6	0.65	300.7	1.11

Total Hospital:
 Beds Set Up & Staffed 22
 Discharges 1,524
 Inpatient Days 4,452

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 2
 Inpatient Days 14

Newborn Nursery:
 Bassinets 7
 Total Births 243
 Newborn Days 519

123 ThedaCare Medical Center - Shawano
Shawano, WI 54166

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	1,281	3,843	58.5%	10.5	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	243	609	41.7%	1.7	2.5
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	8	0	8.0	Surgical Personnel	5	2	5.9
Physicians & Dentists	2	2	3.2	Radiological Services Personnel	6	9	12.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	10	6.9
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.8
Registered Nurses	20	77	67.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	5	4.7
Licensed Practical Nurses	0	3	2.1	Physical Therapy Assistants/Aides	5	6	6.7
Ancillary Nursing Personnel	5	17	12.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	4	5.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	12	8.4
Health Info Mgmt-Administrators/Technicians	6	3	8.1	All Other Personnel	39	52	71.5
Pharmacy Personnel	4	2	5.3				
Clinical Laboratory Personnel	1	3	2.7				
				Total	111	213	238.8

123 ThedaCare Medical Center - Shawano

Shawano, WI 54166

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$58,877,651	47.1%	46.3%	1.02	47.5%	0.99	51.1%	0.92	51.9%	0.91
Medical Assistance	\$19,516,205	15.6%	13.6%	1.15	11.3%	1.38	11.3%	1.38	16.5%	0.95
Commercial	\$42,695,039	34.2%	35.3%	0.97	37.0%	0.92	33.7%	1.01	28.6%	1.20
All Other	\$3,837,195	3.1%	4.8%	0.64	4.2%	0.72	3.9%	0.79	3.0%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$33,578,012	26.9%	34.9%	0.77	35.6%	0.75	36.8%	0.73	30.0%	0.89
Medical Assistance	\$11,744,035	9.4%	10.4%	0.91	8.9%	1.05	8.5%	1.11	9.3%	1.01
Commercial	\$17,242,888	13.8%	14.7%	0.94	15.3%	0.90	12.8%	1.08	6.4%	2.17
Charity Care	\$638,015	0.5%	1.0%	0.53	1.0%	0.53	0.9%	0.57	0.4%	1.45
Bad Debt	\$3,417,133	2.7%	1.1%	2.58	1.1%	2.46	1.4%	2.02	3.6%	0.75
All Other	\$1,835,691	1.5%	2.2%	0.68	2.1%	0.68	2.1%	0.70	1.3%	1.09
Total Deductions	\$68,455,775	54.8%	64.2%	0.85	64.1%	0.85	62.4%	0.88	51.0%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.12		3.5%	0.19	3.4%	0.19	1.5%	0.44
Net Gains/Losses as % of Net Income	0.2%	13.2%	0.02		N/A	N/A	4.5%	0.05	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,006,368	51.8%	44.0%	1.18	47.1%	1.10	46.0%	1.13	56.2%	0.92
Supplies & Services	\$16,937,271	39.9%	49.2%	0.81	45.7%	0.87	46.6%	0.85	34.1%	1.17
Capital Component	\$3,546,069	8.3%	6.8%	1.23	7.2%	1.16	7.4%	1.12	9.7%	0.86
Fiscal Statistics										
Operating Margin (%)	25.2%	9.1%	2.78		10.6%	2.38	8.2%	3.07	13.3%	1.90
Total Hospital Net Income (%)	25.3%	10.3%	2.45		10.5%	2.40	8.6%	2.95	13.3%	1.90
Return on Equity (%)	21.2%	6.0%	3.53		7.1%	3.00	5.8%	3.68	11.4%	1.86
Current Ratio	5.9	4.7	1.25		4.5	1.31	4.4	1.34	9.2	0.64
Days in Net Patient Accounts Receivable	45.2	64.0	0.71		51.1	0.89	49.0	0.92	48.5	0.93
Average Payment Period	38.0	56.5	0.67		60.2	0.63	41.1	0.93	7.7	4.94
Equity Financing (%)	89.6%	69.2%	1.29		74.2%	1.21	81.8%	1.09	91.8%	0.98
Long-Term Debt to Equity Ratio	0.1	0.3	0.20		0.2	0.28	0.1	0.51	0.1	0.68
Times Interest Earned	5,374.3	13.4	399.92		13.3	403.10	14.1	380.33	1,658.3	3.24
Total Asset Turnover	0.8	0.6	1.46		0.7	1.25	0.7	1.25	0.9	0.98
Average Age of Plant (Years)	9.5	12.6	0.76		10.6	0.90	9.6	0.99	8.8	1.09
Increase (Decrease) Total Net Patient Revenue	21.5%	7.3%	2.96		6.6%	3.26	2.8%	7.76	-1.6%	N/A
Outpatient Gross Revenue (% of Total GPR)	83.0%	63.3%	1.31		72.4%	1.15	71.9%	1.15	84.0%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,641	\$16,906	0.51		\$13,311	0.65	\$12,065	0.72	\$6,730	1.28
Inpatient Net Revenue per Day	\$2,949	\$3,675	0.80		\$3,405	0.87	\$3,161	0.93	\$2,201	1.34
Outpatient Net Revenue per Visit	\$576	\$703	0.82		\$549	1.05	\$614	0.94	\$495	1.16

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$124,926,091	Cash & Cash Equivalents	\$15,669,829	Current Liabilities	\$4,028,928
Less Deductions	\$68,455,775	Net Patient Receivables	\$6,996,850	Long-Term Debt	\$3,042,130
Net Patient Revenue	\$56,470,316	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$368,944			Subtotal	\$7,071,058
Total Revenue	\$56,839,260	Land, Buildings & Equipment (Net)	\$44,221,300	Unrestricted Fund Balance	\$60,836,273
Less Expenses	\$42,489,708	Other Assets	\$1,019,352	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$29,504			Total Liabilities & Fund Balance	\$67,907,331
Net Income	\$14,379,055	Total Assets	\$67,907,331		

124 Aurora Sheboygan Memorial Medical Center
 2629 North Seventh Street
 Sheboygan, WI 53083
 920-451-5000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Sheboygan
 Analysis Area: Northeastern (4)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.2%	55.2%	0.80	48.2%	0.92	50.7%	0.87	42.7%	1.03
Obstetrics	27.9%	38.0%	0.73	34.9%	0.14	34.4%	0.81	29.0%	0.96
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	37.2%	57.4%	0.65	47.8%	0.78	54.8%	0.68	38.9%	0.96
Average Census (Patients)									
Adult Medical-Surgical	17.2	26.0	0.66	22.4	0.77	27.5	0.63	16.7	1.03
Obstetrics	5.0	4.9	1.02	4.2	1.19	6.2	0.81	5.2	0.96
Pediatrics	0.0	1.3	N/A	0.6	N/A	4.2	N/A	0.0	N/A
Total Hospital	47.3	49.0	0.97	40.5	1.17	63.1	0.75	49.4	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.80	3.6	0.90	3.6	0.90	3.2	1.04
Obstetrics	2.0	2.6	0.80	2.4	0.84	2.5	0.82	2.1	0.99
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.2	4.5	0.72	3.7	0.87	4.3	0.75	3.2	1.01
Surgical Operations									
Inpatient	1,229	1,426	0.86	1,109	1.11	1,501	0.82	1,266	0.97
Outpatient	4,988	4,581	1.09	5,157	0.97	5,596	0.89	5,138	0.97
Inpatient as % of All Surgeries	19.8%	23.7%	0.83	17.7%	1.12	21.2%	0.93	19.8%	1.00
Outpatient Visits									
Non-Emergency Visits	78,024	144,376	0.54	219,705	0.36	193,333	0.40	78,687	0.99
Emergency Visits	23,167	17,768	1.30	18,012	1.29	29,751	0.78	22,774	1.02
Full-Time Equivalents (FTEs)									
Administrators	9.0	23.0	0.39	16.0	0.56	31.4	0.29	9.0	1.00
Nurses, Licensed	261.4	251.3	1.04	277.3	0.94	357.1	0.73	266.6	0.98
Ancillary Nursing Personnel	56.8	39.7	1.43	36.2	1.57	53.7	1.06	61.4	0.92
All Other Personnel	471.5	509.3	0.93	540.2	0.87	692.3	0.68	425.4	1.11
Total FTEs	798.6	823.3	0.97	869.6	0.92	1,134.4	0.70	762.5	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.2	17.0	0.31	10.4	0.50	16.1	0.32	5.1	1.01
Nurses, Licensed	150.7	185.7	0.81	180.1	0.84	183.4	0.82	151.8	0.99
Ancillary Nursing Personnel	32.7	29.3	1.12	23.5	1.39	27.6	1.19	35.0	0.94
All Other Personnel	271.8	376.3	0.72	350.8	0.77	355.6	0.76	242.2	1.12
Total FTEs	460.3	608.3	0.76	564.7	0.82	582.6	0.79	434.1	1.06

Total Hospital:
 Beds Set Up & Staffed 127
 Discharges 5,343
 Inpatient Days 17,267

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 18
 Total Births 896
 Newborn Days 1,526

124 Aurora Sheboygan Memorial Medical Center
 Sheboygan, WI 53083

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	39	1,924	6,290	44.2%	17.2	3.3
Orthopedic	1	29	1,023	2,348	22.2%	6.4	2.3
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	895	1,832	27.9%	5.0	2.0
Psychiatric	1	29	1,118	4,880	46.1%	13.4	4.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	129	853	38.9%	2.3	6.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	86	1,064	48.6%	2.9	12.4
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	8	10	14.0
Physicians & Dentists	20	20	22.1	Radiological Services Personnel	23	30	45.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	3	10.4
Dental Hygienists	0	0	0.0	Occupational Therapists	5	7	8.2
Registered Nurses	178	95	241.7	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	2	9.6
Licensed Practical Nurses	2	2	2.9	Physical Therapy Assistants/Aides	2	1	2.7
Ancillary Nursing Personnel	35	47	56.8	Recreational Therapists	1	0	1.0
Physician Assistants	4	1	4.3	Dietitians & Nutritionists	1	1	1.9
Nurse Practitioners	5	4	6.8	Psychologists	9	4	11.2
Certified Registered Nurse Anesthetists	10	0	10.0	Social Workers	3	3	5.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	72	43	94.2
Health Info Mgmt-Administrators/Technicians	13	1	13.6	All Other Personnel	125	79	171.1
Pharmacy Personnel	20	5	23.0				
Clinical Laboratory Personnel	18	3	19.8				
				Total	588	368	798.6

124 Aurora Sheboygan Memorial Medical Center
Sheboygan, WI 53083

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area ⁴		Volume Group ⁶		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$242,159,165	46.6%	46.3%	1.01	47.5%	0.98	41.9%	1.11	44.7%	1.04
Medical Assistance	\$62,460,932	12.0%	13.6%	0.88	11.3%	1.06	19.2%	0.63	12.9%	0.93
Commercial	\$198,700,165	38.2%	35.3%	1.08	37.0%	1.03	35.7%	1.07	39.5%	0.97
All Other	\$16,281,677	3.1%	4.8%	0.66	4.2%	0.74	3.3%	0.96	2.9%	1.09
Deductions as % of Total Gross Patient Revenue										
Medicare	\$189,910,832	36.5%	34.9%	1.05	35.6%	1.03	32.2%	1.13	34.9%	1.05
Medical Assistance	\$47,317,764	9.1%	10.4%	0.88	8.9%	1.02	14.2%	0.64	9.8%	0.93
Commercial	\$90,647,627	17.4%	14.7%	1.19	15.3%	1.14	13.6%	1.28	17.7%	0.98
Charity Care	\$7,959,788	1.5%	1.0%	1.59	1.0%	1.60	1.0%	1.50	1.6%	0.97
Bad Debt	\$4,393,961	0.8%	1.1%	0.80	1.1%	0.76	1.2%	0.73	1.1%	0.76
All Other	\$5,714,845	1.1%	2.2%	0.51	2.1%	0.51	1.5%	0.72	0.9%	1.18
Total Deductions	\$345,944,818	66.6%	64.2%	1.04	64.1%	1.04	63.7%	1.04	66.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.3%	5.5%	0.42	3.5%	0.67	3.9%	0.60	2.4%	0.95
Net Gains/Losses as % of Net Income		0.1%	13.2%	0.00	N/A	N/A	14.4%	0.00	0.4%	0.12
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,177,697	39.5%	44.0%	0.90	47.1%	0.84	44.1%	0.89	38.1%	1.04
Supplies & Services	\$72,473,398	52.8%	49.2%	1.07	45.7%	1.16	48.5%	1.09	55.2%	0.96
Capital Component	\$10,612,942	7.7%	6.8%	1.14	7.2%	1.07	7.4%	1.05	6.7%	1.15
Fiscal Statistics										
Operating Margin (%)		22.8%	9.1%	2.51	10.6%	2.15	9.4%	2.42	20.9%	1.09
Total Hospital Net Income (%)		22.8%	10.3%	2.21	10.5%	2.17	10.8%	2.10	21.0%	1.09
Return on Equity (%)		8.1%	6.0%	1.35	7.1%	1.15	4.3%	1.88	8.2%	0.99
Current Ratio		21.8	4.7	4.63	4.5	4.86	4.3	5.10	50.0	0.44
Days in Net Patient Accounts Receivable		50.5	64.0	0.79	51.1	0.99	85.1	0.59	49.7	1.02
Average Payment Period		52.4	56.5	0.93	60.2	0.87	80.6	0.65	22.3	2.35
Equity Financing (%)		94.5%	69.2%	1.36	74.2%	1.27	65.0%	1.45	98.2%	0.96
Long-Term Debt to Equity Ratio		0.0	0.3	0.07	0.2	0.10	0.4	0.05	0.0	N/A
Times Interest Earned		16.8	13.4	1.25	13.3	1.26	11.7	1.44	0.0	N/A
Total Asset Turnover		0.4	0.6	0.62	0.7	0.53	0.4	0.91	0.4	0.91
Average Age of Plant (Years)		7.7	12.6	0.61	10.6	0.72	14.3	0.54	6.0	1.28
Increase (Decrease) Total Net Patient Revenue		4.6%	7.3%	0.63	6.6%	0.69	7.2%	0.63	3.1%	1.49
Outpatient Gross Revenue (% of Total GPR)		71.0%	63.3%	1.12	72.4%	0.98	66.6%	1.07	70.0%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,272		\$16,906	0.67	\$13,311	0.85	\$15,576	0.72	\$10,574	1.07
Inpatient Net Revenue per Day	\$3,279		\$3,675	0.89	\$3,405	0.96	\$3,515	0.93	\$3,099	1.06
Outpatient Net Revenue per Visit	\$1,164		\$703	1.66	\$549	2.12	\$685	1.70	\$1,104	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$519,601,938	Cash & Cash Equivalents	\$377,822,901	Current Liabilities	\$18,611,892
Less Deductions	\$345,944,818	Net Patient Receivables	\$24,027,105	Long-Term Debt	\$8,878,076
Net Patient Revenue	\$173,657,120	Other Receivables	-\$96,757	Other Liabilities	\$206,566
Plus Other Revenue	\$4,140,582			Subtotal	\$27,696,534
Total Revenue	\$177,797,700	Land, Buildings & Equipment (Net)	\$85,944,444	Unrestricted Fund Balance	\$473,810,195
Less Expenses	\$137,264,037	Other Assets	\$13,809,035	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$21,630			Total Liabilities & Fund Balance	\$501,506,729
Net Income	\$40,555,293	Total Assets	\$501,506,728		

125 St Nicholas Hospital
 3100 Superior Avenue
 Sheboygan, WI 53081
 920-459-8300

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Sheboygan
 Analysis Area: Northeastern (4)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.5%	55.2%	0.72	48.2%	0.82	40.9%	0.97	44.9%	0.88
Obstetrics	17.6%	38.0%	0.46	34.9%	0.05	25.8%	0.68	19.0%	0.93
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	39.3%	57.4%	0.68	47.8%	0.82	41.6%	0.94	42.3%	0.93
Average Census (Patients)									
Adult Medical-Surgical	11.9	26.0	0.46	22.4	0.53	10.2	1.16	13.5	0.88
Obstetrics	1.6	4.9	0.32	4.2	0.38	1.8	0.87	1.7	0.93
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	18.1	49.0	0.37	40.5	0.45	17.6	1.02	19.5	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.1	0.79	3.6	0.89	3.1	1.05	3.2	1.02
Obstetrics	2.2	2.6	0.87	2.4	0.92	2.2	1.01	2.3	0.97
Pediatrics	0.0	3.3	N/A	3.4	N/A	2.2	N/A	0.0	N/A
Total Hospital	3.4	4.5	0.75	3.7	0.91	3.3	1.01	3.3	1.03
Surgical Operations									
Inpatient	610	1,426	0.43	1,109	0.55	479	1.27	585	1.04
Outpatient	4,454	4,581	0.97	5,157	0.86	1,923	2.32	4,314	1.03
Inpatient as % of All Surgeries	12.0%	23.7%	0.51	17.7%	0.68	19.9%	0.60	11.9%	1.01
Outpatient Visits									
Non-Emergency Visits	70,029	144,376	0.49	219,705	0.32	67,442	1.04	65,035	1.08
Emergency Visits	13,422	17,768	0.76	18,012	0.75	12,660	1.06	13,802	0.97
Full-Time Equivalents (FTEs)									
Administrators	3.2	23.0	0.14	16.0	0.20	12.7	0.25	4.0	0.80
Nurses, Licensed	110.8	251.3	0.44	277.3	0.40	102.4	1.08	128.5	0.86
Ancillary Nursing Personnel	14.0	39.7	0.35	36.2	0.39	17.0	0.83	80.4	0.17
All Other Personnel	172.1	509.3	0.34	540.2	0.32	220.5	0.78	189.1	0.91
Total FTEs	300.1	823.3	0.36	869.6	0.35	352.5	0.85	402.0	0.75
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.1	17.0	0.24	10.4	0.40	19.4	0.21	5.2	0.80
Nurses, Licensed	142.0	185.7	0.76	180.1	0.79	155.7	0.91	165.5	0.86
Ancillary Nursing Personnel	18.0	29.3	0.61	23.5	0.76	25.8	0.70	103.5	0.17
All Other Personnel	220.5	376.3	0.59	350.8	0.63	335.3	0.66	243.4	0.91
Total FTEs	384.6	608.3	0.63	564.7	0.68	536.2	0.72	517.6	0.74

Total Hospital:
 Beds Set Up & Staffed 46
 Discharges 1,963
 Inpatient Days 6,597

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 5
 Total Births 254
 Newborn Days 469

125 St Nicholas Hospital
Sheboygan, WI 53081

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	30	1,343	4,330	39.5%	11.9	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	9	260	578	17.6%	1.6	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	7	354	1,689	66.1%	4.6	4.8
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	1	3.2	Surgical Personnel	6	5	10.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	5	27	22.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	5	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	6	6.4
Registered Nurses	55	84	109.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	19	4	21.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	1	2.7
Ancillary Nursing Personnel	5	17	14.0	Recreational Therapists	0	2	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	22	18.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	32	33	51.5
Pharmacy Personnel	8	1	8.5				
Clinical Laboratory Personnel	13	9	17.0				
				Total	163	225	300.1

125 St Nicholas Hospital
Sheboygan, WI 53081

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$122,061,404	49.0%	46.3%	1.06	47.5%	1.03	49.1%	1.00	48.9%	1.00
Medical Assistance	\$22,890,778	9.2%	13.6%	0.67	11.3%	0.81	10.9%	0.84	10.6%	0.87
Commercial	\$98,282,607	39.5%	35.3%	1.12	37.0%	1.07	36.4%	1.08	38.4%	1.03
All Other	\$5,893,207	2.4%	4.8%	0.49	4.2%	0.56	3.5%	0.67	2.1%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$93,862,875	37.7%	34.9%	1.08	35.6%	1.06	35.9%	1.05	37.0%	1.02
Medical Assistance	\$18,624,181	7.5%	10.4%	0.72	8.9%	0.84	8.3%	0.91	8.4%	0.89
Commercial	\$44,876,943	18.0%	14.7%	1.23	15.3%	1.18	14.2%	1.27	16.7%	1.08
Charity Care	\$2,065,714	0.8%	1.0%	0.86	1.0%	0.86	1.3%	0.63	0.7%	1.16
Bad Debt	\$1,938,804	0.8%	1.1%	0.73	1.1%	0.70	1.2%	0.63	0.8%	0.99
All Other	\$4,387,037	1.8%	2.2%	0.81	2.1%	0.82	1.3%	1.33	1.6%	1.10
Total Deductions	\$165,755,552	66.5%	64.2%	1.04	64.1%	1.04	62.3%	1.07	65.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.9%		5.5%	0.34	3.5%	0.54	3.2%	0.58	2.0%	0.94
Net Gains/Losses as % of Net Income	23.0%		13.2%	1.75	N/A	N/A	29.1%	0.79	26.3%	0.87
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,831,565	39.2%	44.0%	0.89	47.1%	0.83	44.1%	0.89	35.1%	1.12
Supplies & Services	\$47,781,624	55.4%	49.2%	1.13	45.7%	1.21	47.4%	1.17	56.7%	0.98
Capital Component	\$4,664,789	5.4%	6.8%	0.79	7.2%	0.75	8.5%	0.64	8.2%	0.66
Fiscal Statistics										
Operating Margin (%)	-1.6%		9.1%	N/A	10.6%	N/A	5.4%	N/A	7.7%	N/A
Total Hospital Net Income (%)	-2.0%		10.3%	N/A	10.5%	N/A	7.4%	N/A	10.1%	N/A
Return on Equity (%)	-1.7%		6.0%	N/A	7.1%	N/A	4.7%	N/A	7.4%	N/A
Current Ratio	1.4		4.7	0.29	4.5	0.31	4.8	0.29	1.8	0.76
Days in Net Patient Accounts Receivable	43.8		64.0	0.68	51.1	0.86	49.3	0.89	44.4	0.99
Average Payment Period	67.1		56.5	1.19	60.2	1.12	48.1	1.39	61.8	1.09
Equity Financing (%)	71.9%		69.2%	1.04	74.2%	0.97	74.4%	0.97	79.0%	0.91
Long-Term Debt to Equity Ratio	0.1		0.3	0.31	0.2	0.45	0.2	0.41	0.1	1.06
Times Interest Earned	76.0		13.4	5.66	13.3	5.70	7.5	10.21	42.8	1.78
Total Asset Turnover	0.8		0.6	1.44	0.7	1.23	0.6	1.32	0.7	1.15
Average Age of Plant (Years)	17.9		12.6	1.42	10.6	1.68	10.2	1.75	13.4	1.33
Increase (Decrease) Total Net Patient Revenue	5.4%		7.3%	0.74	6.6%	0.81	4.2%	1.27	-0.4%	N/A
Outpatient Gross Revenue (% of Total GPR)	76.9%		63.3%	1.22	72.4%	1.06	72.8%	1.06	74.6%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,143		\$16,906	0.66	\$13,311	0.84	\$11,314	0.98	\$10,106	1.10
Inpatient Net Revenue per Day	\$3,326		\$3,675	0.90	\$3,405	0.98	\$3,281	1.01	\$3,041	1.09
Outpatient Net Revenue per Visit	\$760		\$703	1.08	\$549	1.39	\$705	1.08	\$749	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$249,127,995	Cash & Cash Equivalents	\$965,208	Current Liabilities	\$15,132,152
Less Deductions	\$165,755,552	Net Patient Receivables	\$10,013,321	Long-Term Debt	\$5,965,117
Net Patient Revenue	\$83,372,443	Other Receivables	\$1,033,367	Other Liabilities	\$7,798,858
Plus Other Revenue	\$1,587,364			Subtotal	\$28,896,127
Total Revenue	\$84,959,806	Land, Buildings & Equipment (Net)	\$44,876,486	Unrestricted Fund Balance	\$74,106,873
Less Expenses	\$86,277,977	Other Assets	\$46,114,619	Restricted Fund Balance	\$7,484,644
Non-Operating Gains/Losses	-\$393,978			Total Liabilities & Fund Balance	\$103,003,001
Net Income	-\$1,712,149	Total Assets	\$103,003,001		

179 Indianhead Medical Center/Shell Lake
 113 Fourth Avenue, PO Box 300
 Shell Lake, WI 54871
 715-468-7833

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Corporation

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	21.3%	55.2%	0.39	22.3%	0.96	11.3%	1.88	27.9%	0.76
Obstetrics	0.0%	38.0%	N/A	25.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	13.4%	57.4%	0.23	24.4%	0.55	16.5%	0.81	17.5%	0.77
Average Census (Patients)									
Adult Medical-Surgical	2.1	26.0	0.08	4.2	0.51	1.8	1.20	2.8	0.76
Obstetrics	0.0	4.9	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.1	49.0	0.04	5.7	0.38	2.7	0.79	2.8	0.77
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.1	0.99	2.7	1.47	2.9	1.37	3.8	1.04
Obstetrics	0.0	2.6	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.0	N/A	0.0	N/A
Total Hospital	3.6	4.5	0.79	3.2	1.13	4.2	0.85	3.8	0.93
Surgical Operations									
Inpatient	5	1,426	0.00	137	0.04	127	0.04	11	0.45
Outpatient	140	4,581	0.03	759	0.18	1,225	0.11	186	0.75
Inpatient as % of All Surgeries	3.4%	23.7%	0.15	15.3%	0.23	9.4%	0.37	5.6%	0.62
Outpatient Visits									
Non-Emergency Visits	18,007	144,376	0.12	20,365	0.88	22,925	0.79	17,039	1.06
Emergency Visits	1,170	17,768	0.07	6,830	0.17	2,741	0.43	950	1.23
Full-Time Equivalents (FTEs)									
Administrators	1.0	23.0	0.04	3.7	0.27	3.1	0.32	1.0	1.00
Nurses, Licensed	27.9	251.3	0.11	69.4	0.40	36.6	0.76	28.3	0.99
Ancillary Nursing Personnel	3.7	39.7	0.09	8.5	0.44	7.5	0.50	3.9	0.96
All Other Personnel	50.3	509.3	0.10	147.1	0.34	77.2	0.65	50.4	1.00
Total FTEs	83.0	823.3	0.10	228.6	0.36	124.4	0.67	83.6	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.4	17.0	0.38	10.1	0.64	23.8	0.27	6.0	1.07
Nurses, Licensed	178.5	185.7	0.96	187.9	0.95	281.2	0.63	168.6	1.06
Ancillary Nursing Personnel	23.9	29.3	0.81	22.9	1.04	57.4	0.42	23.2	1.03
All Other Personnel	321.6	376.3	0.85	398.4	0.81	592.9	0.54	300.7	1.07
Total FTEs	530.4	608.3	0.87	619.3	0.86	955.3	0.56	498.5	1.06

Total Hospital:

Beds Set Up & Staffed 16
 Discharges 220
 Inpatient Days 781

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 6
 Discharges 25
 Inpatient Days 390

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	10	194	778	21.3%	2.1	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	2	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	4	3	3	0.2%	0.0	1.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	1	2.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	19	4	19.6	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	7	1	7.5	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	3	2	3.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.8	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	23	8	27.1
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	5	1	5.1				
				Total	75	20	83.0

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$8,252,598	61.9%	46.3%	1.34	49.8%	1.24	45.9%	1.35	62.7%	0.99
Medical Assistance	\$1,904,909	14.3%	13.6%	1.05	17.6%	0.81	11.5%	1.24	11.8%	1.21
Commercial	\$2,945,919	22.1%	35.3%	0.63	27.8%	0.79	39.4%	0.56	23.9%	0.93
All Other	\$229,883	1.7%	4.8%	0.36	4.7%	0.36	3.3%	0.53	1.6%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,420,934	18.2%	34.9%	0.52	26.0%	0.70	23.7%	0.77	19.2%	0.94
Medical Assistance	\$1,129,508	8.5%	10.4%	0.82	11.5%	0.73	7.7%	1.10	9.8%	0.87
Commercial	\$1,167,955	8.8%	14.7%	0.60	5.1%	1.73	10.4%	0.84	5.6%	1.56
Charity Care	\$85,618	0.6%	1.0%	0.67	1.1%	0.59	0.8%	0.80	0.6%	1.00
Bad Debt	\$93,896	0.7%	1.1%	0.66	2.1%	0.34	1.5%	0.48	1.7%	0.42
All Other	\$0	0.0%	2.2%	N/A	2.2%	N/A	1.4%	N/A	0.0%	N/A
Total Deductions	\$4,897,911	36.7%	64.2%	0.57	47.9%	0.77	45.5%	0.81	36.9%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.8%	5.5%	1.05	1.7%	3.47	3.1%	1.85	3.2%	1.81	
Net Gains/Losses as % of Net Income	0.0%	13.2%	N/A	14.8%	N/A	1.4%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$4,712,282	51.8%	44.0%	1.18	52.4%	0.99	51.0%	1.02	51.5%	1.01
Supplies & Services	\$4,110,353	45.2%	49.2%	0.92	40.0%	1.13	41.5%	1.09	45.4%	0.99
Capital Component	\$269,939	3.0%	6.8%	0.44	7.5%	0.39	7.5%	0.40	3.1%	0.96
Fiscal Statistics										
Operating Margin (%)	-1.5%	9.1%	N/A	8.1%	N/A	9.5%	N/A	-1.3%	1.22	
Total Hospital Net Income (%)	-1.5%	10.3%	N/A	9.4%	N/A	9.7%	N/A	-1.3%	1.22	
Return on Equity (%)	-4.6%	6.0%	N/A	6.6%	N/A	13.7%	N/A	-4.7%	0.98	
Current Ratio	1.5	4.7	0.32	5.7	0.27	3.6	0.42	1.7	0.88	
Days in Net Patient Accounts Receivable	52.6	64.0	0.82	51.1	1.03	55.7	0.94	52.5	1.00	
Average Payment Period	63.3	56.5	1.12	44.6	1.42	35.7	1.77	42.8	1.48	
Equity Financing (%)	24.1%	69.2%	0.35	81.9%	0.29	50.2%	0.48	31.8%	0.76	
Long-Term Debt to Equity Ratio	1.0	0.3	3.93	0.1	8.77	0.6	1.67	0.8	1.28	
Times Interest Earned	-2.1	13.4	N/A	17.2	N/A	10.9	N/A	-1.6	1.27	
Total Asset Turnover	3.0	0.6	5.22	0.7	4.34	1.4	2.12	3.7	0.80	
Average Age of Plant (Years)	19.8	12.6	1.57	9.0	2.20	9.3	2.12	17.7	1.12	
Increase (Decrease) Total Net Patient Revenue	-2.7%	7.3%	N/A	12.3%	N/A	1.0%	N/A	3.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	86.2%	63.3%	1.36	84.3%	1.02	79.1%	1.09	83.3%	1.04	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,715	\$16,906	0.40	\$12,554	0.53	\$20,479	0.33	\$6,859	0.98	
Inpatient Net Revenue per Day	\$1,388	\$3,675	0.38	\$3,387	0.41	\$3,042	0.46	\$1,386	1.00	
Outpatient Net Revenue per Visit	\$358	\$703	0.51	\$1,287	0.28	\$730	0.49	\$379	0.95	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$13,333,309	Cash & Cash Equivalents	\$15,703	Current Liabilities	\$1,543,885
Less Deductions	\$4,897,911	Net Patient Receivables	\$1,216,179	Long-Term Debt	\$726,539
Net Patient Revenue	\$8,435,398	Other Receivables	\$749,670	Other Liabilities	\$0
Plus Other Revenue	\$520,816			Subtotal	\$2,270,424
Total Revenue	\$8,956,215	Land, Buildings & Equipment (Net)	\$614,177	Unrestricted Fund Balance	\$720,846
Less Expenses	\$9,092,574	Other Assets	\$395,541	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$2,991,270	Total Liabilities & Fund Balance	\$2,991,270
Net Income	-\$136,359				

127 Mayo Clinic Health System - Franciscan Healthcare in Sparta
 310 West Main Street
 Sparta, WI 54656
 608-269-2132

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Monroe
 Analysis Area: Southwestern (5B)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	12.8%	55.2%	0.23	45.6%	0.28	18.2%	0.71	7.4%	1.73
Obstetrics	0.0%	38.0%	N/A	53.1%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	31.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	12.8%	57.4%	0.22	50.4%	0.25	22.2%	0.58	7.4%	1.73
Average Census (Patients)									
Adult Medical-Surgical	1.9	26.0	0.07	16.7	0.12	2.8	0.69	1.1	1.73
Obstetrics	0.0	4.9	N/A	3.6	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.9	49.0	0.04	27.5	0.07	4.1	0.46	1.1	1.73
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.1	1.11	4.0	1.11	3.1	1.43	3.5	1.28
Obstetrics	0.0	2.6	N/A	2.5	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.8	N/A	1.0	N/A	0.0	N/A
Total Hospital	4.5	4.5	1.00	4.7	0.97	2.9	1.54	3.5	1.28
Surgical Operations									
Inpatient	0	1,426	N/A	857	N/A	305	N/A	1	0.00
Outpatient	290	4,581	0.06	2,753	0.11	1,106	0.26	339	0.86
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	23.7%	N/A	21.6%	N/A	0.3%	0.00
Outpatient Visits									
Non-Emergency Visits	40,915	144,376	0.28	121,727	0.34	28,429	1.44	30,310	1.35
Emergency Visits	7,814	17,768	0.44	13,192	0.59	4,284	1.82	7,747	1.01
Full-Time Equivalents (FTEs)									
Administrators	2.0	23.0	0.09	14.1	0.14	5.9	0.34	2.0	1.00
Nurses, Licensed	46.0	251.3	0.18	157.2	0.29	43.5	1.06	19.8	2.32
Ancillary Nursing Personnel	8.9	39.7	0.22	21.0	0.42	6.3	1.41	5.9	1.51
All Other Personnel	98.7	509.3	0.19	425.8	0.23	106.9	0.92	107.8	0.92
Total FTEs	155.6	823.3	0.19	618.1	0.25	162.6	0.96	135.5	1.15
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.8	17.0	0.81	12.2	1.13	33.7	0.41	27.6	0.50
Nurses, Licensed	316.9	185.7	1.71	135.8	2.33	250.2	1.27	273.6	1.16
Ancillary Nursing Personnel	61.4	29.3	2.09	18.1	3.38	36.4	1.68	81.5	0.75
All Other Personnel	680.6	376.3	1.81	367.9	1.85	615.3	1.11	1,489.4	0.46
Total FTEs	1,072.6	608.3	1.76	533.9	2.01	935.7	1.15	1,872.2	0.57

Total Hospital:

Beds Set Up & Staffed 15
 Discharges 156
 Inpatient Days 702

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 9
 Discharges 149
 Inpatient Days 2,071

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

127 Mayo Clinic Health System - Franciscan Healthcare in Sparta
Sparta, WI 54656

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	156	702	12.8%	1.9	4.5
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	9	4	12.1	Radiological Services Personnel	4	3	6.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	4	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	10	49	36.1	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	4	2	5.4
Licensed Practical Nurses	2	6	6.1	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	2	19	8.9	Recreational Therapists	0	1	0.8
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	4	2.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	32	28	45.2
Pharmacy Personnel	0	2	1.3				
Clinical Laboratory Personnel	6	3	7.6				
				Total	85	132	155.6

127 Mayo Clinic Health System - Franciscan Healthcare in Sparta

Sparta, WI 54656

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$28,052,411	44.3%	46.3%	0.96	45.4%	0.98	47.3%	0.94	45.2%	0.98
Medical Assistance	\$9,599,873	15.2%	13.6%	1.11	9.5%	1.59	10.4%	1.46	14.4%	1.05
Commercial	\$18,330,353	28.9%	35.3%	0.82	37.9%	0.76	38.9%	0.74	28.6%	1.01
All Other	\$7,365,190	11.6%	4.8%	2.43	7.2%	1.62	3.4%	3.38	11.9%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,000,108	26.8%	34.9%	0.77	32.9%	0.82	28.0%	0.96	23.7%	1.13
Medical Assistance	\$5,470,514	8.6%	10.4%	0.83	7.4%	1.16	7.2%	1.19	9.5%	0.91
Commercial	\$3,596,466	5.7%	14.7%	0.39	15.7%	0.36	13.6%	0.42	7.0%	0.81
Charity Care	\$1,005,922	1.6%	1.0%	1.65	0.8%	1.87	0.7%	2.24	1.7%	0.92
Bad Debt	\$1,479,934	2.3%	1.1%	2.20	1.0%	2.39	1.3%	1.82	2.3%	1.03
All Other	\$4,095,254	6.5%	2.2%	2.99	4.8%	1.34	2.1%	3.07	5.5%	1.17
Total Deductions	\$32,648,197	51.5%	64.2%	0.80	62.7%	0.82	52.9%	0.98	49.7%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.2%	5.5%	0.22		20.1%	0.06	4.8%	0.25	3.5%	0.35
Net Gains/Losses as % of Net Income	0.0%	13.2%	N/A		47.1%	N/A	10.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,946,033	57.5%	44.0%	1.31	56.2%	1.02	46.3%	1.24	55.9%	1.03
Supplies & Services	\$13,411,287	38.6%	49.2%	0.79	38.9%	0.99	46.3%	0.83	40.4%	0.96
Capital Component	\$1,347,280	3.9%	6.8%	0.57	4.9%	0.79	7.4%	0.52	3.7%	1.05
Fiscal Statistics										
Operating Margin (%)	-11.7%	9.1%	N/A		6.1%	N/A	12.2%	N/A	-9.8%	1.20
Total Hospital Net Income (%)	-11.7%	10.3%	N/A		10.9%	N/A	13.5%	N/A	-9.8%	1.20
Return on Equity (%)	-22.2%	6.0%	N/A		8.9%	N/A	12.4%	N/A	-22.1%	1.00
Current Ratio	33.2	4.7	7.06		25.9	1.28	3.1	10.86	0.0	N/A
Days in Net Patient Accounts Receivable	36.1	64.0	0.56		63.0	0.57	56.0	0.64	44.1	0.82
Average Payment Period	1.0	56.5	0.02		13.4	0.08	54.4	0.02	0.0	N/A
Equity Financing (%)	88.0%	69.2%	1.27		87.1%	1.01	61.0%	1.44	100.0%	0.88
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	-4,546.6	13.4	N/A		31.0	N/A	16.6	N/A	0.0	N/A
Total Asset Turnover	1.9	0.6	3.31		0.8	2.45	0.9	2.10	2.3	0.84
Average Age of Plant (Years)	10.1	12.6	0.80		9.2	1.10	9.2	1.09	10.3	0.98
Increase (Decrease) Total Net Patient Revenue	13.4%	7.3%	1.84		3.8%	3.50	3.3%	4.05	14.7%	0.91
Outpatient Gross Revenue (% of Total GPR)	87.0%	63.3%	1.38		79.1%	1.10	76.2%	1.14	85.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,588	\$16,906	0.45		\$15,344	0.49	\$15,352	0.49	\$12,319	0.62
Inpatient Net Revenue per Day	\$778	\$3,675	0.21		\$3,493	0.22	\$4,244	0.18	\$1,031	0.75
Outpatient Net Revenue per Visit	\$609	\$703	0.87		\$855	0.71	\$803	0.76	\$648	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$63,347,828	Cash & Cash Equivalents	\$1,210	Current Liabilities	\$93,362
Less Deductions	\$32,648,197	Net Patient Receivables	\$3,036,882	Long-Term Debt	\$0
Net Patient Revenue	\$30,699,631	Other Receivables	\$22,939	Other Liabilities	\$1,872,510
Plus Other Revenue	\$375,967			Subtotal	\$1,965,872
Total Revenue	\$31,075,597	Land, Buildings & Equipment (Net)	\$13,220,762	Unrestricted Fund Balance	\$14,396,483
Less Expenses	\$34,704,599	Other Assets	\$80,562	Restricted Fund Balance	\$40,546
Non-Operating Gains/Losses	\$0	Total Assets	\$16,362,355	Total Liabilities & Fund Balance	\$16,362,355
Net Income	-\$3,629,001				

128 Spooner Health
 1280 Chandler Drive
 Spooner, WI 54801
 715-635-2111

Fiscal Year: 04/01 to 03/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.6%	55.2%	0.30	22.3%	0.74	18.2%	0.91	19.6%	0.85
Obstetrics	0.0%	38.0%	N/A	25.3%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.2%	57.4%	0.25	24.4%	0.58	22.2%	0.64	15.8%	0.90
Average Census (Patients)									
Adult Medical-Surgical	2.6	26.0	0.10	4.2	0.64	2.8	0.94	2.7	0.97
Obstetrics	0.0	4.9	N/A	1.1	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.8	49.0	0.06	5.7	0.50	4.1	0.69	2.8	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.82	2.7	1.23	3.1	1.07	3.1	1.07
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	1.0	N/A	0.0	N/A
Total Hospital	3.3	4.5	0.74	3.2	1.06	2.9	1.14	3.2	1.06
Surgical Operations									
Inpatient	0	1,426	N/A	137	N/A	305	N/A	0	N/A
Outpatient	290	4,581	0.06	759	0.38	1,106	0.26	372	0.78
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	15.3%	N/A	21.6%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	21,878	144,376	0.15	20,365	1.07	28,429	0.77	15,709	1.39
Emergency Visits	7,004	17,768	0.39	6,830	1.03	4,284	1.63	7,471	0.94
Full-Time Equivalents (FTEs)									
Administrators	3.0	23.0	0.13	3.7	0.81	5.9	0.51	3.0	1.00
Nurses, Licensed	33.5	251.3	0.13	69.4	0.48	43.5	0.77	34.6	0.97
Ancillary Nursing Personnel	3.3	39.7	0.08	8.5	0.39	6.3	0.52	2.8	1.19
All Other Personnel	73.8	509.3	0.14	147.1	0.50	106.9	0.69	75.9	0.97
Total FTEs	113.6	823.3	0.14	228.6	0.50	162.6	0.70	116.3	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.9	17.0	0.82	10.1	1.38	33.7	0.41	14.6	0.95
Nurses, Licensed	154.6	185.7	0.83	187.9	0.82	250.2	0.62	168.9	0.91
Ancillary Nursing Personnel	15.4	29.3	0.52	22.9	0.67	36.4	0.42	13.7	1.12
All Other Personnel	340.9	376.3	0.91	398.4	0.86	615.3	0.55	370.5	0.92
Total FTEs	524.7	608.3	0.86	619.3	0.85	935.7	0.56	567.7	0.92

Total Hospital:
 Beds Set Up & Staffed 20
 Discharges 311
 Inpatient Days 1,038

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 4
 Discharges 85
 Inpatient Days 952

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

128 Spooner Health
Spooner, WI 54801

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	289	967	16.6%	2.6	3.3
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	1	4	0.0%	0.0	4.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	4	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	8	24	0.0%	0.1	3.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	13	43	0.0%	0.1	3.3

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	3	3	3.6	Radiological Services Personnel	6	3	7.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	22	18	32.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	2	4.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	4	2	4.5
Ancillary Nursing Personnel	0	5	3.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	6	10.1
Health Info Mgmt-Administrators/Technicians	2	1	2.8	All Other Personnel	22	8	25.5
Pharmacy Personnel	5	1	5.4				
Clinical Laboratory Personnel	4	2	4.7				
				Total	86	54	113.6

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Spooner, WI 54801

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,780,080	55.7%	46.3%	1.20	49.8%	1.12	47.3%	1.18	49.1%	1.14
Medical Assistance	\$7,823,078	14.6%	13.6%	1.07	17.6%	0.83	10.4%	1.41	15.5%	0.95
Commercial	\$14,208,747	26.6%	35.3%	0.75	27.8%	0.95	38.9%	0.68	29.9%	0.89
All Other	\$1,669,531	3.1%	4.8%	0.65	4.7%	0.66	3.4%	0.91	5.6%	0.56
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,346,280	26.8%	34.9%	0.77	26.0%	1.03	28.0%	0.96	29.4%	0.91
Medical Assistance	\$6,078,543	11.4%	10.4%	1.10	11.5%	0.99	7.2%	1.57	12.2%	0.93
Commercial	\$2,755,541	5.2%	14.7%	0.35	5.1%	1.02	13.6%	0.38	4.2%	1.23
Charity Care	\$393,061	0.7%	1.0%	0.76	1.1%	0.67	0.7%	1.04	0.9%	0.79
Bad Debt	\$1,064,447	2.0%	1.1%	1.87	2.1%	0.96	1.3%	1.55	2.0%	0.97
All Other	\$771,548	1.4%	2.2%	0.67	2.2%	0.66	2.1%	0.68	1.1%	1.26
Total Deductions	\$25,409,420	47.5%	64.2%	0.74	47.9%	0.99	52.9%	0.90	49.9%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.3%		5.5%	0.06	1.7%	0.20	4.8%	0.07	0.4%	0.84
Net Gains/Losses as % of Net Income	46.2%		13.2%	3.51	14.8%	3.12	10.4%	4.45	49.4%	0.94
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,298,864	38.4%	44.0%	0.87	52.4%	0.73	46.3%	0.83	42.9%	0.90
Supplies & Services	\$12,847,295	47.9%	49.2%	0.97	40.0%	1.20	46.3%	1.03	42.5%	1.13
Capital Component	\$3,663,245	13.7%	6.8%	2.01	7.5%	1.81	7.4%	1.84	14.6%	0.93
Fiscal Statistics										
Operating Margin (%)		4.8%	9.1%	0.53	8.1%	0.59	12.2%	0.39	2.8%	1.74
Total Hospital Net Income (%)		8.6%	10.3%	0.83	9.4%	0.92	13.5%	0.64	5.3%	1.62
Return on Equity (%)		4.8%	6.0%	0.80	6.6%	0.73	12.4%	0.39	2.6%	1.85
Current Ratio		2.3	4.7	0.50	5.7	0.41	3.1	0.76	2.4	0.96
Days in Net Patient Accounts Receivable		44.6	64.0	0.70	51.1	0.87	56.0	0.80	52.8	0.85
Average Payment Period		54.5	56.5	0.97	44.6	1.22	54.4	1.00	69.8	0.78
Equity Financing (%)		58.2%	69.2%	0.84	81.9%	0.71	61.0%	0.96	55.2%	1.06
Long-Term Debt to Equity Ratio		0.6	0.3	2.34	0.1	5.21	0.4	1.65	0.7	0.90
Times Interest Earned		4.5	13.4	0.33	17.2	0.26	16.6	0.27	2.7	1.68
Total Asset Turnover		0.5	0.6	0.93	0.7	0.77	0.9	0.59	0.5	1.13
Average Age of Plant (Years)		3.4	12.6	0.27	9.0	0.38	9.2	0.37	2.8	1.23
Increase (Decrease) Total Net Patient Revenue		15.9%	7.3%	2.18	12.3%	1.29	3.3%	4.80	8.9%	1.78
Outpatient Gross Revenue (% of Total GPR)		86.7%	63.3%	1.37	84.3%	1.03	76.2%	1.14	86.0%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,507		\$16,906	0.80	\$12,554	1.08	\$15,352	0.88	\$11,173	1.21
Inpatient Net Revenue per Day	\$2,510		\$3,675	0.68	\$3,387	0.74	\$4,244	0.59	\$2,151	1.17
Outpatient Net Revenue per Visit	\$821		\$703	1.17	\$1,287	0.64	\$803	1.02	\$884	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$53,481,436	Cash & Cash Equivalents	\$4,277,392	Current Liabilities	\$3,618,629
Less Deductions	\$25,409,420	Net Patient Receivables	\$3,433,427	Long-Term Debt	\$18,411,339
Net Patient Revenue	\$28,072,016	Other Receivables	\$86,874	Other Liabilities	\$0
Plus Other Revenue	\$93,403			Subtotal	\$22,029,968
Total Revenue	\$28,165,419	Land, Buildings & Equipment (Net)	\$26,832,188	Unrestricted Fund Balance	\$30,734,410
Less Expenses	\$26,809,404	Other Assets	\$18,134,497	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,166,728			Total Liabilities & Fund Balance	\$52,764,378
Net Income	\$2,522,743	Total Assets	\$52,764,378		

129 St Croix Regional Medical Center
 235 State Street
 St Croix Falls, WI 54024
 715-483-3261

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.8%	55.2%	0.97	42.1%	1.28	43.3%	1.24	53.4%	1.01
Obstetrics	39.5%	38.0%	1.04	26.3%	0.06	23.8%	1.65	45.3%	0.87
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	48.9%	57.4%	0.85	43.5%	1.12	44.0%	1.11	49.9%	0.98
Average Census (Patients)									
Adult Medical-Surgical	10.2	26.0	0.39	11.3	0.90	15.3	0.67	10.1	1.01
Obstetrics	1.6	4.9	0.32	1.9	0.85	2.1	0.74	1.8	0.87
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.2	49.0	0.25	18.5	0.66	27.3	0.45	12.5	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.1	0.71	3.6	0.79	3.4	0.84	3.3	0.88
Obstetrics	3.0	2.6	1.17	2.3	1.31	2.3	1.29	3.0	0.99
Pediatrics	0.0	3.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.5	0.65	3.9	0.74	3.7	0.79	3.1	0.93
Surgical Operations									
Inpatient	532	1,426	0.37	509	1.05	657	0.81	483	1.10
Outpatient	1,976	4,581	0.43	2,269	0.87	2,872	0.69	2,021	0.98
Inpatient as % of All Surgeries	21.2%	23.7%	0.89	18.3%	1.16	18.6%	1.14	19.3%	1.10
Outpatient Visits									
Non-Emergency Visits	188,380	144,376	1.30	78,013	2.41	115,084	1.64	181,146	1.04
Emergency Visits	10,087	17,768	0.57	8,412	1.20	13,821	0.73	9,804	1.03
Full-Time Equivalents (FTEs)									
Administrators	21.7	23.0	0.94	13.4	1.62	18.2	1.20	19.3	1.13
Nurses, Licensed	92.2	251.3	0.37	124.0	0.74	150.6	0.61	107.1	0.86
Ancillary Nursing Personnel	14.0	39.7	0.35	18.7	0.75	19.7	0.71	17.6	0.80
All Other Personnel	371.3	509.3	0.73	265.3	1.40	320.3	1.16	423.3	0.88
Total FTEs	499.2	823.3	0.61	421.4	1.18	508.8	0.98	567.2	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.3	17.0	1.55	20.2	1.31	18.2	1.45	25.5	1.03
Nurses, Licensed	111.8	185.7	0.60	186.6	0.60	151.1	0.74	141.7	0.79
Ancillary Nursing Personnel	17.0	29.3	0.58	28.1	0.60	19.8	0.86	23.3	0.73
All Other Personnel	450.5	376.3	1.20	399.1	1.13	321.5	1.40	560.2	0.80
Total FTEs	605.7	608.3	1.00	633.9	0.96	510.6	1.19	750.7	0.81

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	6
Discharges	1,534	Preferred Provider Organization (PPO)	Yes	Discharges	5	Total Births	246
Inpatient Days	4,459			Inpatient Days	19	Newborn Days	458

129 St Croix Regional Medical Center
St Croix Falls, WI 54024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	1,290	3,732	53.8%	10.2	2.9
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	193	576	39.5%	1.6	3.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	2	51	151	20.7%	0.4	3.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	21	1	21.7	Surgical Personnel	6	1	6.1
Physicians & Dentists	39	0	39.0	Radiological Services Personnel	15	4	19.3
Medical & Dental Residents	0	1	0.1	Respiratory Therapists	2	0	2.0
Dental Hygienists	1	0	1.0	Occupational Therapists	2	1	2.6
Registered Nurses	51	18	66.0	Occupational Therapy Assistants/Aides	0	1	0.9
Certified Nurse Midwives	1	0	1.0	Physical Therapists	11	1	11.4
Licensed Practical Nurses	13	1	13.7	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	9	6	14.0	Recreational Therapists	4	1	5.0
Physician Assistants	3	1	3.9	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	11	1	11.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	50	2	51.6
Health Info Mgmt-Administrators/Technicians	13	2	15.0	All Other Personnel	114	29	138.7
Pharmacy Personnel	19	3	21.2				
Clinical Laboratory Personnel	21	5	25.1				
				Total	433	81	499.2

129 St Croix Regional Medical Center

St Croix Falls, WI 54024

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$101,863,080	50.2%	46.3%	1.08	50.4%	0.99	51.1%	0.98	49.2%	1.02
Medical Assistance	\$25,637,764	12.6%	13.6%	0.93	11.5%	1.10	11.3%	1.12	13.3%	0.95
Commercial	\$68,860,116	33.9%	35.3%	0.96	34.7%	0.98	33.7%	1.01	35.1%	0.97
All Other	\$6,665,605	3.3%	4.8%	0.69	3.4%	0.97	3.9%	0.85	2.3%	1.40
Deductions as % of Total Gross Patient Revenue										
Medicare	\$55,585,439	27.4%	34.9%	0.78	33.8%	0.81	36.8%	0.74	25.6%	1.07
Medical Assistance	\$16,468,684	8.1%	10.4%	0.78	8.0%	1.01	8.5%	0.95	8.5%	0.95
Commercial	\$19,833,329	9.8%	14.7%	0.66	10.5%	0.93	12.8%	0.76	9.2%	1.07
Charity Care	\$966,684	0.5%	1.0%	0.49	0.9%	0.53	0.9%	0.53	0.4%	1.36
Bad Debt	\$3,809,079	1.9%	1.1%	1.77	1.0%	1.89	1.4%	1.38	1.3%	1.47
All Other	\$2,150,724	1.1%	2.2%	0.49	1.5%	0.69	2.1%	0.50	0.9%	1.21
Total Deductions	\$98,813,939	48.7%	64.2%	0.76	55.8%	0.87	62.4%	0.78	45.8%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.6%	5.5%	0.28	3.2%	0.49	3.4%	0.46	1.5%	1.07
Net Gains/Losses as % of Net Income		68.9%	13.2%	5.23	52.1%	1.32	4.5%	15.26	52.8%	1.31
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,715,247	52.5%	44.0%	1.19	51.5%	1.02	46.0%	1.14	55.7%	0.94
Supplies & Services	\$44,766,373	42.9%	49.2%	0.87	43.3%	0.99	46.6%	0.92	39.8%	1.08
Capital Component	\$4,786,805	4.6%	6.8%	0.67	5.2%	0.89	7.4%	0.62	4.5%	1.02
Fiscal Statistics										
Operating Margin (%)		1.5%	9.1%	0.17	1.7%	0.88	8.2%	0.18	3.0%	0.50
Total Hospital Net Income (%)		4.7%	10.3%	0.46	3.5%	1.34	8.6%	0.55	6.2%	0.76
Return on Equity (%)		5.8%	6.0%	0.97	0.7%	7.74	5.8%	1.01	7.3%	0.79
Current Ratio		3.6	4.7	0.77	2.3	1.58	4.4	0.83	3.0	1.23
Days in Net Patient Accounts Receivable		45.8	64.0	0.72	168.6	0.27	49.0	0.94	49.0	0.93
Average Payment Period		49.4	56.5	0.88	192.0	0.26	41.1	1.20	58.4	0.85
Equity Financing (%)		80.7%	69.2%	1.17	52.0%	1.55	81.8%	0.99	78.8%	1.02
Long-Term Debt to Equity Ratio		0.0	0.3	0.01	0.6	0.00	0.1	0.02	0.0	0.72
Times Interest Earned		265.0	13.4	19.72	12.2	21.65	14.1	18.75	65.0	4.08
Total Asset Turnover		1.2	0.6	2.07	0.2	5.71	0.7	1.78	1.1	1.04
Average Age of Plant (Years)		9.0	12.6	0.71	38.0	0.24	9.6	0.93	9.4	0.96
Increase (Decrease) Total Net Patient Revenue		9.4%	7.3%	1.29	16.1%	0.58	2.8%	3.40	12.9%	0.73
Outpatient Gross Revenue (% of Total GPR)		85.2%	63.3%	1.35	72.3%	1.18	71.9%	1.18	83.5%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,930		\$16,906	0.71	\$14,502	0.82	\$12,065	0.99	\$11,693	1.02
Inpatient Net Revenue per Day	\$4,058		\$3,675	1.10	\$3,502	1.16	\$3,161	1.28	\$3,701	1.10
Outpatient Net Revenue per Visit	\$451		\$703	0.64	\$807	0.56	\$614	0.73	\$420	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$203,026,565	Cash & Cash Equivalents	\$22,864,083	Current Liabilities	\$13,536,044
Less Deductions	\$98,813,939	Net Patient Receivables	\$13,082,379	Long-Term Debt	\$133,000
Net Patient Revenue	\$104,212,626	Other Receivables	\$5,878,048	Other Liabilities	\$3,537,307
Plus Other Revenue	\$1,659,194			Subtotal	\$17,206,351
Total Revenue	\$105,871,820	Land, Buildings & Equipment (Net)	\$32,459,732	Unrestricted Fund Balance	\$71,879,619
Less Expenses	\$104,268,425	Other Assets	\$14,801,728	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,559,664			Total Liabilities & Fund Balance	\$89,085,970
Net Income	\$5,163,059	Total Assets	\$89,085,970		

130 Ascension Our Lady of Victory Hospital
 1120 Pine Street
 Stanley, WI 54768
 715-644-5571

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Clark
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	58.2%	55.2%	1.05	42.1%	1.38	11.3%	5.14	67.0%	0.87
Obstetrics	0.0%	38.0%	N/A	26.3%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	58.2%	57.4%	1.01	43.5%	1.34	16.5%	3.52	67.0%	0.87
Average Census (Patients)									
Adult Medical-Surgical	1.2	26.0	0.04	11.3	0.10	1.8	0.66	1.3	0.87
Obstetrics	0.0	4.9	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.2	49.0	0.02	18.5	0.06	2.7	0.43	1.3	0.87
Average Length of Stay (Days)									
Adult Medical-Surgical	2.5	4.1	0.63	3.6	0.70	2.9	0.87	2.8	0.92
Obstetrics	0.0	2.6	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	3.0	N/A	0.0	N/A
Total Hospital	2.5	4.5	0.57	3.9	0.65	4.2	0.61	2.8	0.92
Surgical Operations									
Inpatient	0	1,426	N/A	509	N/A	127	N/A	0	N/A
Outpatient	244	4,581	0.05	2,269	0.11	1,225	0.20	255	0.96
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	18.3%	N/A	9.4%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	37,982	144,376	0.26	78,013	0.49	22,925	1.66	20,175	1.88
Emergency Visits	2,103	17,768	0.12	8,412	0.25	2,741	0.77	2,148	0.98
Full-Time Equivalents (FTEs)									
Administrators	2.0	23.0	0.09	13.4	0.15	3.1	0.65	1.0	2.00
Nurses, Licensed	23.0	251.3	0.09	124.0	0.19	36.6	0.63	23.9	0.96
Ancillary Nursing Personnel	0.0	39.7	N/A	18.7	N/A	7.5	N/A	5.6	0.00
All Other Personnel	25.8	509.3	0.05	265.3	0.10	77.2	0.33	29.6	0.87
Total FTEs	50.8	823.3	0.06	421.4	0.12	124.4	0.41	60.1	0.85
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.8	17.0	1.40	20.2	1.18	23.8	1.00	8.7	2.74
Nurses, Licensed	274.0	185.7	1.48	186.6	1.47	281.2	0.97	208.1	1.32
Ancillary Nursing Personnel	0.0	29.3	N/A	28.1	N/A	57.4	N/A	48.3	0.00
All Other Personnel	307.3	376.3	0.82	399.1	0.77	592.9	0.52	256.9	1.20
Total FTEs	605.2	608.3	0.99	633.9	0.95	955.3	0.63	522.0	1.16

Total Hospital:

Beds Set Up & Staffed 2
 Discharges 167
 Inpatient Days 425

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 41
 Inpatient Days 637

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

130 Ascension Our Lady of Victory Hospital
Stanley, WI 54768

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	2	167	425	58.2%	1.2	2.5
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	1	2.0	Surgical Personnel	0	2	0.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	4	5.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	0.8
Registered Nurses	20	5	22.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	0	2	0.7	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	5	5.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	1	0.1
Pharmacy Personnel	1	2	1.5				
Clinical Laboratory Personnel	7	1	7.0				
				Total	44	26	50.8

130 Ascension Our Lady of Victory Hospital
Stanley, WI 54768

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$14,890,432	53.1%	46.3%	1.15	50.4%	1.05	45.9%	1.16	51.8%	1.03
Medical Assistance	\$4,877,537	17.4%	13.6%	1.27	11.5%	1.51	11.5%	1.51	17.8%	0.98
Commercial	\$6,516,546	23.2%	35.3%	0.66	34.7%	0.67	39.4%	0.59	24.7%	0.94
All Other	\$1,783,814	6.4%	4.8%	1.33	3.4%	1.88	3.3%	1.95	5.8%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,317,063	26.1%	34.9%	0.75	33.8%	0.77	23.7%	1.10	25.1%	1.04
Medical Assistance	\$3,446,295	12.3%	10.4%	1.18	8.0%	1.53	7.7%	1.59	9.9%	1.23
Commercial	\$506,667	1.8%	14.7%	0.12	10.5%	0.17	10.4%	0.17	2.9%	0.62
Charity Care	\$156,757	0.6%	1.0%	0.58	0.9%	0.62	0.8%	0.69	1.4%	0.40
Bad Debt	\$1,130,177	4.0%	1.1%	3.79	1.0%	4.05	1.5%	2.75	2.2%	1.84
All Other	\$1,185,476	4.2%	2.2%	1.95	1.5%	2.76	1.4%	3.03	1.9%	2.20
Total Deductions	\$13,742,435	49.0%	64.2%	0.76	55.8%	0.88	45.5%	1.08	43.5%	1.12
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.8%		5.5%	0.33	3.2%	0.57	3.1%	0.58	1.3%	1.35
Net Gains/Losses as % of Net Income	N/A		13.2%	N/A	52.1%	N/A	1.4%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,241,517	37.1%	44.0%	0.84	51.5%	0.72	51.0%	0.73	42.6%	0.87
Supplies & Services	\$7,978,176	56.5%	49.2%	1.15	43.3%	1.31	41.5%	1.36	52.2%	1.08
Capital Component	\$890,051	6.3%	6.8%	0.93	5.2%	1.22	7.5%	0.84	5.2%	1.21
Fiscal Statistics										
Operating Margin (%)		3.3%	9.1%	0.36	1.7%	1.91	9.5%	0.35	4.3%	0.77
Total Hospital Net Income (%)		3.3%	10.3%	0.32	3.5%	0.93	9.7%	0.34	4.3%	0.77
Return on Equity (%)		4.9%	6.0%	0.82	0.7%	6.54	13.7%	0.36	6.8%	0.72
Current Ratio		2.9	4.7	0.61	2.3	1.25	3.6	0.80	2.9	0.98
Days in Net Patient Accounts Receivable		53.5	64.0	0.84	168.6	0.32	55.7	0.96	61.1	0.88
Average Payment Period		26.8	56.5	0.48	192.0	0.14	35.7	0.75	30.9	0.87
Equity Financing (%)		74.8%	69.2%	1.08	52.0%	1.44	50.2%	1.49	70.7%	1.06
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.6	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	12.2	N/A	10.9	N/A	0.0	N/A
Total Asset Turnover		1.5	0.6	2.59	0.2	7.14	1.4	1.05	1.6	0.94
Average Age of Plant (Years)		5.1	12.6	0.41	38.0	0.13	9.3	0.55	4.6	1.10
Increase (Decrease) Total Net Patient Revenue		-0.5%	7.3%	N/A	16.1%	N/A	1.0%	N/A	1.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.3%	63.3%	1.36	72.3%	1.19	79.1%	1.09	88.4%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,176		\$16,906	0.78	\$14,502	0.91	\$20,479	0.64	\$14,709	0.90
Inpatient Net Revenue per Day	\$2,566		\$3,675	0.70	\$3,502	0.73	\$3,042	0.84	\$2,771	0.93
Outpatient Net Revenue per Visit	\$317		\$703	0.45	\$807	0.39	\$730	0.43	\$651	0.49

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$28,068,329	Cash & Cash Equivalents	\$1,325	Current Liabilities	\$984,949
Less Deductions	\$13,742,435	Net Patient Receivables	\$2,100,314	Long-Term Debt	\$0
Net Patient Revenue	\$14,325,894	Other Receivables	\$236,851	Other Liabilities	\$1,485,927
Plus Other Revenue	\$264,493			Subtotal	\$2,470,876
Total Revenue	\$14,590,386	Land, Buildings & Equipment (Net)	\$6,995,773	Unrestricted Fund Balance	\$7,353,015
Less Expenses	\$14,109,744	Other Assets	\$489,627	Restricted Fund Balance	\$2,000
Non-Operating Gains/Losses	-\$57	Total Assets	\$9,823,890	Total Liabilities & Fund Balance	\$9,823,890
Net Income	\$480,586				

131 Ascension St. Michael's Hospital
 900 Illinois Avenue
 Stevens Point, WI 54481
 715-346-5000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Portage
 Analysis Area: North Central (6)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	133.4%	55.2%	2.42	59.6%	2.24	50.7%	2.63	147.5%	0.90
Obstetrics	57.1%	38.0%	1.50	37.4%	0.08	34.4%	1.66	105.6%	0.54
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	113.4%	57.4%	1.98	63.9%	1.77	54.8%	2.07	201.7%	0.56
Average Census (Patients)									
Adult Medical-Surgical	12.0	26.0	0.46	21.4	0.56	27.5	0.44	13.3	0.90
Obstetrics	2.9	4.9	0.58	3.6	0.79	6.2	0.46	3.2	0.90
Pediatrics	0.0	1.3	N/A	0.8	N/A	4.2	N/A	0.0	N/A
Total Hospital	30.6	49.0	0.63	39.1	0.78	63.1	0.48	34.3	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.1	0.70	3.8	0.74	3.6	0.78	2.8	1.00
Obstetrics	2.2	2.6	0.85	2.6	0.83	2.5	0.86	2.2	1.00
Pediatrics	0.0	3.3	N/A	2.9	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.1	4.5	0.69	4.2	0.74	4.3	0.72	3.0	1.02
Surgical Operations									
Inpatient	730	1,426	0.51	1,304	0.56	1,501	0.49	832	0.88
Outpatient	2,780	4,581	0.61	3,131	0.89	5,596	0.50	3,084	0.90
Inpatient as % of All Surgeries	20.8%	23.7%	0.88	29.4%	0.71	21.2%	0.98	21.2%	0.98
Outpatient Visits									
Non-Emergency Visits	414,475	144,376	2.87	109,429	3.79	193,333	2.14	237,682	1.74
Emergency Visits	16,462	17,768	0.93	12,684	1.30	29,751	0.55	19,007	0.87
Full-Time Equivalents (FTEs)									
Administrators	21.4	23.0	0.93	33.8	0.63	31.4	0.68	2.0	10.68
Nurses, Licensed	126.2	251.3	0.50	182.8	0.69	357.1	0.35	22.3	5.67
Ancillary Nursing Personnel	16.7	39.7	0.42	28.6	0.58	53.7	0.31	3.6	4.57
All Other Personnel	215.1	509.3	0.42	375.9	0.57	692.3	0.31	31.0	6.94
Total FTEs	379.4	823.3	0.46	621.2	0.61	1,134.4	0.33	58.9	6.44
FTEs per 100 Patient Census (Adjusted)									
Administrators	18.3	17.0	1.08	29.6	0.62	16.1	1.13	1.2	15.45
Nurses, Licensed	108.0	185.7	0.58	160.0	0.68	183.4	0.59	13.2	8.20
Ancillary Nursing Personnel	14.3	29.3	0.49	25.1	0.57	27.6	0.52	2.2	6.61
All Other Personnel	184.1	376.3	0.49	329.2	0.56	355.6	0.52	18.3	10.04
Total FTEs	324.6	608.3	0.53	543.8	0.60	582.6	0.56	34.9	9.31

Total Hospital:
 Beds Set Up & Staffed 27
 Discharges 3,627
 Inpatient Days 11,177

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 4
 Total Births 404
 Newborn Days 758

131 Ascension St. Michael's Hospital
Stevens Point, WI 54481

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	9	1,540	4,382	133.4%	12.0	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	483	1,042	57.1%	2.9	2.2
Psychiatric	1	3	575	1,410	128.8%	3.9	2.5
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	10	1,029	4,343	119.0%	11.9	4.2
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	18	6	21.4	Surgical Personnel	15	11	16.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	22	8	26.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	12	9.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.0
Registered Nurses	96	79	126.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	8	14.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	10	18	16.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	43	44	55.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	19	7	22.3
Pharmacy Personnel	11	6	12.4				
Clinical Laboratory Personnel	39	16	47.0				
				Total	298	225	379.4

131 Ascension St. Michael's Hospital
Stevens Point, WI 54481

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$123,241,544	45.0%	46.3%	0.97	50.7%	0.89	41.9%	1.08	41.6%	1.08
Medical Assistance	\$39,383,879	14.4%	13.6%	1.05	13.1%	1.10	19.2%	0.75	13.8%	1.04
Commercial	\$96,960,183	35.4%	35.3%	1.00	32.1%	1.10	35.7%	0.99	38.8%	0.91
All Other	\$14,152,902	5.2%	4.8%	1.08	4.1%	1.26	3.3%	1.58	5.7%	0.90
Deductions as % of Total Gross Patient Revenue										
Medicare	\$80,358,085	29.4%	34.9%	0.84	36.8%	0.80	32.2%	0.91	27.1%	1.08
Medical Assistance	\$29,302,509	10.7%	10.4%	1.03	10.1%	1.06	14.2%	0.76	10.4%	1.03
Commercial	\$16,101,044	5.9%	14.7%	0.40	8.8%	0.67	13.6%	0.43	6.4%	0.91
Charity Care	\$3,431,961	1.3%	1.0%	1.30	0.8%	1.63	1.0%	1.23	1.7%	0.74
Bad Debt	\$4,721,782	1.7%	1.1%	1.62	1.0%	1.81	1.2%	1.48	1.4%	1.26
All Other	\$10,851,019	4.0%	2.2%	1.83	2.0%	1.95	1.5%	2.60	2.4%	1.65
Total Deductions	\$144,766,401	52.9%	64.2%	0.82	59.3%	0.89	63.7%	0.83	49.4%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.6%	5.5%	0.29	3.1%	0.51	3.9%	0.41	1.9%	0.85	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	18.4%	N/A	14.4%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,915,166	28.4%	44.0%	0.65	42.1%	0.68	44.1%	0.64	44.6%	0.64
Supplies & Services	\$74,388,098	64.2%	49.2%	1.30	52.0%	1.23	48.5%	1.32	50.6%	1.27
Capital Component	\$8,611,649	7.4%	6.8%	1.09	5.9%	1.25	7.4%	1.00	4.8%	1.53
Fiscal Statistics										
Operating Margin (%)	11.6%	9.1%	1.27	5.2%	2.22	9.4%	1.23	3.2%	3.67	
Total Hospital Net Income (%)	11.1%	10.3%	1.08	6.3%	1.76	10.8%	1.02	2.9%	3.87	
Return on Equity (%)	13.3%	6.0%	2.21	3.2%	4.17	4.3%	3.08	4.7%	2.82	
Current Ratio	3.0	4.7	0.65	2.6	1.15	4.3	0.71	3.4	0.90	
Days in Net Patient Accounts Receivable	57.8	64.0	0.90	77.6	0.74	85.1	0.68	54.4	1.06	
Average Payment Period	32.9	56.5	0.58	74.6	0.44	80.6	0.41	25.1	1.31	
Equity Financing (%)	77.1%	69.2%	1.11	55.8%	1.38	65.0%	1.19	68.6%	1.12	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.5	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	425,891.1	13.4	31,691.8	15.9	26,832.1	11.7	36,416.5	17,960.4	23.71	
Total Asset Turnover	1.2	0.6	2.09	0.5	2.41	0.4	3.07	1.6	0.73	
Average Age of Plant (Years)	5.9	12.6	0.47	13.7	0.43	14.3	0.42	5.0	1.19	
Increase (Decrease) Total Net Patient Revenue	-5.1%	7.3%	N/A	25.3%	N/A	7.2%	N/A	2.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	73.9%	63.3%	1.17	65.8%	1.12	66.6%	1.11	79.9%	0.93	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,811	\$16,906	0.58	\$14,935	0.66	\$15,576	0.63	\$9,392	1.04	
Inpatient Net Revenue per Day	\$3,195	\$3,675	0.87	\$3,551	0.90	\$3,515	0.91	\$3,118	1.02	
Outpatient Net Revenue per Visit	\$228	\$703	0.32	\$810	0.28	\$685	0.33	\$598	0.38	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$273,738,508	Cash & Cash Equivalents	\$6,420	Current Liabilities	\$9,730,323
Less Deductions	\$144,766,401	Net Patient Receivables	\$20,414,041	Long-Term Debt	\$0
Net Patient Revenue	\$128,972,107	Other Receivables	\$1,890,695	Other Liabilities	\$15,339,991
Plus Other Revenue	\$2,092,542			Subtotal	\$25,070,314
Total Revenue	\$131,064,649	Land, Buildings & Equipment (Net)	\$77,041,604	Unrestricted Fund Balance	\$84,182,052
Less Expenses	\$115,914,912	Other Assets	\$9,899,606	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$669,472	Total Assets	\$109,252,366	Total Liabilities & Fund Balance	\$109,252,366
Net Income	\$14,480,265				

132 Stoughton Hospital Association
 900 Ridge Street
 Stoughton, WI 53589
 608-873-6611

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.1%	55.2%	0.55	59.0%	0.51	18.2%	1.66	34.2%	0.88
Obstetrics	0.0%	38.0%	N/A	44.3%	N/A	14.5%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	40.9%	57.4%	0.71	61.2%	0.67	22.2%	1.84	44.9%	0.91
Average Census (Patients)									
Adult Medical-Surgical	5.4	26.0	0.21	24.6	0.22	2.8	1.93	6.2	0.88
Obstetrics	0.0	4.9	N/A	4.8	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.1	49.0	0.27	52.3	0.25	4.1	3.17	14.4	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.1	0.71	4.0	0.72	3.1	0.91	3.1	0.92
Obstetrics	0.0	2.6	N/A	2.7	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	3.5	N/A	1.0	N/A	0.0	N/A
Total Hospital	5.6	4.5	1.25	4.4	1.26	2.9	1.92	5.6	1.00
Surgical Operations									
Inpatient	240	1,426	0.17	2,131	0.11	305	0.79	273	0.88
Outpatient	841	4,581	0.18	7,954	0.11	1,106	0.76	838	1.00
Inpatient as % of All Surgeries	22.2%	23.7%	0.94	21.1%	1.05	21.6%	1.03	24.6%	0.90
Outpatient Visits									
Non-Emergency Visits	56,789	144,376	0.39	179,501	0.32	28,429	2.00	50,168	1.13
Emergency Visits	4,969	17,768	0.28	17,324	0.29	4,284	1.16	4,935	1.01
Full-Time Equivalents (FTEs)									
Administrators	22.7	23.0	0.99	23.4	0.97	5.9	3.88	22.5	1.01
Nurses, Licensed	60.3	251.3	0.24	255.4	0.24	43.5	1.39	68.4	0.88
Ancillary Nursing Personnel	12.3	39.7	0.31	45.5	0.27	6.3	1.94	15.5	0.79
All Other Personnel	216.0	509.3	0.42	652.5	0.33	106.9	2.02	181.4	1.19
Total FTEs	311.3	823.3	0.38	976.8	0.32	162.6	1.91	287.8	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	40.5	17.0	2.38	17.6	2.30	33.7	1.20	38.5	1.05
Nurses, Licensed	107.6	185.7	0.58	191.8	0.56	250.2	0.43	117.1	0.92
Ancillary Nursing Personnel	21.9	29.3	0.75	34.1	0.64	36.4	0.60	26.6	0.82
All Other Personnel	385.5	376.3	1.02	490.1	0.79	615.3	0.63	310.4	1.24
Total FTEs	555.5	608.3	0.91	733.6	0.76	935.7	0.59	492.6	1.13

Total Hospital:

Beds Set Up & Staffed 32
 Discharges 855
 Inpatient Days 4,779

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 37
 Inpatient Days 461

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

132 Stoughton Hospital Association
Stoughton, WI 53589

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	689	1,977	30.1%	5.4	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	10	136	2,722	74.6%	7.5	20.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	4	32	80	5.5%	0.2	2.5
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	21	2	22.7	Surgical Personnel	1	3	3.7
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	4	16	13.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	2.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	8	2.8
Registered Nurses	18	60	55.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	15	11.3
Licensed Practical Nurses	0	2	1.8	Physical Therapy Assistants/Aides	2	1	2.8
Ancillary Nursing Personnel	4	16	12.3	Recreational Therapists	1	0	1.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	3	1.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.5	Social Workers	1	2	2.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	24	41.3
Health Info Mgmt-Administrators/Technicians	4	6	9.5	All Other Personnel	41	64	110.1
Pharmacy Personnel	3	1	3.0				
Clinical Laboratory Personnel	1	7	5.5				
				Total	131	235	311.3

132 Stoughton Hospital Association

Stoughton, WI 53589

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$61,946,796	54.4%	46.3%	1.18	42.2%	1.29	47.3%	1.15	54.1%	1.01
Medical Assistance	\$8,888,199	7.8%	13.6%	0.57	11.5%	0.68	10.4%	0.75	6.7%	1.16
Commercial	\$40,130,068	35.3%	35.3%	1.00	38.6%	0.91	38.9%	0.91	37.2%	0.95
All Other	\$2,858,610	2.5%	4.8%	0.53	7.8%	0.32	3.4%	0.73	2.0%	1.26
Deductions as % of Total Gross Patient Revenue										
Medicare	\$40,218,091	35.3%	34.9%	1.01	31.6%	1.12	28.0%	1.26	34.1%	1.04
Medical Assistance	\$7,269,745	6.4%	10.4%	0.62	8.7%	0.73	7.2%	0.88	5.3%	1.20
Commercial	\$17,269,566	15.2%	14.7%	1.03	18.2%	0.83	13.6%	1.12	15.4%	0.99
Charity Care	\$464,487	0.4%	1.0%	0.42	0.8%	0.52	0.7%	0.58	0.4%	1.03
Bad Debt	\$1,640,000	1.4%	1.1%	1.36	1.1%	1.32	1.3%	1.12	1.3%	1.12
All Other	\$1,295,861	1.1%	2.2%	0.53	3.5%	0.33	2.1%	0.54	1.0%	1.19
Total Deductions	\$68,157,750	59.9%	64.2%	0.93	63.9%	0.94	52.9%	1.13	57.4%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.2%	5.5%	0.76	6.4%	0.66	4.8%	0.88	4.2%	1.00
Net Gains/Losses as % of Net Income		20.0%	13.2%	1.52	39.0%	0.51	10.4%	1.93	17.0%	1.18
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,134,829	53.3%	44.0%	1.21	47.0%	1.13	46.3%	1.15	53.4%	1.00
Supplies & Services	\$16,870,282	37.3%	49.2%	0.76	45.7%	0.81	46.3%	0.80	37.4%	0.99
Capital Component	\$4,273,221	9.4%	6.8%	1.39	7.3%	1.30	7.4%	1.27	9.2%	1.03
Fiscal Statistics										
Operating Margin (%)		5.0%	9.1%	0.55	6.3%	0.79	12.2%	0.41	5.0%	1.00
Total Hospital Net Income (%)		6.2%	10.3%	0.60	10.0%	0.62	13.5%	0.46	6.0%	1.04
Return on Equity (%)		4.4%	6.0%	0.73	7.5%	0.58	12.4%	0.35	4.7%	0.92
Current Ratio		6.2	4.7	1.31	2.4	2.62	3.1	2.02	5.8	1.07
Days in Net Patient Accounts Receivable		53.1	64.0	0.83	50.8	1.04	56.0	0.95	46.4	1.14
Average Payment Period		41.3	56.5	0.73	52.7	0.78	54.4	0.76	38.3	1.08
Equity Financing (%)		72.7%	69.2%	1.05	59.1%	1.23	61.0%	1.19	73.5%	0.99
Long-Term Debt to Equity Ratio		0.3	0.3	1.05	0.3	0.84	0.4	0.74	0.3	1.08
Times Interest Earned		7.3	13.4	0.54	9.5	0.77	16.6	0.44	8.0	0.91
Total Asset Turnover		0.7	0.6	1.21	0.7	0.96	0.9	0.76	0.8	0.88
Average Age of Plant (Years)		10.6	12.6	0.84	10.8	0.98	9.2	1.14	10.4	1.02
Increase (Decrease) Total Net Patient Revenue		-2.1%	7.3%	N/A	5.8%	N/A	3.3%	N/A	4.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		75.9%	63.3%	1.20	60.4%	1.26	76.2%	1.00	73.8%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,338		\$16,906	0.79	\$18,736	0.71	\$15,352	0.87	\$13,414	0.99
Inpatient Net Revenue per Day	\$2,214		\$3,675	0.60	\$4,176	0.53	\$4,244	0.52	\$2,251	0.98
Outpatient Net Revenue per Visit	\$571		\$703	0.81	\$623	0.92	\$803	0.71	\$631	0.91

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$113,823,673	Cash & Cash Equivalents	\$21,238,973	Current Liabilities	\$4,779,597
Less Deductions	\$68,157,750	Net Patient Receivables	\$6,639,121	Long-Term Debt	\$13,508,551
Net Patient Revenue	\$45,665,923	Other Receivables	\$249,409	Other Liabilities	\$527,775
Plus Other Revenue	\$2,010,397			Subtotal	\$18,815,923
Total Revenue	\$47,676,320	Land, Buildings & Equipment (Net)	\$30,923,522	Unrestricted Fund Balance	\$50,000,264
Less Expenses	\$45,278,332	Other Assets	\$9,765,162	Restricted Fund Balance	\$1,633,943
Non-Operating Gains/Losses	\$600,209			Total Liabilities & Fund Balance	\$68,816,187
Net Income	\$2,998,197	Total Assets	\$68,816,187		

133 Door County Medical Center
 323 South 18th Avenue
 Sturgeon Bay, WI 54235
 920-743-5566

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.9%	55.2%	0.72	48.2%	0.83	43.3%	0.92	49.7%	0.80
Obstetrics	17.9%	38.0%	0.47	34.9%	0.03	23.8%	0.75	15.9%	1.13
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.9%	57.4%	0.66	47.8%	0.79	44.0%	0.86	43.9%	0.86
Average Census (Patients)									
Adult Medical-Surgical	6.4	26.0	0.25	22.4	0.29	15.3	0.42	8.0	0.80
Obstetrics	0.9	4.9	0.18	4.2	0.21	2.1	0.42	0.8	1.13
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.5	49.0	0.19	40.5	0.23	27.3	0.35	11.0	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.1	0.71	3.6	0.79	3.4	0.83	2.8	1.02
Obstetrics	2.2	2.6	0.87	2.4	0.92	2.3	0.96	2.2	1.00
Pediatrics	0.0	3.3	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.7	4.5	0.39	3.7	0.47	3.7	0.47	2.1	0.82
Surgical Operations									
Inpatient	247	1,426	0.17	1,109	0.22	657	0.38	307	0.80
Outpatient	2,111	4,581	0.46	5,157	0.41	2,872	0.74	1,757	1.20
Inpatient as % of All Surgeries	10.5%	23.7%	0.44	17.7%	0.59	18.6%	0.56	14.9%	0.70
Outpatient Visits									
Non-Emergency Visits	136,208	144,376	0.94	219,705	0.62	115,084	1.18	124,891	1.09
Emergency Visits	9,422	17,768	0.53	18,012	0.52	13,821	0.68	9,333	1.01
Full-Time Equivalents (FTEs)									
Administrators	29.0	23.0	1.26	16.0	1.81	18.2	1.60	30.0	0.97
Nurses, Licensed	123.1	251.3	0.49	277.3	0.44	150.6	0.82	125.2	0.98
Ancillary Nursing Personnel	10.1	39.7	0.25	36.2	0.28	19.7	0.51	9.7	1.05
All Other Personnel	351.8	509.3	0.69	540.2	0.65	320.3	1.10	341.2	1.03
Total FTEs	514.0	823.3	0.62	869.6	0.59	508.8	1.01	506.0	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	36.1	17.0	2.12	10.4	3.47	18.2	1.98	46.0	0.78
Nurses, Licensed	153.0	185.7	0.82	180.1	0.85	151.1	1.01	191.8	0.80
Ancillary Nursing Personnel	12.6	29.3	0.43	23.5	0.53	19.8	0.63	14.8	0.85
All Other Personnel	437.6	376.3	1.16	350.8	1.25	321.5	1.36	522.6	0.84
Total FTEs	639.2	608.3	1.05	564.7	1.13	510.6	1.25	775.1	0.82

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	6	Bassinets	6
Discharges	1,985	Preferred Provider Organization (PPO)	Yes	Discharges	42	Total Births	132
Inpatient Days	3,460			Inpatient Days	385	Newborn Days	282

133 Door County Medical Center
Sturgeon Bay, WI 54235

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	812	2,333	39.9%	6.4	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	147	327	17.9%	0.9	2.2
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	340	800	54.8%	2.2	2.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	29	0	29.0	Surgical Personnel	3	3	4.4
Physicians & Dentists	24	8	27.4	Radiological Services Personnel	12	12	18.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	10	9.0
Dental Hygienists	0	5	2.2	Occupational Therapists	2	10	8.2
Registered Nurses	42	80	88.6	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	8	16.5
Licensed Practical Nurses	17	15	26.0	Physical Therapy Assistants/Aides	3	5	6.2
Ancillary Nursing Personnel	7	6	10.1	Recreational Therapists	4	1	4.8
Physician Assistants	1	2	1.8	Dietitians & Nutritionists	0	4	2.6
Nurse Practitioners	7	2	8.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	47	28	56.8
Health Info Mgmt-Administrators/Technicians	18	6	22.0	All Other Personnel	81	68	113.4
Pharmacy Personnel	6	4	7.6				
Clinical Laboratory Personnel	18	8	20.2				
				Total	359	296	514.0

133 Door County Medical Center
Sturgeon Bay, WI 54235

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area ⁴		Volume Group ⁵		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$101,107,382	59.0%	46.3%	1.28	47.5%	1.24	51.1%	1.15	58.0%	1.02
Medical Assistance	\$12,018,246	7.0%	13.6%	0.51	11.3%	0.62	11.3%	0.62	9.6%	0.73
Commercial	\$50,521,937	29.5%	35.3%	0.83	37.0%	0.80	33.7%	0.87	27.8%	1.06
All Other	\$7,725,455	4.5%	4.8%	0.94	4.2%	1.06	3.9%	1.17	4.6%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$56,801,875	33.1%	34.9%	0.95	35.6%	0.93	36.8%	0.90	33.3%	0.99
Medical Assistance	\$8,436,128	4.9%	10.4%	0.48	8.9%	0.55	8.5%	0.58	5.3%	0.93
Commercial	\$14,008,818	8.2%	14.7%	0.56	15.3%	0.53	12.8%	0.64	7.0%	1.17
Charity Care	\$2,722,571	1.6%	1.0%	1.65	1.0%	1.66	0.9%	1.78	1.2%	1.38
Bad Debt	\$1,613,761	0.9%	1.1%	0.89	1.1%	0.85	1.4%	0.69	0.9%	1.07
All Other	\$3,419,877	2.0%	2.2%	0.92	2.1%	0.93	2.1%	0.95	1.1%	1.86
Total Deductions	\$87,003,030	50.8%	64.2%	0.79	64.1%	0.79	62.4%	0.81	48.8%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	5.5%	0.62	3.5%	0.99	3.4%	1.01	2.8%	1.24
Net Gains/Losses as % of Net Income		78.1%	13.2%	5.93	N/A	N/A	4.5%	17.28	112.7%	0.69
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,908,349	63.8%	44.0%	1.45	47.1%	1.35	46.0%	1.39	65.5%	0.97
Supplies & Services	\$26,289,904	30.5%	49.2%	0.62	45.7%	0.67	46.6%	0.65	28.8%	1.06
Capital Component	\$4,910,063	5.7%	6.8%	0.84	7.2%	0.79	7.4%	0.77	5.7%	1.00
Fiscal Statistics										
Operating Margin (%)		1.4%	9.1%	0.16	10.6%	0.14	8.2%	0.18	-0.3%	N/A
Total Hospital Net Income (%)		6.2%	10.3%	0.61	10.5%	0.59	8.6%	0.73	2.5%	2.54
Return on Equity (%)		5.5%	6.0%	0.92	7.1%	0.78	5.8%	0.96	1.9%	2.87
Current Ratio		3.0	4.7	0.64	4.5	0.67	4.4	0.69	3.8	0.79
Days in Net Patient Accounts Receivable		56.5	64.0	0.88	51.1	1.11	49.0	1.15	56.2	1.01
Average Payment Period		33.5	56.5	0.59	60.2	0.56	41.1	0.82	36.1	0.93
Equity Financing (%)		83.7%	69.2%	1.21	74.2%	1.13	81.8%	1.02	83.1%	1.01
Long-Term Debt to Equity Ratio		0.1	0.3	0.42	0.2	0.60	0.1	1.08	0.1	0.93
Times Interest Earned		18.5	13.4	1.38	13.3	1.39	14.1	1.31	8.6	2.14
Total Asset Turnover		0.8	0.6	1.46	0.7	1.25	0.7	1.26	0.8	1.11
Average Age of Plant (Years)		13.8	12.6	1.10	10.6	1.30	9.6	1.44	15.8	0.87
Increase (Decrease) Total Net Patient Revenue		6.0%	7.3%	0.82	6.6%	0.91	2.8%	2.16	-0.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		85.5%	63.3%	1.35	72.4%	1.18	71.9%	1.19	81.6%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,000		\$16,906	0.35	\$13,311	0.45	\$12,065	0.50	\$8,249	0.73
Inpatient Net Revenue per Day	\$2,615		\$3,675	0.71	\$3,405	0.77	\$3,161	0.83	\$3,327	0.79
Outpatient Net Revenue per Visit	\$507		\$703	0.72	\$549	0.92	\$614	0.83	\$485	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$171,373,020	Cash & Cash Equivalents	\$5,575,009	Current Liabilities	\$7,564,486
Less Deductions	\$87,003,030	Net Patient Receivables	\$13,057,764	Long-Term Debt	\$9,300,638
Net Patient Revenue	\$84,369,990	Other Receivables	\$728,600	Other Liabilities	\$75,358
Plus Other Revenue	\$2,996,184			Subtotal	\$16,940,482
Total Revenue	\$87,366,174	Land, Buildings & Equipment (Net)	\$30,670,940	Unrestricted Fund Balance	\$87,082,327
Less Expenses	\$86,108,316	Other Assets	\$53,990,496	Restricted Fund Balance	\$361,765
Non-Operating Gains/Losses	\$4,481,469			Total Liabilities & Fund Balance	\$104,022,809
Net Income	\$5,739,327	Total Assets	\$104,022,809		

314 Aurora Medical Center in Summit
 36500 Aurora Drive
 Summit, WI 53066
 262-560-6151

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	60.9%	55.2%	1.10	58.8%	1.03	43.3%	1.41	57.9%	1.05
Obstetrics	28.2%	38.0%	0.74	30.5%	0.11	23.8%	1.18	28.1%	1.00
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	52.5%	57.4%	0.91	54.8%	0.96	44.0%	1.19	48.6%	1.08
Average Census (Patients)									
Adult Medical-Surgical	30.4	26.0	1.17	31.7	0.96	15.3	1.99	28.9	1.05
Obstetrics	3.4	4.9	0.68	5.2	0.65	2.1	1.60	3.4	1.00
Pediatrics	0.0	1.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	47.8	49.0	0.98	61.6	0.78	27.3	1.75	44.2	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.1	0.79	3.7	0.87	3.4	0.94	3.3	0.99
Obstetrics	2.3	2.6	0.91	2.3	1.00	2.3	1.00	2.3	1.03
Pediatrics	0.0	3.3	N/A	2.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.5	0.82	4.0	0.92	3.7	1.00	3.6	1.02
Surgical Operations									
Inpatient	1,423	1,426	1.00	1,468	0.97	657	2.17	1,382	1.03
Outpatient	4,410	4,581	0.96	4,147	1.06	2,872	1.54	4,321	1.02
Inpatient as % of All Surgeries	24.4%	23.7%	1.03	26.1%	0.93	18.6%	1.31	24.2%	1.01
Outpatient Visits									
Non-Emergency Visits	95,723	144,376	0.66	165,725	0.58	115,084	0.83	90,085	1.06
Emergency Visits	15,951	17,768	0.90	24,778	0.64	13,821	1.15	15,077	1.06
Full-Time Equivalents (FTEs)									
Administrators	14.0	23.0	0.61	24.0	0.58	18.2	0.77	13.0	1.08
Nurses, Licensed	292.9	251.3	1.17	290.2	1.01	150.6	1.95	267.0	1.10
Ancillary Nursing Personnel	43.4	39.7	1.09	45.9	0.95	19.7	2.20	44.6	0.97
All Other Personnel	729.7	509.3	1.43	567.1	1.29	320.3	2.28	654.8	1.11
Total FTEs	1,080.0	823.3	1.31	927.1	1.16	508.8	2.12	979.4	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.1	17.0	0.60	13.1	0.77	18.2	0.56	10.2	0.99
Nurses, Licensed	211.6	185.7	1.14	158.4	1.34	151.1	1.40	209.5	1.01
Ancillary Nursing Personnel	31.4	29.3	1.07	25.0	1.25	19.8	1.58	35.0	0.90
All Other Personnel	527.2	376.3	1.40	309.5	1.70	321.5	1.64	513.9	1.03
Total FTEs	780.3	608.3	1.28	506.1	1.54	510.6	1.53	768.6	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	91	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	4,734	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	440
Inpatient Days	17,438			Inpatient Days	0	Newborn Days	897

314 Aurora Medical Center in Summit
Summit, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	50	3,438	11,111	60.9%	30.4	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	8	120	1,137	38.9%	3.1	9.5
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	533	1,235	28.2%	3.4	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	387	2,888	56.5%	7.9	7.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	77	1,067	41.8%	2.9	13.9
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	14	0	14.0	Surgical Personnel	7	7	9.8
Physicians & Dentists	73	32	85.1	Radiological Services Personnel	34	28	51.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	8	13.2
Dental Hygienists	0	0	0.0	Occupational Therapists	7	5	9.6
Registered Nurses	177	126	253.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	17	16	24.6
Licensed Practical Nurses	15	10	21.4	Physical Therapy Assistants/Aides	1	1	1.7
Ancillary Nursing Personnel	20	51	43.4	Recreational Therapists	0	0	0.0
Physician Assistants	11	3	12.9	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	14	5	16.0	Psychologists	5	0	5.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	2	5.9
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	93	49	122.6
Health Info Mgmt-Administrators/Technicians	34	9	40.9	All Other Personnel	193	73	235.5
Pharmacy Personnel	18	6	20.9				
Clinical Laboratory Personnel	22	11	29.9				
				Total	819	461	1,080.0

314 Aurora Medical Center in Summit
Summit, WI 53066

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$217,804,096	47.5%	46.3%	1.03	50.9%	0.93	51.1%	0.93	44.4%	1.07
Medical Assistance	\$32,313,997	7.0%	13.6%	0.52	10.1%	0.70	11.3%	0.62	7.8%	0.90
Commercial	\$192,906,909	42.0%	35.3%	1.19	36.0%	1.17	33.7%	1.25	44.9%	0.94
All Other	\$15,761,202	3.4%	4.8%	0.72	3.0%	1.16	3.9%	0.89	2.9%	1.17
Deductions as % of Total Gross Patient Revenue										
Medicare	\$172,742,502	37.7%	34.9%	1.08	40.8%	0.92	36.8%	1.02	34.7%	1.08
Medical Assistance	\$25,871,636	5.6%	10.4%	0.54	8.0%	0.71	8.5%	0.66	6.1%	0.92
Commercial	\$79,469,566	17.3%	14.7%	1.18	15.9%	1.09	12.8%	1.36	18.3%	0.94
Charity Care	\$4,095,691	0.9%	1.0%	0.93	1.1%	0.82	0.9%	1.00	0.7%	1.21
Bad Debt	\$4,311,264	0.9%	1.1%	0.88	1.1%	0.88	1.4%	0.69	1.1%	0.83
All Other	\$8,210,963	1.8%	2.2%	0.83	1.4%	1.29	2.1%	0.85	1.6%	1.09
Total Deductions	\$294,701,621	64.2%	64.2%	1.00	68.2%	0.94	62.4%	1.03	62.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.11		4.9%	0.13	3.4%	0.18	0.6%	0.95
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A		N/A	N/A	4.5%	N/A	1.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$52,150,220	41.2%	44.0%	0.94	39.6%	1.04	46.0%	0.90	40.5%	1.02
Supplies & Services	\$57,796,182	45.6%	49.2%	0.93	51.8%	0.88	46.6%	0.98	47.1%	0.97
Capital Component	\$16,768,591	13.2%	6.8%	1.94	8.7%	1.52	7.4%	1.78	12.4%	1.07
Fiscal Statistics										
Operating Margin (%)	23.2%	9.1%	2.56		14.3%	1.63	8.2%	2.83	19.0%	1.23
Total Hospital Net Income (%)	23.2%	10.3%	2.25		12.8%	1.82	8.6%	2.71	19.1%	1.21
Return on Equity (%)	9.5%	6.0%	1.59		8.8%	1.09	5.8%	1.65	7.8%	1.21
Current Ratio	10.1	4.7	2.15		9.4	1.08	4.4	2.31	6.5	1.57
Days in Net Patient Accounts Receivable	54.4	64.0	0.85		48.9	1.11	49.0	1.11	55.9	0.97
Average Payment Period	31.2	56.5	0.55		33.2	0.94	41.1	0.76	25.9	1.20
Equity Financing (%)	97.6%	69.2%	1.41		82.0%	1.19	81.8%	1.19	97.9%	1.00
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	20.8	13.4	1.55		13.0	1.61	14.1	1.48	0.0	N/A
Total Asset Turnover	0.4	0.6	0.71		0.7	0.59	0.7	0.61	0.4	1.00
Average Age of Plant (Years)	7.3	12.6	0.58		9.5	0.77	9.6	0.76	6.3	1.15
Increase (Decrease) Total Net Patient Revenue	11.3%	7.3%	1.55		4.1%	2.76	2.8%	4.08	5.2%	2.15
Outpatient Gross Revenue (% of Total GPR)	64.0%	63.3%	1.01		64.9%	0.99	71.9%	0.89	63.6%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,781	\$16,906	0.82		\$13,299	1.04	\$12,065	1.14	\$13,293	1.04
Inpatient Net Revenue per Day	\$3,584	\$3,675	0.98		\$3,202	1.12	\$3,161	1.13	\$3,498	1.02
Outpatient Net Revenue per Visit	\$924	\$703	1.31		\$685	1.35	\$614	1.50	\$882	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$458,786,204	Cash & Cash Equivalents	\$67,441,091	Current Liabilities	\$9,600,673
Less Deductions	\$294,701,621	Net Patient Receivables	\$24,453,621	Long-Term Debt	\$0
Net Patient Revenue	\$164,084,583	Other Receivables	\$451,578	Other Liabilities	\$5,146
Plus Other Revenue	\$1,011,659			Subtotal	\$9,605,819
Total Revenue	\$165,096,242	Land, Buildings & Equipment (Net)	\$304,528,923	Unrestricted Fund Balance	\$393,257,950
Less Expenses	\$126,714,993	Other Assets	\$5,988,554	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$40,005			Total Liabilities & Fund Balance	\$402,863,769
Net Income	\$38,341,244	Total Assets	\$402,863,767		

134 St Mary's Hospital of Superior
 3500 Tower Avenue
 Superior, WI 54880
 715-392-8281

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Douglas
 Analysis Area: Western Lake Superior (7)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	18.7%	55.2%	0.34	22.3%	0.84	43.3%	0.43	13.0%	1.44
Obstetrics	0.0%	38.0%	N/A	25.3%	N/A	23.8%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	18.7%	57.4%	0.33	24.4%	0.77	44.0%	0.43	13.0%	1.44
Average Census (Patients)									
Adult Medical-Surgical	4.7	26.0	0.18	4.2	1.12	15.3	0.31	3.2	1.44
Obstetrics	0.0	4.9	N/A	1.1	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.7	49.0	0.10	5.7	0.82	27.3	0.17	3.2	1.44
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.1	0.73	2.7	1.09	3.4	0.86	2.7	1.09
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.5	0.66	3.2	0.94	3.7	0.81	2.7	1.09
Surgical Operations									
Inpatient	1	1,426	0.00	137	0.01	657	0.00	1	1.00
Outpatient	1,672	4,581	0.36	759	2.20	2,872	0.58	1,600	1.05
Inpatient as % of All Surgeries	0.1%	23.7%	0.00	15.3%	0.00	18.6%	0.00	0.1%	0.96
Outpatient Visits									
Non-Emergency Visits	42,355	144,376	0.29	20,365	2.08	115,084	0.37	41,234	1.03
Emergency Visits	13,316	17,768	0.75	6,830	1.95	13,821	0.96	13,668	0.97
Full-Time Equivalents (FTEs)									
Administrators	1.0	23.0	0.04	3.7	0.27	18.2	0.06	4.7	0.21
Nurses, Licensed	141.8	251.3	0.56	69.4	2.04	150.6	0.94	104.0	1.36
Ancillary Nursing Personnel	10.0	39.7	0.25	8.5	1.18	19.7	0.50	9.5	1.05
All Other Personnel	237.8	509.3	0.47	147.1	1.62	320.3	0.74	192.3	1.24
Total FTEs	390.6	823.3	0.47	228.6	1.71	508.8	0.77	310.5	1.26
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.1	17.0	0.06	10.1	0.11	18.2	0.06	7.2	0.15
Nurses, Licensed	155.8	185.7	0.84	187.9	0.83	151.1	1.03	160.2	0.97
Ancillary Nursing Personnel	10.9	29.3	0.37	22.9	0.48	19.8	0.55	14.6	0.75
All Other Personnel	261.2	376.3	0.69	398.4	0.66	321.5	0.81	296.3	0.88
Total FTEs	428.9	608.3	0.71	619.3	0.69	510.6	0.84	478.4	0.90

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 577
 Inpatient Days 1,708

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 7
 Discharges 54
 Inpatient Days 777

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

134 St Mary's Hospital of Superior
Superior, WI 54880

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	577	1,708	18.7%	4.7	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	2	2	3.2
Physicians & Dentists	21	23	37.7	Radiological Services Personnel	6	17	16.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	1.9
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	2.4
Registered Nurses	11	84	72.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	8	10.4
Licensed Practical Nurses	21	40	52.6	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	13	10.0	Recreational Therapists	0	0	0.0
Physician Assistants	8	2	9.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	9	11	16.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	27	15	38.6
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	46	47	79.9
Pharmacy Personnel	14	6	17.7				
Clinical Laboratory Personnel	8	11	16.5				
				Total	183	288	390.6

134 St Mary's Hospital of Superior
Superior, WI 54880

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$65,378,165	46.4%	46.3%	1.00	49.8%	0.93	51.1%	0.91	46.3%	1.00
Medical Assistance	\$24,227,712	17.2%	13.6%	1.26	17.6%	0.98	11.3%	1.52	17.1%	1.01
Commercial	\$46,810,860	33.2%	35.3%	0.94	27.8%	1.19	33.7%	0.98	33.4%	0.99
All Other	\$4,566,684	3.2%	4.8%	0.68	4.7%	0.68	3.9%	0.84	3.2%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$34,909,516	24.8%	34.9%	0.71	26.0%	0.95	36.8%	0.67	27.7%	0.89
Medical Assistance	\$18,305,952	13.0%	10.4%	1.25	11.5%	1.13	8.5%	1.53	11.8%	1.10
Commercial	\$13,314,846	9.4%	14.7%	0.64	5.1%	1.86	12.8%	0.74	8.0%	1.18
Charity Care	\$3,256,853	2.3%	1.0%	2.39	1.1%	2.11	0.9%	2.59	2.3%	1.00
Bad Debt	\$2,862,465	2.0%	1.1%	1.91	2.1%	0.97	1.4%	1.50	1.2%	1.66
All Other	\$762,068	0.5%	2.2%	0.25	2.2%	0.25	2.1%	0.26	0.9%	0.60
Total Deductions	\$73,411,700	52.1%	64.2%	0.81	47.9%	1.09	62.4%	0.83	51.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	5.5%	0.53	1.7%	1.75	3.4%	0.86	2.0%	1.46
Net Gains/Losses as % of Net Income		17.8%	13.2%	1.35	14.8%	1.20	4.5%	3.93	40.9%	0.43
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,969,490	61.1%	44.0%	1.39	52.4%	1.17	46.0%	1.33	62.4%	0.98
Supplies & Services	\$20,883,937	34.5%	49.2%	0.70	40.0%	0.86	46.6%	0.74	33.1%	1.04
Capital Component	\$2,613,667	4.3%	6.8%	0.64	7.5%	0.57	7.4%	0.58	4.5%	0.96
Fiscal Statistics										
Operating Margin (%)		13.1%	9.1%	1.45	8.1%	1.62	8.2%	1.60	8.6%	1.52
Total Hospital Net Income (%)		15.5%	10.3%	1.51	9.4%	1.65	8.6%	1.81	13.8%	1.13
Return on Equity (%)		10.0%	6.0%	1.67	6.6%	1.53	5.8%	1.74	9.1%	1.10
Current Ratio		14.2	4.7	3.02	5.7	2.48	4.4	3.24	12.9	1.10
Days in Net Patient Accounts Receivable		41.8	64.0	0.65	51.1	0.82	49.0	0.85	51.7	0.81
Average Payment Period		17.3	56.5	0.31	44.6	0.39	41.1	0.42	18.2	0.95
Equity Financing (%)		97.1%	69.2%	1.40	81.9%	1.19	81.8%	1.19	96.9%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.00	0.1	0.00	0.0	N/A
Times Interest Earned		3,510.4	13.4	261.22	17.2	204.43	14.1	248.42	40,340.4	0.09
Total Asset Turnover		0.6	0.6	1.10	0.7	0.91	0.7	0.94	0.6	1.01
Average Age of Plant (Years)		10.6	12.6	0.84	9.0	1.18	9.6	1.10	10.7	0.99
Increase (Decrease) Total Net Patient Revenue		10.7%	7.3%	1.47	12.3%	0.87	2.8%	3.86	19.4%	0.55
Outpatient Gross Revenue (% of Total GPR)		94.8%	63.3%	1.50	84.3%	1.13	71.9%	1.32	94.7%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,133	\$16,906	0.66	\$12,554	0.89	\$12,065	0.92	\$12,602	0.88	
Inpatient Net Revenue per Day	\$2,655	\$3,675	0.72	\$3,387	0.78	\$3,161	0.84	\$2,412	1.10	
Outpatient Net Revenue per Visit	\$1,137	\$703	1.62	\$1,287	0.88	\$614	1.85	\$1,015	1.12	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$140,983,421	Cash & Cash Equivalents	\$29,997,242	Current Liabilities	\$2,774,501
Less Deductions	\$73,411,700	Net Patient Receivables	\$7,729,580	Long-Term Debt	\$40,829
Net Patient Revenue	\$67,571,721	Other Receivables	\$1,249,439	Other Liabilities	\$364,708
Plus Other Revenue	\$2,041,469			Subtotal	\$3,180,038
Total Revenue	\$69,613,190	Land, Buildings & Equipment (Net)	\$20,954,024	Unrestricted Fund Balance	\$107,512,732
Less Expenses	\$60,467,094	Other Assets	\$50,762,485	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,975,263			Total Liabilities & Fund Balance	\$110,692,770
Net Income	\$11,121,359	Total Assets	\$110,692,770		

135 Tomah Health
 321 Butts Avenue
 Tomah, WI 54660
 608-372-2181

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Monroe
 Analysis Area: Southwestern (5B)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.2%	55.2%	0.71	45.6%	0.86	35.3%	1.11	45.9%	0.85
Obstetrics	31.2%	38.0%	0.82	53.1%	0.03	22.7%	1.38	31.0%	1.01
Pediatrics	0.0%	51.3%	N/A	31.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.2%	57.4%	0.65	50.4%	0.74	35.5%	1.05	42.2%	0.88
Average Census (Patients)									
Adult Medical-Surgical	5.9	26.0	0.23	16.7	0.35	6.5	0.91	6.9	0.85
Obstetrics	1.6	4.9	0.32	3.6	0.43	0.9	1.75	1.6	1.01
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.4	49.0	0.15	27.5	0.27	8.7	0.86	8.4	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.1	0.78	4.0	0.78	3.0	1.07	3.6	0.87
Obstetrics	2.3	2.6	0.89	2.5	0.90	2.2	1.05	2.2	1.05
Pediatrics	0.0	3.3	N/A	2.8	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.9	4.5	0.65	4.7	0.63	3.2	0.92	3.2	0.90
Surgical Operations									
Inpatient	146	1,426	0.10	857	0.17	302	0.48	125	1.17
Outpatient	1,015	4,581	0.22	2,753	0.37	1,419	0.72	840	1.21
Inpatient as % of All Surgeries	12.6%	23.7%	0.53	23.7%	0.53	17.6%	0.72	13.0%	0.97
Outpatient Visits									
Non-Emergency Visits	24,787	144,376	0.17	121,727	0.20	63,228	0.39	25,408	0.98
Emergency Visits	17,799	17,768	1.00	13,192	1.35	8,308	2.14	17,652	1.01
Full-Time Equivalents (FTEs)									
Administrators	0.0	23.0	N/A	14.1	N/A	11.1	N/A	0.0	N/A
Nurses, Licensed	124.8	251.3	0.50	157.2	0.79	78.4	1.59	149.1	0.84
Ancillary Nursing Personnel	21.8	39.7	0.55	21.0	1.04	13.7	1.60	24.1	0.90
All Other Personnel	254.4	509.3	0.50	425.8	0.60	191.7	1.33	253.9	1.00
Total FTEs	401.1	823.3	0.49	618.1	0.65	294.9	1.36	427.1	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	17.0	N/A	12.2	N/A	28.7	N/A	0.0	N/A
Nurses, Licensed	322.8	185.7	1.74	135.8	2.38	202.2	1.60	349.2	0.92
Ancillary Nursing Personnel	56.4	29.3	1.92	18.1	3.11	35.2	1.60	56.5	1.00
All Other Personnel	658.0	376.3	1.75	367.9	1.79	494.1	1.33	594.7	1.11
Total FTEs	1,037.2	608.3	1.71	533.9	1.94	760.1	1.36	1,000.4	1.04

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	20	Health Maintenance Organization (HMO)	Yes	Average Beds Used	5	Bassinets	5
Discharges	931	Preferred Provider Organization (PPO)	Yes	Discharges	27	Total Births	254
Inpatient Days	2,714			Inpatient Days	229	Newborn Days	468

135 Tomah Health
Tomah, WI 54660

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	15	677	2,144	39.2%	5.9	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	251	570	31.2%	1.6	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	5	1	5.2
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	1	14	15.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	0	5.0
Dental Hygienists	0	0	0.0	Occupational Therapists	6	0	6.0
Registered Nurses	48	53	102.3	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	3	12.7
Licensed Practical Nurses	3	4	9.7	Physical Therapy Assistants/Aides	1	1	2.3
Ancillary Nursing Personnel	10	23	21.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	6	7	10.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	3	2	4.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	22	9	33.7
Health Info Mgmt-Administrators/Technicians	6	1	6.9	All Other Personnel	85	36	130.6
Pharmacy Personnel	5	2	5.8				
Clinical Laboratory Personnel	10	3	15.0				
				Total	231	164	401.1

135 Tomah Health

Tomah, WI 54660

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$40,875,562	38.1%	46.3%	0.82	45.4%	0.84	45.9%	0.83	41.8%	0.91
Medical Assistance	\$15,389,603	14.3%	13.6%	1.05	9.5%	1.51	12.4%	1.15	14.7%	0.97
Commercial	\$38,813,445	36.2%	35.3%	1.02	37.9%	0.95	36.6%	0.99	32.6%	1.11
All Other	\$12,192,546	11.4%	4.8%	2.38	7.2%	1.58	5.1%	2.24	10.9%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$22,272,127	20.8%	34.9%	0.59	32.9%	0.63	28.9%	0.72	24.1%	0.86
Medical Assistance	\$9,194,808	8.6%	10.4%	0.83	7.4%	1.15	8.3%	1.03	9.4%	0.91
Commercial	\$8,120,708	7.6%	14.7%	0.52	15.7%	0.48	13.0%	0.58	7.3%	1.04
Charity Care	\$786,943	0.7%	1.0%	0.76	0.8%	0.86	1.1%	0.68	0.7%	1.06
Bad Debt	\$3,293,086	3.1%	1.1%	2.89	1.0%	3.14	1.9%	1.60	3.3%	0.94
All Other	\$5,921,769	5.5%	2.2%	2.55	4.8%	1.15	2.5%	2.25	3.5%	1.58
Total Deductions	\$49,589,441	46.2%	64.2%	0.72	62.7%	0.74	55.7%	0.83	48.2%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.5%		5.5%	0.09	20.1%	0.02	6.0%	0.08	0.3%	1.73
Net Gains/Losses as % of Net Income	119.7%		13.2%	9.08	47.1%	2.54	15.2%	7.87	61.8%	1.94
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$30,665,883	52.5%	44.0%	1.19	56.2%	0.94	51.6%	1.02	51.9%	1.01
Supplies & Services	\$22,960,950	39.3%	49.2%	0.80	38.9%	1.01	40.7%	0.97	39.3%	1.00
Capital Component	\$4,734,204	8.1%	6.8%	1.19	4.9%	1.65	7.7%	1.05	8.8%	0.92
Fiscal Statistics										
Operating Margin (%)		-0.7%	9.1%	N/A	6.1%	N/A	7.0%	N/A	1.5%	N/A
Total Hospital Net Income (%)		3.4%	10.3%	0.32	10.9%	0.31	8.2%	0.41	3.8%	0.89
Return on Equity (%)		1.8%	6.0%	0.30	8.9%	0.20	2.2%	0.83	2.0%	0.92
Current Ratio		2.6	4.7	0.56	25.9	0.10	3.1	0.85	2.1	1.25
Days in Net Patient Accounts Receivable		56.6	64.0	0.88	63.0	0.90	140.0	0.40	60.3	0.94
Average Payment Period		41.9	56.5	0.74	13.4	3.12	146.6	0.29	79.0	0.53
Equity Financing (%)		54.4%	69.2%	0.79	87.1%	0.62	56.4%	0.96	54.2%	1.00
Long-Term Debt to Equity Ratio		0.7	0.3	2.87	0.1	12.25	0.6	1.28	0.7	1.12
Times Interest Earned		11.6	13.4	0.87	31.0	0.38	9.0	1.29	11.6	1.00
Total Asset Turnover		0.5	0.6	0.90	0.8	0.66	0.3	1.98	0.5	1.01
Average Age of Plant (Years)		8.1	12.6	0.65	9.2	0.88	23.9	0.34	7.1	1.14
Increase (Decrease) Total Net Patient Revenue		3.9%	7.3%	0.54	3.8%	1.02	7.2%	0.54	8.9%	0.44
Outpatient Gross Revenue (% of Total GPR)		81.0%	63.3%	1.28	79.1%	1.02	77.9%	1.04	80.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,329		\$16,906	0.79	\$15,344	0.87	\$13,622	0.98	\$13,594	0.98
Inpatient Net Revenue per Day	\$4,387		\$3,675	1.19	\$3,493	1.26	\$4,079	1.08	\$3,966	1.11
Outpatient Net Revenue per Visit	\$1,132		\$703	1.61	\$855	1.32	\$592	1.91	\$1,053	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$107,271,156	Cash & Cash Equivalents	\$2,429,990	Current Liabilities	\$6,249,540
Less Deductions	\$49,589,441	Net Patient Receivables	\$8,938,405	Long-Term Debt	\$45,189,606
Net Patient Revenue	\$57,681,715	Other Receivables	\$285,000	Other Liabilities	\$0
Plus Other Revenue	\$281,309			Subtotal	\$51,439,146
Total Revenue	\$57,963,024	Land, Buildings & Equipment (Net)	\$71,145,571	Unrestricted Fund Balance	\$61,339,767
Less Expenses	\$58,361,037	Other Assets	\$29,979,947	Restricted Fund Balance	\$2,134,073
Non-Operating Gains/Losses	\$2,422,043			Total Liabilities & Fund Balance	\$112,778,913
Net Income	\$2,024,030	Total Assets	\$112,778,913		

136 Ascension Sacred Heart Hospital
 401 West Mohawk Drive
 Tomahawk, WI 54487
 715-453-7700

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Lincoln
 Analysis Area: North Central (6)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	23.4%	55.2%	0.42	59.6%	0.39	11.3%	2.07	25.1%	0.93
Obstetrics	0.0%	38.0%	N/A	37.4%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	23.4%	57.4%	0.41	63.9%	0.37	16.5%	1.42	25.1%	0.93
Average Census (Patients)									
Adult Medical-Surgical	1.9	26.0	0.07	21.4	0.09	1.8	1.06	2.0	0.93
Obstetrics	0.0	4.9	N/A	3.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.8	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.9	49.0	0.04	39.1	0.05	2.7	0.70	2.0	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.1	0.72	3.8	0.76	2.9	1.00	3.0	0.98
Obstetrics	0.0	2.6	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.9	N/A	3.0	N/A	0.0	N/A
Total Hospital	2.9	4.5	0.65	4.2	0.70	4.2	0.70	3.1	0.95
Surgical Operations									
Inpatient	0	1,426	N/A	1,304	N/A	127	N/A	0	N/A
Outpatient	0	4,581	N/A	3,131	N/A	1,225	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	29.4%	N/A	9.4%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	20,529	144,376	0.14	109,429	0.19	22,925	0.90	17,946	1.14
Emergency Visits	4,213	17,768	0.24	12,684	0.33	2,741	1.54	4,434	0.95
Full-Time Equivalents (FTEs)									
Administrators	1.0	23.0	0.04	33.8	0.03	3.1	0.32	1.0	1.00
Nurses, Licensed	13.5	251.3	0.05	182.8	0.07	36.6	0.37	14.9	0.90
Ancillary Nursing Personnel	0.0	39.7	N/A	28.6	N/A	7.5	N/A	4.7	0.00
All Other Personnel	28.3	509.3	0.06	375.9	0.08	77.2	0.37	27.2	1.04
Total FTEs	42.8	823.3	0.05	621.2	0.07	124.4	0.34	47.9	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.7	17.0	0.33	29.6	0.19	23.8	0.24	5.3	1.07
Nurses, Licensed	76.3	185.7	0.41	160.0	0.48	281.2	0.27	79.3	0.96
Ancillary Nursing Personnel	0.0	29.3	N/A	25.1	N/A	57.4	N/A	25.1	0.00
All Other Personnel	160.6	376.3	0.43	329.2	0.49	592.9	0.27	144.7	1.11
Total FTEs	242.6	608.3	0.40	543.8	0.45	955.3	0.25	254.5	0.95

Total Hospital:
 Beds Set Up & Staffed 8
 Discharges 234
 Inpatient Days 684

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 4
 Inpatient Days 14

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

136 Ascension Sacred Heart Hospital
Tomahawk, WI 54487

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	234	684	23.4%	1.9	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	1	4.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	10	7	13.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	11	12.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	5	2	6.5				
				Total	34	21	42.8

136 Ascension Sacred Heart Hospital

Tomahawk, WI 54487

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$14,893,259	52.7%	46.3%	1.14	50.7%	1.04	45.9%	1.15	54.3%	0.97
Medical Assistance	\$3,482,647	12.3%	13.6%	0.90	13.1%	0.94	11.5%	1.07	11.1%	1.11
Commercial	\$7,689,593	27.2%	35.3%	0.77	32.1%	0.85	39.4%	0.69	28.0%	0.97
All Other	\$2,220,598	7.9%	4.8%	1.64	4.1%	1.91	3.3%	2.40	6.6%	1.19
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,057,072	24.9%	34.9%	0.71	36.8%	0.68	23.7%	1.05	23.6%	1.06
Medical Assistance	\$2,450,383	8.7%	10.4%	0.84	10.1%	0.86	7.7%	1.12	8.1%	1.07
Commercial	\$1,545,392	5.5%	14.7%	0.37	8.8%	0.62	10.4%	0.52	5.3%	1.04
Charity Care	\$466,533	1.6%	1.0%	1.71	0.8%	2.15	0.8%	2.05	2.1%	0.79
Bad Debt	\$695,792	2.5%	1.1%	2.32	1.0%	2.58	1.5%	1.68	2.5%	0.98
All Other	\$1,143,989	4.0%	2.2%	1.87	2.0%	1.99	1.4%	2.90	3.3%	1.24
Total Deductions	\$13,359,161	47.2%	64.2%	0.74	59.3%	0.80	45.5%	1.04	44.8%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.3%	5.5%	0.95	3.1%	1.68	3.1%	1.68	4.4%	1.21
Net Gains/Losses as % of Net Income		N/A	13.2%	N/A	18.4%	N/A	1.4%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$4,407,796	36.6%	44.0%	0.83	42.1%	0.87	51.0%	0.72	53.8%	0.68
Supplies & Services	\$7,034,541	58.4%	49.2%	1.19	52.0%	1.12	41.5%	1.41	42.3%	1.38
Capital Component	\$603,379	5.0%	6.8%	0.74	5.9%	0.84	7.5%	0.67	3.9%	1.30
Fiscal Statistics										
Operating Margin (%)		23.6%	9.1%	2.60	5.2%	4.53	9.5%	2.47	16.5%	1.43
Total Hospital Net Income (%)		23.6%	10.3%	2.28	6.3%	3.74	9.7%	2.44	16.2%	1.45
Return on Equity (%)		41.2%	6.0%	6.87	3.2%	12.96	13.7%	3.02	29.1%	1.42
Current Ratio		4.7	4.7	1.00	2.6	1.78	3.6	1.31	6.3	0.75
Days in Net Patient Accounts Receivable		61.6	64.0	0.96	77.6	0.79	55.7	1.10	60.8	1.01
Average Payment Period		27.2	56.5	0.48	74.6	0.37	35.7	0.76	18.2	1.50
Equity Financing (%)		77.5%	69.2%	1.12	55.8%	1.39	50.2%	1.54	80.0%	0.97
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.5	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	15.9	N/A	10.9	N/A	0.0	N/A
Total Asset Turnover		1.7	0.6	3.05	0.5	3.51	1.4	1.24	1.8	0.97
Average Age of Plant (Years)		5.7	12.6	0.45	13.7	0.41	9.3	0.61	4.8	1.18
Increase (Decrease) Total Net Patient Revenue		2.9%	7.3%	0.40	25.3%	0.12	1.0%	2.99	-4.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		89.4%	63.3%	1.41	65.8%	1.36	79.1%	1.13	90.3%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,264		\$16,906	0.55	\$14,935	0.62	\$20,479	0.45	\$7,462	1.24
Inpatient Net Revenue per Day	\$3,154		\$3,675	0.86	\$3,551	0.89	\$3,042	1.04	\$2,494	1.26
Outpatient Net Revenue per Visit	\$542		\$703	0.77	\$810	0.67	\$730	0.74	\$709	0.77

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$28,286,099	Cash & Cash Equivalents	\$850	Current Liabilities	\$856,822
Less Deductions	\$13,359,161	Net Patient Receivables	\$2,517,885	Long-Term Debt	\$0
Net Patient Revenue	\$14,926,938	Other Receivables	\$180,293	Other Liabilities	\$1,173,944
Plus Other Revenue	\$832,965			Subtotal	\$2,030,766
Total Revenue	\$15,759,903	Land, Buildings & Equipment (Net)	\$4,969,553	Unrestricted Fund Balance	\$6,985,266
Less Expenses	\$12,045,717	Other Assets	\$1,347,451	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,000			Total Liabilities & Fund Balance	\$9,016,032
Net Income	\$3,713,186	Total Assets	\$9,016,032		

137 Aurora Medical Center of Manitowoc County
 5000 Memorial Drive
 Two Rivers, WI 54241
 920-794-5000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	17.1%	55.2%	0.31	48.2%	0.35	43.3%	0.39	18.2%	0.94
Obstetrics	36.5%	38.0%	0.96	34.9%	0.06	23.8%	1.53	35.3%	1.04
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.0%	57.4%	0.44	47.8%	0.52	44.0%	0.57	25.2%	0.99
Average Census (Patients)									
Adult Medical-Surgical	6.5	26.0	0.25	22.4	0.29	15.3	0.42	6.9	0.94
Obstetrics	2.2	4.9	0.44	4.2	0.52	2.1	1.03	2.1	1.04
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	15.5	49.0	0.32	40.5	0.38	27.3	0.57	15.6	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.1	0.69	3.6	0.77	3.4	0.81	2.9	0.97
Obstetrics	1.9	2.6	0.76	2.4	0.80	2.3	0.83	1.9	1.03
Pediatrics	0.0	3.3	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.5	4.5	0.56	3.7	0.68	3.7	0.69	2.5	1.00
Surgical Operations									
Inpatient	579	1,426	0.41	1,109	0.52	657	0.88	593	0.98
Outpatient	2,794	4,581	0.61	5,157	0.54	2,872	0.97	2,973	0.94
Inpatient as % of All Surgeries	17.2%	23.7%	0.72	17.7%	0.97	18.6%	0.92	16.6%	1.03
Outpatient Visits									
Non-Emergency Visits	78,383	144,376	0.54	219,705	0.36	115,084	0.68	76,437	1.03
Emergency Visits	13,816	17,768	0.78	18,012	0.77	13,821	1.00	13,147	1.05
Full-Time Equivalents (FTEs)									
Administrators	10.0	23.0	0.43	16.0	0.63	18.2	0.55	9.0	1.11
Nurses, Licensed	104.9	251.3	0.42	277.3	0.38	150.6	0.70	109.3	0.96
Ancillary Nursing Personnel	19.9	39.7	0.50	36.2	0.55	19.7	1.01	17.5	1.14
All Other Personnel	227.9	509.3	0.45	540.2	0.42	320.3	0.71	218.3	1.04
Total FTEs	362.7	823.3	0.44	869.6	0.42	508.8	0.71	354.1	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.7	17.0	0.74	10.4	1.22	18.2	0.69	11.7	1.08
Nurses, Licensed	132.8	185.7	0.72	180.1	0.74	151.1	0.88	141.8	0.94
Ancillary Nursing Personnel	25.2	29.3	0.86	23.5	1.07	19.8	1.27	22.7	1.11
All Other Personnel	288.6	376.3	0.77	350.8	0.82	321.5	0.90	283.3	1.02
Total FTEs	459.2	608.3	0.75	564.7	0.81	510.6	0.90	459.5	1.00

Total Hospital:
 Beds Set Up & Staffed 62
 Discharges 2,238
 Inpatient Days 5,649

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 8
 Total Births 398
 Newborn Days 697

137 Aurora Medical Center of Manitowoc County
Two Rivers, WI 54241

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	846	2,366	17.1%	6.5	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	414	800	36.5%	2.2	1.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	243	243	11.1%	0.7	1.0
Step-Down (Special Care)	1	12	572	2,240	51.1%	6.1	3.9
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	5	2	6.4
Physicians & Dentists	2	17	2.7	Radiological Services Personnel	14	5	18.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	0	6.0
Dental Hygienists	0	0	0.0	Occupational Therapists	5	2	5.9
Registered Nurses	82	33	100.5	Occupational Therapy Assistants/Aides	2	1	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	4	13.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	4	6.3
Ancillary Nursing Personnel	17	5	19.9	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	2	4.4	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	30	18	38.3
Health Info Mgmt-Administrators/Technicians	5	1	5.6	All Other Personnel	72	44	96.5
Pharmacy Personnel	6	2	7.1				
Clinical Laboratory Personnel	12	3	12.8				
				Total	290	144	362.7

137 Aurora Medical Center of Manitowoc County

Two Rivers, WI 54241

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area ⁴		Volume Group ⁵		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$102,237,307	41.6%	46.3%	0.90	47.5%	0.88	51.1%	0.81	42.0%	0.99
Medical Assistance	\$31,286,705	12.7%	13.6%	0.93	11.3%	1.12	11.3%	1.13	13.0%	0.98
Commercial	\$103,700,166	42.2%	35.3%	1.19	37.0%	1.14	33.7%	1.25	42.3%	1.00
All Other	\$8,649,730	3.5%	4.8%	0.74	4.2%	0.83	3.9%	0.91	2.7%	1.29
Deductions as % of Total Gross Patient Revenue										
Medicare	\$78,820,719	32.1%	34.9%	0.92	35.6%	0.90	36.8%	0.87	32.1%	1.00
Medical Assistance	\$23,500,303	9.6%	10.4%	0.92	8.9%	1.07	8.5%	1.13	10.3%	0.93
Commercial	\$45,526,084	18.5%	14.7%	1.26	15.3%	1.21	12.8%	1.45	18.9%	0.98
Charity Care	\$2,787,998	1.1%	1.0%	1.18	1.0%	1.18	0.9%	1.27	1.2%	0.93
Bad Debt	\$3,180,154	1.3%	1.1%	1.22	1.1%	1.16	1.4%	0.95	1.4%	0.93
All Other	\$3,987,507	1.6%	2.2%	0.75	2.1%	0.75	2.1%	0.77	1.0%	1.57
Total Deductions	\$157,802,765	64.2%	64.2%	1.00	64.1%	1.00	62.4%	1.03	65.0%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.7%		5.5%	0.13	3.5%	0.20	3.4%	0.21	0.6%	1.15
Net Gains/Losses as % of Net Income	N/A		13.2%	N/A	N/A	N/A	4.5%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,032,915	38.8%	44.0%	0.88	47.1%	0.82	46.0%	0.84	39.6%	0.98
Supplies & Services	\$34,111,571	52.9%	49.2%	1.07	45.7%	1.16	46.6%	1.13	54.2%	0.98
Capital Component	\$5,396,291	8.4%	6.8%	1.23	7.2%	1.16	7.4%	1.13	6.2%	1.34
Fiscal Statistics										
Operating Margin (%)		27.2%	9.1%	3.00	10.6%	2.56	8.2%	3.31	21.4%	1.27
Total Hospital Net Income (%)		27.2%	10.3%	2.64	10.5%	2.59	8.6%	3.17	21.4%	1.27
Return on Equity (%)		10.5%	6.0%	1.75	7.1%	1.49	5.8%	1.82	8.5%	1.24
Current Ratio		43.9	4.7	9.32	4.5	9.79	4.4	10.01	38.0	1.15
Days in Net Patient Accounts Receivable		53.6	64.0	0.84	51.1	1.05	49.0	1.09	56.8	0.94
Average Payment Period		27.2	56.5	0.48	60.2	0.45	41.1	0.66	27.2	1.00
Equity Financing (%)		98.0%	69.2%	1.41	74.2%	1.32	81.8%	1.20	97.6%	1.00
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.2	0.00	0.1	0.01	0.0	0.42
Times Interest Earned		22.2	13.4	1.65	13.3	1.67	14.1	1.57	369.8	0.06
Total Asset Turnover		0.4	0.6	0.67	0.7	0.57	0.7	0.58	0.4	0.97
Average Age of Plant (Years)		10.1	12.6	0.80	10.6	0.95	9.6	1.05	9.8	1.03
Increase (Decrease) Total Net Patient Revenue		8.5%	7.3%	1.17	6.6%	1.29	2.8%	3.08	0.4%	21.29
Outpatient Gross Revenue (% of Total GPR)		78.7%	63.3%	1.24	72.4%	1.09	71.9%	1.09	78.0%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,590		\$16,906	0.69	\$13,311	0.87	\$12,065	0.96	\$10,994	1.05
Inpatient Net Revenue per Day	\$4,222		\$3,675	1.15	\$3,405	1.24	\$3,161	1.34	\$4,012	1.05
Outpatient Net Revenue per Visit	\$708		\$703	1.01	\$549	1.29	\$614	1.15	\$664	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$245,873,907	Cash & Cash Equivalents	\$183,585,744	Current Liabilities	\$4,515,711
Less Deductions	\$157,802,765	Net Patient Receivables	\$12,926,010	Long-Term Debt	\$162,511
Net Patient Revenue	\$88,071,142	Other Receivables	\$93,343	Other Liabilities	\$22,500
Plus Other Revenue	\$619,227			Subtotal	\$4,700,722
Total Revenue	\$88,690,370	Land, Buildings & Equipment (Net)	\$28,732,884	Unrestricted Fund Balance	\$225,432,857
Less Expenses	\$64,540,777	Other Assets	\$4,795,595	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$29,690	Total Assets	\$230,133,576	Total Liabilities & Fund Balance	\$230,133,579
Net Income	\$24,119,903				

138 Vernon Memorial Healthcare
 507 S Main Street
 Viroqua, WI 54665
 608-637-2101

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Vernon
 Analysis Area: Southwestern (5B)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.2%	55.2%	0.75	45.6%	0.90	35.3%	1.17	31.3%	1.32
Obstetrics	18.5%	38.0%	0.49	53.1%	0.02	22.7%	0.82	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	31.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.1%	57.4%	0.65	50.4%	0.74	35.5%	1.05	35.1%	1.06
Average Census (Patients)									
Adult Medical-Surgical	8.2	26.0	0.32	16.7	0.49	6.5	1.27	7.8	1.05
Obstetrics	0.9	4.9	0.19	3.6	0.25	0.9	1.04	0.9	1.06
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.3	49.0	0.19	27.5	0.34	8.7	1.07	8.8	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	2.4	4.1	0.60	4.0	0.60	3.0	0.82	2.4	0.99
Obstetrics	2.1	2.6	0.82	2.5	0.82	2.2	0.96	2.2	0.94
Pediatrics	0.0	3.3	N/A	2.8	N/A	1.4	N/A	0.0	N/A
Total Hospital	2.4	4.5	0.53	4.7	0.51	3.2	0.75	2.4	0.97
Surgical Operations									
Inpatient	672	1,426	0.47	857	0.78	302	2.22	666	1.01
Outpatient	641	4,581	0.14	2,753	0.23	1,419	0.45	710	0.90
Inpatient as % of All Surgeries	51.2%	23.7%	2.16	23.7%	2.16	17.6%	2.92	48.4%	1.06
Outpatient Visits									
Non-Emergency Visits	134,058	144,376	0.93	121,727	1.10	63,228	2.12	132,314	1.01
Emergency Visits	6,760	17,768	0.38	13,192	0.51	8,308	0.81	6,493	1.04
Full-Time Equivalents (FTEs)									
Administrators	4.8	23.0	0.21	14.1	0.34	11.1	0.44	4.0	1.21
Nurses, Licensed	98.0	251.3	0.39	157.2	0.62	78.4	1.25	108.7	0.90
Ancillary Nursing Personnel	16.4	39.7	0.41	21.0	0.78	13.7	1.20	19.3	0.85
All Other Personnel	289.0	509.3	0.57	425.8	0.68	191.7	1.51	312.8	0.92
Total FTEs	408.2	823.3	0.50	618.1	0.66	294.9	1.38	444.7	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.8	17.0	0.87	12.2	1.21	28.7	0.51	13.3	1.11
Nurses, Licensed	298.7	185.7	1.61	135.8	2.20	202.2	1.48	361.3	0.83
Ancillary Nursing Personnel	49.9	29.3	1.70	18.1	2.75	35.2	1.42	64.1	0.78
All Other Personnel	880.7	376.3	2.34	367.9	2.39	494.1	1.78	1,040.1	0.85
Total FTEs	1,244.1	608.3	2.05	533.9	2.33	760.1	1.64	1,478.9	0.84

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,429
 Inpatient Days 3,384

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 21
 Inpatient Days 229

Newborn Nursery:
 Bassinets 6
 Total Births 158
 Newborn Days 307

138 Vernon Memorial Healthcare
Viroqua, WI 54665

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	1,238	3,006	41.2%	8.2	2.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	17	41	0.0%	0.1	2.4
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	162	337	18.5%	0.9	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	1	4.8	Surgical Personnel	5	0	5.0
Physicians & Dentists	16	8	19.7	Radiological Services Personnel	12	2	13.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	8	6.6
Registered Nurses	33	83	89.1	Occupational Therapy Assistants/Aides	3	1	3.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	2	12.4
Licensed Practical Nurses	0	1	0.0	Physical Therapy Assistants/Aides	6	3	7.0
Ancillary Nursing Personnel	4	20	16.4	Recreational Therapists	0	0	0.0
Physician Assistants	2	4	4.5	Dietitians & Nutritionists	1	1	1.7
Nurse Practitioners	2	4	4.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	2	6	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	72	30	90.8
Health Info Mgmt-Administrators/Technicians	14	1	14.7	All Other Personnel	40	46	73.2
Pharmacy Personnel	6	3	8.3				
Clinical Laboratory Personnel	8	2	9.9				
				Total	259	229	408.2

138 Vernon Memorial Healthcare

Viroqua, WI 54665

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$73,345,829	51.3%	46.3%	1.11	45.4%	1.13	45.9%	1.12	51.0%	1.00
Medical Assistance	\$16,698,558	11.7%	13.6%	0.86	9.5%	1.23	12.4%	0.94	12.0%	0.97
Commercial	\$47,971,753	33.5%	35.3%	0.95	37.9%	0.88	36.6%	0.92	32.9%	1.02
All Other	\$5,092,509	3.6%	4.8%	0.74	7.2%	0.49	5.1%	0.70	4.1%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$41,693,554	29.1%	34.9%	0.83	32.9%	0.89	28.9%	1.01	28.6%	1.02
Medical Assistance	\$10,901,282	7.6%	10.4%	0.74	7.4%	1.03	8.3%	0.92	7.2%	1.06
Commercial	\$17,781,134	12.4%	14.7%	0.85	15.7%	0.79	13.0%	0.96	11.5%	1.08
Charity Care	\$2,057,485	1.4%	1.0%	1.49	0.8%	1.69	1.1%	1.34	1.7%	0.87
Bad Debt	\$2,440,597	1.7%	1.1%	1.61	1.0%	1.75	1.9%	0.89	1.3%	1.28
All Other	\$1,019,252	0.7%	2.2%	0.33	4.8%	0.15	2.5%	0.29	0.7%	1.02
Total Deductions	\$75,893,303	53.0%	64.2%	0.83	62.7%	0.85	55.7%	0.95	51.0%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	11.7%	5.5%	2.11	20.1%	0.58	6.0%	1.95	12.9%	0.91	
Net Gains/Losses as % of Net Income	68.7%	13.2%	5.22	47.1%	1.46	15.2%	4.52	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$42,468,192	56.2%	44.0%	1.28	56.2%	1.00	51.6%	1.09	57.0%	0.99
Supplies & Services	\$25,879,917	34.2%	49.2%	0.70	38.9%	0.88	40.7%	0.84	33.9%	1.01
Capital Component	\$7,243,137	9.6%	6.8%	1.41	4.9%	1.95	7.7%	1.24	9.1%	1.06
Fiscal Statistics										
Operating Margin (%)	0.7%	9.1%	0.08	6.1%	0.12	7.0%	0.10	-6.2%	N/A	
Total Hospital Net Income (%)	2.2%	10.3%	0.22	10.9%	0.20	8.2%	0.27	-5.2%	N/A	
Return on Equity (%)	1.7%	6.0%	0.28	8.9%	0.19	2.2%	0.79	-3.8%	N/A	
Current Ratio	3.8	4.7	0.81	25.9	0.15	3.1	1.23	3.4	1.12	
Days in Net Patient Accounts Receivable	42.5	64.0	0.66	63.0	0.67	140.0	0.30	48.4	0.88	
Average Payment Period	41.2	56.5	0.73	13.4	3.07	146.6	0.28	37.7	1.09	
Equity Financing (%)	71.3%	69.2%	1.03	87.1%	0.82	56.4%	1.26	69.0%	1.03	
Long-Term Debt to Equity Ratio	0.3	0.3	1.05	0.1	4.47	0.6	0.47	0.3	0.87	
Times Interest Earned	2.8	13.4	0.21	31.0	0.09	9.0	0.32	-3.5	N/A	
Total Asset Turnover	0.8	0.6	1.31	0.8	0.97	0.3	2.90	0.7	1.02	
Average Age of Plant (Years)	8.5	12.6	0.67	9.2	0.92	23.9	0.35	8.3	1.02	
Increase (Decrease) Total Net Patient Revenue	3.5%	7.3%	0.48	3.8%	0.92	7.2%	0.48	4.5%	0.78	
Outpatient Gross Revenue (% of Total GPR)	72.0%	63.3%	1.14	79.1%	0.91	77.9%	0.92	71.1%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,675	\$16,906	0.93	\$15,344	1.02	\$13,622	1.15	\$16,487	0.95	
Inpatient Net Revenue per Day	\$6,257	\$3,675	1.70	\$3,493	1.79	\$4,079	1.53	\$6,599	0.95	
Outpatient Net Revenue per Visit	\$333	\$703	0.47	\$855	0.39	\$592	0.56	\$324	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$143,108,649	Cash & Cash Equivalents	\$16,657,559	Current Liabilities	\$7,961,073
Less Deductions	\$75,893,303	Net Patient Receivables	\$7,824,404	Long-Term Debt	\$19,400,547
Net Patient Revenue	\$67,215,346	Other Receivables	\$2,773,583	Other Liabilities	\$1,738,297
Plus Other Revenue	\$8,915,530			Subtotal	\$29,099,917
Total Revenue	\$76,130,876	Land, Buildings & Equipment (Net)	\$47,352,805	Unrestricted Fund Balance	\$72,263,442
Less Expenses	\$75,591,246	Other Assets	\$26,755,008	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,186,643			Total Liabilities & Fund Balance	\$101,363,359
Net Income	\$1,726,273	Total Assets	\$101,363,359		

139 Watertown Regional Medical Center
 125 Hospital Drive
 Watertown, WI 53098
 920-261-4210

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Corporation

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.7%	55.2%	0.66	59.0%	0.62	43.3%	0.85	36.5%	1.00
Obstetrics	13.7%	38.0%	0.36	44.3%	0.03	23.8%	0.58	15.9%	0.86
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.0%	57.4%	0.66	61.2%	0.62	44.0%	0.86	29.0%	1.31
Average Census (Patients)									
Adult Medical-Surgical	12.8	26.0	0.49	24.6	0.52	15.3	0.84	12.8	1.00
Obstetrics	1.4	4.9	0.28	4.8	0.29	2.1	0.65	1.6	0.86
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	24.3	49.0	0.50	52.3	0.47	27.3	0.89	18.6	1.31
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.1	0.68	4.0	0.69	3.4	0.80	3.1	0.89
Obstetrics	2.9	2.6	1.16	2.7	1.10	2.3	1.27	2.8	1.03
Pediatrics	0.0	3.3	N/A	3.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.5	0.80	4.4	0.81	3.7	0.98	3.1	1.15
Surgical Operations									
Inpatient	541	1,426	0.38	2,131	0.25	657	0.82	507	1.07
Outpatient	4,285	4,581	0.94	7,954	0.54	2,872	1.49	5,585	0.77
Inpatient as % of All Surgeries	11.2%	23.7%	0.47	21.1%	0.53	18.6%	0.60	8.3%	1.35
Outpatient Visits									
Non-Emergency Visits	67,102	144,376	0.46	179,501	0.37	115,084	0.58	68,547	0.98
Emergency Visits	12,299	17,768	0.69	17,324	0.71	13,821	0.89	11,483	1.07
Full-Time Equivalents (FTEs)									
Administrators	52.9	23.0	2.30	23.4	2.26	18.2	2.91	3.0	17.63
Nurses, Licensed	107.4	251.3	0.43	255.4	0.42	150.6	0.71	127.3	0.84
Ancillary Nursing Personnel	37.5	39.7	0.95	45.5	0.83	19.7	1.90	44.3	0.85
All Other Personnel	297.2	509.3	0.58	652.5	0.46	320.3	0.93	401.6	0.74
Total FTEs	495.0	823.3	0.60	976.8	0.51	508.8	0.97	576.3	0.86
FTEs per 100 Patient Census (Adjusted)									
Administrators	50.5	17.0	2.97	17.6	2.87	18.2	2.77	3.7	13.71
Nurses, Licensed	102.6	185.7	0.55	191.8	0.53	151.1	0.68	156.5	0.66
Ancillary Nursing Personnel	35.8	29.3	1.22	34.1	1.05	19.8	1.81	54.5	0.66
All Other Personnel	283.8	376.3	0.75	490.1	0.58	321.5	0.88	493.5	0.58
Total FTEs	472.8	608.3	0.78	733.6	0.64	510.6	0.93	708.2	0.67

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	64	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	2,477	Preferred Provider Organization (PPO)	Yes	Discharges	34	Total Births	187
Inpatient Days	8,887			Inpatient Days	180	Newborn Days	420

139 Watertown Regional Medical Center
 Watertown, WI 53098

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,698	4,688	36.7%	12.8	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	170	501	13.7%	1.4	2.9
Psychiatric	1	15	224	3,066	56.0%	8.4	13.7
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	156	632	43.3%	1.7	4.1
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	49	5	52.9	Surgical Personnel	4	0	4.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	16	8	22.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	1	6.8
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	84	13	94.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	5	10.7
Licensed Practical Nurses	4	4	6.3	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	31	10	37.5	Recreational Therapists	0	0	0.0
Physician Assistants	5	2	6.7	Dietitians & Nutritionists	0	3	2.5
Nurse Practitioners	5	2	6.7	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	29	7	34.7
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	119	35	147.4
Pharmacy Personnel	6	3	8.5				
Clinical Laboratory Personnel	6	3	8.3				
				Total	405	114	495.0

139 Watertown Regional Medical Center

Watertown, WI 53098

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ⁵	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$129,367,288	48.6%	46.3%	1.05	42.2%	1.15	51.1%	0.95	46.7%	1.04
Medical Assistance	\$28,873,621	10.8%	13.6%	0.80	11.5%	0.94	11.3%	0.96	11.5%	0.95
Commercial	\$96,451,682	36.2%	35.3%	1.03	38.6%	0.94	33.7%	1.07	37.1%	0.98
All Other	\$11,437,732	4.3%	4.8%	0.90	7.8%	0.55	3.9%	1.11	4.8%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$96,904,565	36.4%	34.9%	1.04	31.6%	1.15	36.8%	0.99	34.7%	1.05
Medical Assistance	\$23,419,553	8.8%	10.4%	0.85	8.7%	1.01	8.5%	1.04	9.5%	0.92
Commercial	\$35,457,782	13.3%	14.7%	0.91	18.2%	0.73	12.8%	1.04	13.1%	1.02
Charity Care	\$1,048,730	0.4%	1.0%	0.41	0.8%	0.50	0.9%	0.44	0.5%	0.75
Bad Debt	\$1,771,198	0.7%	1.1%	0.63	1.1%	0.61	1.4%	0.49	0.9%	0.72
All Other	\$6,141,488	2.3%	2.2%	1.07	3.5%	0.67	2.1%	1.10	2.6%	0.89
Total Deductions	\$164,743,316	61.9%	64.2%	0.96	63.9%	0.97	62.4%	0.99	61.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.9%	5.5%	0.71	6.4%	0.61	3.4%	1.15	7.7%	0.51
Net Gains/Losses as % of Net Income		1.9%	13.2%	0.15	39.0%	0.05	4.5%	0.42	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,460,657	52.1%	44.0%	1.18	47.0%	1.11	46.0%	1.13	53.7%	0.97
Supplies & Services	\$39,805,076	41.1%	49.2%	0.83	45.7%	0.90	46.6%	0.88	41.8%	0.98
Capital Component	\$6,635,770	6.8%	6.8%	1.01	7.3%	0.94	7.4%	0.92	4.5%	1.51
Fiscal Statistics										
Operating Margin (%)		8.2%	9.1%	0.90	6.3%	1.29	8.2%	0.99	13.2%	0.62
Total Hospital Net Income (%)		8.3%	10.3%	0.81	10.0%	0.83	8.6%	0.97	13.2%	0.63
Return on Equity (%)		8.3%	6.0%	1.39	7.5%	1.11	5.8%	1.44	18.5%	0.45
Current Ratio		6.8	4.7	1.46	2.4	2.90	4.4	1.56	5.3	1.30
Days in Net Patient Accounts Receivable		62.6	64.0	0.98	50.8	1.23	49.0	1.28	47.4	1.32
Average Payment Period		27.2	56.5	0.48	52.7	0.52	41.1	0.66	30.0	0.91
Equity Financing (%)		90.9%	69.2%	1.31	59.1%	1.54	81.8%	1.11	87.5%	1.04
Long-Term Debt to Equity Ratio		0.0	0.3	0.11	0.3	0.09	0.1	0.30	0.0	0.89
Times Interest Earned		0.0	13.4	N/A	9.5	N/A	14.1	N/A	0.0	N/A
Total Asset Turnover		1.0	0.6	1.74	0.7	1.39	0.7	1.50	1.4	0.71
Average Age of Plant (Years)		1.0	12.6	0.08	10.8	0.09	9.6	0.10	3.8	0.26
Increase (Decrease) Total Net Patient Revenue		5.2%	7.3%	0.71	5.8%	0.89	2.8%	1.87	6.3%	0.82
Outpatient Gross Revenue (% of Total GPR)		74.8%	63.3%	1.18	60.4%	1.24	71.9%	1.04	76.4%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,735	\$16,906	0.52	\$18,736	0.47	\$12,065	0.72	\$8,784	0.99	
Inpatient Net Revenue per Day	\$2,233	\$3,675	0.61	\$4,176	0.53	\$3,161	0.71	\$2,710	0.82	
Outpatient Net Revenue per Visit	\$1,023	\$703	1.46	\$623	1.64	\$614	1.67	\$994	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$266,130,323	Cash & Cash Equivalents	\$643,451	Current Liabilities	\$6,780,654
Less Deductions	\$164,743,316	Net Patient Receivables	\$17,399,549	Long-Term Debt	\$2,803,422
Net Patient Revenue	\$101,387,007	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,126,584			Subtotal	\$9,584,076
Total Revenue	\$105,513,591	Land, Buildings & Equipment (Net)	\$57,978,583	Unrestricted Fund Balance	\$95,944,020
Less Expenses	\$96,901,503	Other Assets	\$29,506,513	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$168,158			Total Liabilities & Fund Balance	\$105,528,096
Net Income	\$8,780,246	Total Assets	\$105,528,096		

141 ProHealth Waukesha Memorial Hospital
 725 American Avenue
 Waukesha, WI 53188
 262-928-1000

Fiscal Year: 10/01 to 09/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	86.0%	55.2%	1.56	58.8%	1.46	71.0%	1.21	70.5%	1.22
Obstetrics	25.5%	38.0%	0.67	30.5%	0.28	50.6%	0.50	28.5%	0.89
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	57.2%	57.4%	1.00	54.8%	1.04	69.3%	0.83	53.7%	1.06
Average Census (Patients)									
Adult Medical-Surgical	67.1	26.0	2.58	31.7	2.11	106.3	0.63	67.7	0.99
Obstetrics	8.4	4.9	1.70	5.2	1.61	14.5	0.58	9.4	0.89
Pediatrics	0.0	1.3	N/A	0.1	N/A	3.2	N/A	0.0	N/A
Total Hospital	139.5	49.0	2.85	61.6	2.26	202.8	0.69	140.8	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.1	0.95	3.7	1.04	4.6	0.84	4.0	0.98
Obstetrics	1.8	2.6	0.71	2.3	0.78	2.7	0.66	1.8	0.97
Pediatrics	0.0	3.3	N/A	2.7	N/A	3.3	N/A	0.0	N/A
Total Hospital	3.9	4.5	0.88	4.0	0.99	5.0	0.79	4.0	0.99
Surgical Operations									
Inpatient	2,829	1,426	1.98	1,468	1.93	5,403	0.52	2,710	1.04
Outpatient	5,212	4,581	1.14	4,147	1.26	16,162	0.32	5,001	1.04
Inpatient as % of All Surgeries	35.2%	23.7%	1.48	26.1%	1.35	25.1%	1.40	35.1%	1.00
Outpatient Visits									
Non-Emergency Visits	311,393	144,376	2.16	165,725	1.88	476,432	0.65	297,676	1.05
Emergency Visits	49,281	17,768	2.77	24,778	1.99	47,460	1.04	148,750	0.33
Full-Time Equivalents (FTEs)									
Administrators	15.5	23.0	0.67	24.0	0.65	71.8	0.22	17.5	0.89
Nurses, Licensed	532.1	251.3	2.12	290.2	1.83	913.4	0.58	542.9	0.98
Ancillary Nursing Personnel	103.3	39.7	2.60	45.9	2.25	148.8	0.69	102.2	1.01
All Other Personnel	1,019.4	509.3	2.00	567.1	1.80	1,805.9	0.56	1,003.7	1.02
Total FTEs	1,670.2	823.3	2.03	927.1	1.80	2,940.0	0.57	1,666.3	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.6	17.0	0.21	13.1	0.27	14.7	0.24	4.1	0.87
Nurses, Licensed	122.0	185.7	0.66	158.4	0.77	186.4	0.65	126.9	0.96
Ancillary Nursing Personnel	23.7	29.3	0.81	25.0	0.95	30.4	0.78	23.9	0.99
All Other Personnel	233.7	376.3	0.62	309.5	0.75	368.6	0.63	234.7	1.00
Total FTEs	382.9	608.3	0.63	506.1	0.76	600.1	0.64	389.6	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	244	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	33
Discharges	12,962	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,642
Inpatient Days	50,915			Inpatient Days	0	Newborn Days	3,069

141 ProHealth Waukesha Memorial Hospital
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	78	6,317	24,487	86.0%	67.1	3.9
Orthopedic	2	31	1,866	5,688	50.3%	15.6	3.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	2	33	1,706	3,069	25.5%	8.4	1.8
Psychiatric	2	22	483	2,610	32.5%	7.2	5.4
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	24	341	5,145	58.7%	14.1	15.1
Step-Down (Special Care)	5	37	2,084	7,260	53.8%	19.9	3.5
Neonatal Intensive/Intermediate Care	2	19	166	2,656	38.3%	7.3	16.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	1	15.5	Surgical Personnel	26	11	31.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	58	49	79.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	21	13	26.9
Dental Hygienists	0	0	0.0	Occupational Therapists	12	11	15.1
Registered Nurses	389	266	508.5	Occupational Therapy Assistants/Aides	1	1	1.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	42	26	54.6
Licensed Practical Nurses	15	9	17.5	Physical Therapy Assistants/Aides	2	1	2.8
Ancillary Nursing Personnel	61	102	103.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	6	13	10.0
Nurse Practitioners	0	1	0.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	1	3.0
Clinical Nurse Specialists	5	1	5.6	All Other Health Professionals	226	146	284.2
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	290	190	370.2
Pharmacy Personnel	53	33	67.8				
Clinical Laboratory Personnel	38	31	50.1				
				Total	1,282	916	1,670.2

141 ProHealth Waukesha Memorial Hospital

Waukesha, WI 53188

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$872,027,517	52.6%	46.3%	1.14	50.9%	1.03	46.7%	1.13	52.5%	1.00
Medical Assistance	\$119,827,578	7.2%	13.6%	0.53	10.1%	0.71	12.6%	0.57	7.2%	1.01
Commercial	\$649,617,913	39.2%	35.3%	1.11	36.0%	1.09	35.1%	1.12	39.4%	1.00
All Other	\$15,158,947	0.9%	4.8%	0.19	3.0%	0.31	5.6%	0.16	0.9%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$716,259,508	43.2%	34.9%	1.24	40.8%	1.06	36.2%	1.19	42.6%	1.02
Medical Assistance	\$100,067,094	6.0%	10.4%	0.58	8.0%	0.76	9.8%	0.61	6.0%	1.01
Commercial	\$297,457,121	18.0%	14.7%	1.22	15.9%	1.13	15.6%	1.15	18.0%	1.00
Charity Care	\$15,471,494	0.9%	1.0%	0.97	1.1%	0.86	0.9%	1.01	0.9%	1.08
Bad Debt	\$13,774,948	0.8%	1.1%	0.78	1.1%	0.77	0.9%	0.92	0.8%	1.08
All Other	\$336,302	0.0%	2.2%	0.01	1.4%	0.01	2.5%	0.01	0.1%	0.29
Total Deductions	\$1,143,366,467	69.0%	64.2%	1.08	68.2%	1.01	66.0%	1.05	68.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.8%	5.5%	0.69	4.9%	0.78	6.8%	0.56	3.8%	1.01	
Net Gains/Losses as % of Net Income	N/A	13.2%	N/A	N/A	N/A	13.1%	N/A	10.6%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$159,237,040	34.4%	44.0%	0.78	39.6%	0.87	42.7%	0.80	33.5%	1.03
Supplies & Services	\$249,084,855	53.8%	49.2%	1.09	51.8%	1.04	51.1%	1.05	54.5%	0.99
Capital Component	\$54,862,238	11.8%	6.8%	1.74	8.7%	1.36	6.2%	1.92	12.0%	0.98
Fiscal Statistics										
Operating Margin (%)	13.2%	9.1%	1.45	14.3%	0.92	9.5%	1.39	11.2%	1.17	
Total Hospital Net Income (%)	12.2%	10.3%	1.18	12.8%	0.95	10.8%	1.13	12.4%	0.98	
Return on Equity (%)	12.2%	6.0%	2.03	8.8%	1.39	7.7%	1.58	12.8%	0.95	
Current Ratio	1.7	4.7	0.37	9.4	0.18	5.5	0.32	2.0	0.88	
Days in Net Patient Accounts Receivable	52.2	64.0	0.81	48.9	1.07	55.7	0.94	46.9	1.11	
Average Payment Period	53.0	56.5	0.94	33.2	1.60	45.6	1.16	44.7	1.19	
Equity Financing (%)	30.8%	69.2%	0.44	82.0%	0.38	72.1%	0.43	28.7%	1.07	
Long-Term Debt to Equity Ratio	1.7	0.3	6.58	0.1	15.99	0.2	9.23	1.9	0.88	
Times Interest Earned	7.3	13.4	0.54	13.0	0.56	15.5	0.47	7.2	1.00	
Total Asset Turnover	1.0	0.6	1.77	0.7	1.45	0.7	1.44	1.0	1.00	
Average Age of Plant (Years)	11.7	12.6	0.93	9.5	1.23	12.1	0.97	11.6	1.01	
Increase (Decrease) Total Net Patient Revenue	4.5%	7.3%	0.61	4.1%	1.09	8.9%	0.50	4.5%	0.99	
Outpatient Gross Revenue (% of Total GPR)	64.0%	63.3%	1.01	64.9%	0.99	58.2%	1.10	63.5%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,660	\$16,906	0.87	\$13,299	1.10	\$19,324	0.76	\$14,573	1.01	
Inpatient Net Revenue per Day	\$3,316	\$3,675	0.90	\$3,202	1.04	\$3,829	0.87	\$3,315	1.00	
Outpatient Net Revenue per Visit	\$934	\$703	1.33	\$685	1.36	\$741	1.26	\$704	1.33	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,656,631,955	Cash & Cash Equivalents	\$3,353,892	Current Liabilities	\$61,195,160
Less Deductions	\$1,143,366,467	Net Patient Receivables	\$73,369,421	Long-Term Debt	\$273,533,531
Net Patient Revenue	\$513,265,488	Other Receivables	\$818,215	Other Liabilities	\$30,155,784
Plus Other Revenue	\$20,268,878			Subtotal	\$364,884,475
Total Revenue	\$533,534,366	Land, Buildings & Equipment (Net)	\$393,996,389	Unrestricted Fund Balance	\$162,197,661
Less Expenses	\$463,184,133	Other Assets	\$55,544,219	Restricted Fund Balance	\$1,485,473
Non-Operating Gains/Losses	-\$6,186,358			Total Liabilities & Fund Balance	\$527,082,136
Net Income	\$64,163,875	Total Assets	\$527,082,136		

142 ThedaCare Medical Center - Waupaca
 800 Riverside Drive
 Waupaca, WI 54981
 715-258-1000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Waupaca
 Analysis Area: Lake Winnebago (3)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.3%	55.2%	0.48	46.6%	0.56	40.9%	0.64	29.9%	0.88
Obstetrics	39.2%	38.0%	1.03	30.9%	0.03	25.8%	1.52	33.4%	1.17
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	27.6%	57.4%	0.48	47.3%	0.58	41.6%	0.66	30.9%	0.89
Average Census (Patients)									
Adult Medical-Surgical	5.0	26.0	0.19	22.2	0.23	10.2	0.49	5.7	0.88
Obstetrics	0.8	4.9	0.16	4.4	0.18	1.8	0.43	0.7	1.17
Pediatrics	0.0	1.3	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.9	49.0	0.14	36.8	0.19	17.6	0.39	7.7	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.1	0.64	3.5	0.74	3.1	0.85	3.0	0.87
Obstetrics	2.2	2.6	0.88	2.4	0.91	2.2	1.02	2.4	0.93
Pediatrics	0.0	3.3	N/A	2.8	N/A	2.2	N/A	0.0	N/A
Total Hospital	2.6	4.5	0.57	4.2	0.62	3.3	0.77	2.9	0.89
Surgical Operations									
Inpatient	86	1,426	0.06	1,211	0.07	479	0.18	123	0.70
Outpatient	1,905	4,581	0.42	6,106	0.31	1,923	0.99	1,899	1.00
Inpatient as % of All Surgeries	4.3%	23.7%	0.18	16.6%	0.26	19.9%	0.22	6.1%	0.71
Outpatient Visits									
Non-Emergency Visits	59,605	144,376	0.41	97,819	0.61	67,442	0.88	51,455	1.16
Emergency Visits	11,481	17,768	0.65	15,674	0.73	12,660	0.91	10,736	1.07
Full-Time Equivalents (FTEs)									
Administrators	9.0	23.0	0.39	19.5	0.46	12.7	0.71	10.0	0.90
Nurses, Licensed	50.8	251.3	0.20	188.9	0.27	102.4	0.50	45.4	1.12
Ancillary Nursing Personnel	3.1	39.7	0.08	19.4	0.16	17.0	0.18	6.7	0.46
All Other Personnel	126.0	509.3	0.25	317.9	0.40	220.5	0.57	101.3	1.24
Total FTEs	188.8	823.3	0.23	545.6	0.35	352.5	0.54	163.5	1.16
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.5	17.0	0.97	16.9	0.98	19.4	0.85	16.5	1.00
Nurses, Licensed	93.2	185.7	0.50	164.2	0.57	155.7	0.60	75.1	1.24
Ancillary Nursing Personnel	5.7	29.3	0.19	16.8	0.34	25.8	0.22	11.1	0.51
All Other Personnel	231.4	376.3	0.61	276.3	0.84	335.3	0.69	167.7	1.38
Total FTEs	346.9	608.3	0.57	474.3	0.73	536.2	0.65	270.5	1.28

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 983
 Inpatient Days 2,518

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 26
 Inpatient Days 294

Newborn Nursery:
 Bassinets 4
 Total Births 128
 Newborn Days 265

142 ThedaCare Medical Center - Waupaca
 Waupaca, WI 54981

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	699	1,823	26.3%	5.0	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	128	286	39.2%	0.8	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	156	409	28.0%	1.1	2.6
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	2	3	4.1
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	7	9	12.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	0	6.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.8
Registered Nurses	17	48	47.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	4	3.6
Ancillary Nursing Personnel	0	7	3.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	7	7.9
Health Info Mgmt-Administrators/Technicians	5	1	5.8	All Other Personnel	38	38	58.9
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	4	7	7.6				
				Total	112	130	188.8

142 ThedaCare Medical Center - Waupaca

Waupaca, WI 54981

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area ³		Volume Group ⁴		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$46,729,168	53.6%	46.3%	1.16	47.7%	1.12	49.1%	1.09	57.9%	0.93
Medical Assistance	\$7,676,964	8.8%	13.6%	0.65	10.5%	0.84	10.9%	0.80	9.4%	0.94
Commercial	\$30,650,188	35.2%	35.3%	1.00	39.1%	0.90	36.4%	0.97	30.4%	1.16
All Other	\$2,090,932	2.4%	4.8%	0.50	2.7%	0.88	3.5%	0.68	2.3%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$25,234,855	29.0%	34.9%	0.83	33.3%	0.87	35.9%	0.81	32.3%	0.90
Medical Assistance	\$4,748,271	5.4%	10.4%	0.53	7.8%	0.70	8.3%	0.66	5.5%	1.00
Commercial	\$11,194,271	12.8%	14.7%	0.87	13.9%	0.92	14.2%	0.91	6.3%	2.03
Charity Care	\$407,990	0.5%	1.0%	0.49	0.6%	0.74	1.3%	0.35	0.4%	1.21
Bad Debt	\$1,638,107	1.9%	1.1%	1.77	1.4%	1.30	1.2%	1.53	1.6%	1.17
All Other	\$1,004,193	1.2%	2.2%	0.53	2.0%	0.58	1.3%	0.87	1.0%	1.20
Total Deductions	\$44,227,687	50.8%	64.2%	0.79	59.1%	0.86	62.3%	0.82	47.1%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.5%		5.5%	0.28	1.9%	0.80	3.2%	0.48	1.7%	0.92
Net Gains/Losses as % of Net Income	16.4%		13.2%	1.25	11.5%	1.42	29.1%	0.56	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,049,869	48.0%	44.0%	1.09	41.9%	1.15	44.1%	1.09	52.2%	0.92
Supplies & Services	\$15,518,829	46.5%	49.2%	0.94	50.8%	0.92	47.4%	0.98	41.6%	1.12
Capital Component	\$1,834,107	5.5%	6.8%	0.81	7.3%	0.75	8.5%	0.65	6.2%	0.89
Fiscal Statistics										
Operating Margin (%)	23.4%		9.1%	2.57	16.8%	1.39	5.4%	4.36	14.2%	1.64
Total Hospital Net Income (%)	26.7%		10.3%	2.59	18.6%	1.44	7.4%	3.61	12.5%	2.15
Return on Equity (%)	31.0%		6.0%	5.17	15.9%	1.95	4.7%	6.55	10.5%	2.95
Current Ratio	8.8		4.7	1.87	7.1	1.24	4.8	1.84	10.9	0.80
Days in Net Patient Accounts Receivable	43.7		64.0	0.68	58.8	0.74	49.3	0.89	52.8	0.83
Average Payment Period	22.8		56.5	0.40	30.8	0.74	48.1	0.47	22.2	1.03
Equity Financing (%)	95.0%		69.2%	1.37	86.8%	1.09	74.4%	1.28	95.8%	0.99
Long-Term Debt to Equity Ratio	0.0		0.3	0.00	0.1	0.00	0.2	0.00	0.0	N/A
Times Interest Earned	4,724.7		13.4	351.58	37.1	127.40	7.5	634.19	1,229.0	3.84
Total Asset Turnover	1.1		0.6	1.93	0.8	1.33	0.6	1.77	0.9	1.29
Average Age of Plant (Years)	22.8		12.6	1.81	8.9	2.57	10.2	2.24	21.1	1.08
Increase (Decrease) Total Net Patient Revenue	18.1%		7.3%	2.49	0.5%	34.26	4.2%	4.30	23.6%	0.77
Outpatient Gross Revenue (% of Total GPR)	87.3%		63.3%	1.38	67.6%	1.29	72.8%	1.20	87.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,409		\$16,906	0.44	\$13,409	0.55	\$11,314	0.65	\$6,047	1.23
Inpatient Net Revenue per Day	\$2,653		\$3,675	0.72	\$3,142	0.84	\$3,281	0.81	\$1,922	1.38
Outpatient Net Revenue per Visit	\$522		\$703	0.74	\$724	0.72	\$705	0.74	\$502	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$87,147,252	Cash & Cash Equivalents	\$11,257,500	Current Liabilities	\$1,977,166
Less Deductions	\$44,227,687	Net Patient Receivables	\$5,142,658	Long-Term Debt	\$61
Net Patient Revenue	\$42,919,565	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$670,399			Subtotal	\$1,977,227
Total Revenue	\$43,589,964	Land, Buildings & Equipment (Net)	\$21,898,425	Unrestricted Fund Balance	\$37,316,370
Less Expenses	\$33,402,804	Other Assets	\$995,014	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,000,042			Total Liabilities & Fund Balance	\$39,293,597
Net Income	\$12,187,201	Total Assets	\$39,293,597		

143 Waupun Memorial Hospital
 620 W Brown Street
 Waupun, WI 53963
 920-324-5581

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.9%	55.2%	0.69	59.0%	0.64	35.3%	1.07	30.2%	1.26
Obstetrics	24.0%	38.0%	0.63	44.3%	0.02	22.7%	1.06	26.0%	0.92
Pediatrics	0.0%	51.3%	N/A	46.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	32.1%	57.4%	0.56	61.2%	0.52	35.5%	0.91	27.5%	1.17
Average Census (Patients)									
Adult Medical-Surgical	6.8	26.0	0.26	24.6	0.28	6.5	1.05	5.4	1.26
Obstetrics	1.0	4.9	0.19	4.8	0.20	0.9	1.08	1.0	0.92
Pediatrics	0.0	1.3	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.0	49.0	0.16	52.3	0.15	8.7	0.93	6.9	1.17
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.1	0.74	4.0	0.75	3.0	1.02	3.0	1.00
Obstetrics	2.4	2.6	0.93	2.7	0.89	2.2	1.10	2.3	1.05
Pediatrics	0.0	3.3	N/A	3.5	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.4	4.5	0.77	4.4	0.78	3.2	1.09	2.4	1.43
Surgical Operations									
Inpatient	381	1,426	0.27	2,131	0.18	302	1.26	219	1.74
Outpatient	1,309	4,581	0.29	7,954	0.16	1,419	0.92	1,189	1.10
Inpatient as % of All Surgeries	22.5%	23.7%	0.95	21.1%	1.07	17.6%	1.28	15.6%	1.45
Outpatient Visits									
Non-Emergency Visits	58,894	144,376	0.41	179,501	0.33	63,228	0.93	50,657	1.16
Emergency Visits	9,478	17,768	0.53	17,324	0.55	8,308	1.14	8,964	1.06
Full-Time Equivalents (FTEs)									
Administrators	3.8	23.0	0.16	23.4	0.16	11.1	0.34	3.0	1.26
Nurses, Licensed	79.1	251.3	0.31	255.4	0.31	78.4	1.01	64.3	1.23
Ancillary Nursing Personnel	8.7	39.7	0.22	45.5	0.19	13.7	0.64	5.9	1.47
All Other Personnel	125.9	509.3	0.25	652.5	0.19	191.7	0.66	113.7	1.11
Total FTEs	217.4	823.3	0.26	976.8	0.22	294.9	0.74	186.9	1.16
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.2	17.0	0.60	17.6	0.58	28.7	0.35	7.5	1.36
Nurses, Licensed	212.5	185.7	1.14	191.8	1.11	202.2	1.05	160.6	1.32
Ancillary Nursing Personnel	23.3	29.3	0.80	34.1	0.68	35.2	0.66	14.7	1.58
All Other Personnel	338.3	376.3	0.90	490.1	0.69	494.1	0.68	284.0	1.19
Total FTEs	584.2	608.3	0.96	733.6	0.80	760.1	0.77	466.9	1.25

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	5
Discharges	851	Preferred Provider Organization (PPO)	Yes	Discharges	2	Total Births	158
Inpatient Days	2,931			Inpatient Days	53	Newborn Days	343

143 Waupun Memorial Hospital
 Waupun, WI 53963

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	825	2,487	37.9%	6.8	3.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	147	350	24.0%	1.0	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	3	20	94	8.6%	0.3	4.7
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	1	3.8	Surgical Personnel	1	3	3.7
Physicians & Dentists	4	2	7.1	Radiological Services Personnel	8	10	14.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.3
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.9
Registered Nurses	22	59	74.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.9
Licensed Practical Nurses	0	1	1.1	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	1	10	8.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	2.2
Nurse Practitioners	1	0	1.0	Psychologists	1	3	3.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	3	2.9
Clinical Nurse Specialists	0	1	1.2	All Other Health Professionals	10	25	27.6
Health Info Mgmt-Administrators/Technicians	2	1	2.8	All Other Personnel	19	41	45.1
Pharmacy Personnel	2	2	4.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	82	173	217.4

143 Waupun Memorial Hospital

Waupun, WI 53963

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$49,029,849	42.5%	46.3%	0.92	42.2%	1.01	45.9%	0.92	43.3%	0.98
Medical Assistance	\$13,347,879	11.6%	13.6%	0.85	11.5%	1.01	12.4%	0.93	11.9%	0.97
Commercial	\$51,316,944	44.4%	35.3%	1.26	38.6%	1.15	36.6%	1.22	43.4%	1.02
All Other	\$1,767,965	1.5%	4.8%	0.32	7.8%	0.20	5.1%	0.30	1.3%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$32,914,654	28.5%	34.9%	0.82	31.6%	0.90	28.9%	0.98	29.6%	0.96
Medical Assistance	\$9,153,142	7.9%	10.4%	0.77	8.7%	0.91	8.3%	0.95	8.4%	0.95
Commercial	\$22,465,549	19.5%	14.7%	1.32	18.2%	1.07	13.0%	1.50	18.2%	1.07
Charity Care	\$238,065	0.2%	1.0%	0.21	0.8%	0.26	1.1%	0.19	0.2%	1.06
Bad Debt	\$2,526,154	2.2%	1.1%	2.06	1.1%	2.00	1.9%	1.14	1.4%	1.58
All Other	\$298,983	0.3%	2.2%	0.12	3.5%	0.07	2.5%	0.11	0.3%	0.79
Total Deductions	\$67,596,547	58.5%	64.2%	0.91	63.9%	0.92	55.7%	1.05	58.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.8%	5.5%	0.33	6.4%	0.29	6.0%	0.30	2.0%	0.93
Net Gains/Losses as % of Net Income		0.0%	13.2%	0.00	39.0%	0.00	15.2%	0.00	0.0%	0.01
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,968,930	52.0%	44.0%	1.18	47.0%	1.11	51.6%	1.01	49.5%	1.05
Supplies & Services	\$14,871,261	36.9%	49.2%	0.75	45.7%	0.81	40.7%	0.90	42.2%	0.87
Capital Component	\$4,505,522	11.2%	6.8%	1.64	7.3%	1.54	7.7%	1.45	8.3%	1.35
Fiscal Statistics										
Operating Margin (%)		17.3%	9.1%	1.90	6.3%	2.72	7.0%	2.45	7.3%	2.36
Total Hospital Net Income (%)		17.3%	10.3%	1.67	10.0%	1.73	8.2%	2.10	7.3%	2.36
Return on Equity (%)		14.1%	6.0%	2.35	7.5%	1.89	2.2%	6.55	6.9%	2.04
Current Ratio		4.7	4.7	1.01	2.4	2.01	3.1	1.54	1.8	2.60
Days in Net Patient Accounts Receivable		59.5	64.0	0.93	50.8	1.17	140.0	0.42	54.3	1.10
Average Payment Period		41.6	56.5	0.74	52.7	0.79	146.6	0.28	42.0	0.99
Equity Financing (%)		92.9%	69.2%	1.34	59.1%	1.57	56.4%	1.65	90.6%	1.02
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		6.9	13.4	0.52	9.5	0.73	9.0	0.77	0.0	N/A
Total Asset Turnover		0.8	0.6	1.43	0.7	1.13	0.3	3.16	0.9	0.86
Average Age of Plant (Years)		2.2	12.6	0.17	10.8	0.20	23.9	0.09	11.4	0.19
Increase (Decrease) Total Net Patient Revenue		20.1%	7.3%	2.76	5.8%	3.47	7.2%	2.77	-0.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		75.7%	63.3%	1.20	60.4%	1.25	77.9%	0.97	80.0%	0.95
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,514		\$16,906	0.92	\$18,736	0.83	\$13,622	1.14	\$8,429	1.84
Inpatient Net Revenue per Day	\$3,925		\$3,675	1.07	\$4,176	0.94	\$4,079	0.96	\$2,942	1.33
Outpatient Net Revenue per Visit	\$542		\$703	0.77	\$623	0.87	\$592	0.91	\$541	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$115,462,637	Cash & Cash Equivalents	\$11,807,595	Current Liabilities	\$4,278,619
Less Deductions	\$67,596,547	Net Patient Receivables	\$7,801,450	Long-Term Debt	\$0
Net Patient Revenue	\$47,866,090	Other Receivables	\$24,711	Other Liabilities	-\$25,836
Plus Other Revenue	\$891,642			Subtotal	\$4,252,783
Total Revenue	\$48,757,731	Land, Buildings & Equipment (Net)	\$38,927,480	Unrestricted Fund Balance	\$55,372,424
Less Expenses	\$40,345,713	Other Assets	\$1,063,970	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$19	Total Assets	\$59,625,206	Total Liabilities & Fund Balance	\$59,625,206
Net Income	\$8,412,037				

145 Aspirus Wausau Hospital
 333 Pine Ridge Boulevard
 Wausau, WI 54401
 715-847-2121

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Marathon
 Analysis Area: North Central (6)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	61.2%	55.2%	1.11	59.6%	1.03	71.0%	0.86	68.0%	0.90
Obstetrics	42.8%	38.0%	1.13	37.4%	0.30	50.6%	0.84	37.8%	1.13
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	66.0%	57.4%	1.15	63.9%	1.03	69.3%	0.95	65.2%	1.01
Average Census (Patients)									
Adult Medical-Surgical	71.6	26.0	2.75	21.4	3.35	106.3	0.67	65.3	1.10
Obstetrics	11.1	4.9	2.25	3.6	3.07	14.5	0.77	9.8	1.13
Pediatrics	0.0	1.3	N/A	0.8	N/A	3.2	N/A	0.0	N/A
Total Hospital	177.0	49.0	3.61	39.1	4.53	202.8	0.87	161.0	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.1	0.91	3.8	0.97	4.6	0.80	3.6	1.04
Obstetrics	2.8	2.6	1.12	2.6	1.09	2.7	1.05	2.7	1.06
Pediatrics	0.0	3.3	N/A	2.9	N/A	3.3	N/A	0.0	N/A
Total Hospital	4.4	4.5	0.98	4.2	1.05	5.0	0.88	4.2	1.05
Surgical Operations									
Inpatient	5,252	1,426	3.68	1,304	4.03	5,403	0.97	5,137	1.02
Outpatient	6,861	4,581	1.50	3,131	2.19	16,162	0.42	5,566	1.23
Inpatient as % of All Surgeries	43.4%	23.7%	1.83	29.4%	1.47	25.1%	1.73	48.0%	0.90
Outpatient Visits									
Non-Emergency Visits	103,205	144,376	0.71	109,429	0.94	476,432	0.22	99,316	1.04
Emergency Visits	33,995	17,768	1.91	12,684	2.68	47,460	0.72	34,405	0.99
Full-Time Equivalents (FTEs)									
Administrators	127.8	23.0	5.56	33.8	3.78	71.8	1.78	112.9	1.13
Nurses, Licensed	781.6	251.3	3.11	182.8	4.28	913.4	0.86	680.2	1.15
Ancillary Nursing Personnel	235.9	39.7	5.95	28.6	8.24	148.8	1.59	216.7	1.09
All Other Personnel	1,137.1	509.3	2.23	375.9	3.02	1,805.9	0.63	907.9	1.25
Total FTEs	2,282.4	823.3	2.77	621.2	3.67	2,940.0	0.78	1,917.7	1.19
FTEs per 100 Patient Census (Adjusted)									
Administrators	33.3	17.0	1.96	29.6	1.12	14.7	2.27	31.3	1.06
Nurses, Licensed	203.8	185.7	1.10	160.0	1.27	186.4	1.09	188.6	1.08
Ancillary Nursing Personnel	61.5	29.3	2.10	25.1	2.46	30.4	2.03	60.1	1.02
All Other Personnel	296.5	376.3	0.79	329.2	0.90	368.6	0.80	251.7	1.18
Total FTEs	595.2	608.3	0.98	543.8	1.09	600.1	0.99	531.8	1.12

Total Hospital:
 Beds Set Up & Staffed 268
 Discharges 14,649
 Inpatient Days 64,606

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 26
 Total Births 1,467
 Newborn Days 2,652

145 Aspirus Wausau Hospital
Wausau, WI 54401

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	117	7,045	26,128	61.2%	71.6	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	240	2,672	61.0%	7.3	11.1
Hospice	1	14	860	3,790	74.2%	10.4	4.4
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	26	1,424	4,058	42.8%	11.1	2.8
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	16	226	4,512	77.3%	12.4	20.0
Cardiac Intensive Unit	1	8	273	2,673	91.5%	7.3	9.8
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	60	4,319	17,885	81.7%	49.0	4.1
Neonatal Intensive/Intermediate Care	1	15	293	2,888	52.7%	7.9	9.9
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	127	1	127.8	Surgical Personnel	43	46	52.6
Physicians & Dentists	13	0	13.0	Radiological Services Personnel	123	34	142.5
Medical & Dental Residents	18	0	18.0	Respiratory Therapists	31	27	44.0
Dental Hygienists	0	0	0.0	Occupational Therapists	27	8	30.2
Registered Nurses	654	222	757.6	Occupational Therapy Assistants/Aides	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	36	18	41.6
Licensed Practical Nurses	12	18	20.9	Physical Therapy Assistants/Aides	9	6	12.2
Ancillary Nursing Personnel	167	215	235.9	Recreational Therapists	4	1	4.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	8	2	8.8
Nurse Practitioners	3	1	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	19	9	20.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	93	78	121.3
Health Info Mgmt-Administrators/Technicians	9	1	9.8	All Other Personnel	330	225	397.0
Pharmacy Personnel	47	14	50.6				
Clinical Laboratory Personnel	71	18	78.2				
				Total	1,924	964	2,282.4

145 Aspirus Wausau Hospital

Wausau, WI 54401

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$718,030,017	51.7%	46.3%	1.12	50.7%	1.02	46.7%	1.11	51.4%	1.01
Medical Assistance	\$150,783,644	10.9%	13.6%	0.80	13.1%	0.83	12.6%	0.86	11.0%	0.99
Commercial	\$463,639,096	33.4%	35.3%	0.94	32.1%	1.04	35.1%	0.95	33.8%	0.99
All Other	\$56,970,133	4.1%	4.8%	0.86	4.1%	1.00	5.6%	0.73	3.8%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$532,025,198	38.3%	34.9%	1.10	36.8%	1.04	36.2%	1.06	37.7%	1.02
Medical Assistance	\$128,153,721	9.2%	10.4%	0.89	10.1%	0.92	9.8%	0.94	9.3%	0.99
Commercial	\$151,263,538	10.9%	14.7%	0.74	8.8%	1.24	15.6%	0.70	10.6%	1.03
Charity Care	\$11,467,893	0.8%	1.0%	0.86	0.8%	1.08	0.9%	0.89	1.0%	0.80
Bad Debt	\$11,500,872	0.8%	1.1%	0.78	1.0%	0.87	0.9%	0.92	0.7%	1.20
All Other	\$32,054,496	2.3%	2.2%	1.07	2.0%	1.13	2.5%	0.93	2.1%	1.12
Total Deductions	\$866,465,718	62.4%	64.2%	0.97	59.3%	1.05	66.0%	0.94	61.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.8%	5.5%	0.68	3.1%	1.21	6.8%	0.56	3.9%	0.96
Net Gains/Losses as % of Net Income		13.5%	13.2%	1.03	18.4%	0.73	13.1%	1.03	23.1%	0.58
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$196,096,176	40.6%	44.0%	0.92	42.1%	0.97	42.7%	0.95	41.3%	0.98
Supplies & Services	\$254,492,107	52.7%	49.2%	1.07	52.0%	1.01	51.1%	1.03	52.3%	1.01
Capital Component	\$32,195,316	6.7%	6.8%	0.98	5.9%	1.12	6.2%	1.08	6.4%	1.05
Fiscal Statistics										
Operating Margin (%)		11.2%	9.1%	1.23	5.2%	2.15	9.5%	1.18	8.9%	1.26
Total Hospital Net Income (%)		12.7%	10.3%	1.23	6.3%	2.01	10.8%	1.18	11.3%	1.13
Return on Equity (%)		13.0%	6.0%	2.17	3.2%	4.10	7.7%	1.69	10.9%	1.19
Current Ratio		3.0	4.7	0.64	2.6	1.13	5.5	0.54	2.0	1.53
Days in Net Patient Accounts Receivable		51.4	64.0	0.80	77.6	0.66	55.7	0.92	48.8	1.05
Average Payment Period		35.9	56.5	0.64	74.6	0.48	45.6	0.79	39.9	0.90
Equity Financing (%)		66.5%	69.2%	0.96	55.8%	1.19	72.1%	0.92	64.8%	1.03
Long-Term Debt to Equity Ratio		0.3	0.3	1.30	0.5	0.63	0.2	1.83	0.4	0.90
Times Interest Earned		18.4	13.4	1.37	15.9	1.16	15.5	1.19	18.4	1.00
Total Asset Turnover		1.0	0.6	1.76	0.5	2.02	0.7	1.43	0.9	1.07
Average Age of Plant (Years)		9.8	12.6	0.78	13.7	0.71	12.1	0.81	10.3	0.95
Increase (Decrease) Total Net Patient Revenue		9.5%	7.3%	1.30	25.3%	0.37	8.9%	1.06	4.5%	2.09
Outpatient Gross Revenue (% of Total GPR)		54.9%	63.3%	0.87	65.8%	0.83	58.2%	0.94	56.1%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,072		\$16,906	0.95	\$14,935	1.08	\$19,324	0.83	\$14,988	1.07
Inpatient Net Revenue per Day	\$3,726		\$3,675	1.01	\$3,551	1.05	\$3,829	0.97	\$3,630	1.03
Outpatient Net Revenue per Visit	\$2,179		\$703	3.10	\$810	2.69	\$741	2.94	\$2,069	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,389,422,892	Cash & Cash Equivalents	\$2,764,461	Current Liabilities	\$45,146,906
Less Deductions	\$866,465,718	Net Patient Receivables	\$73,690,913	Long-Term Debt	\$119,604,315
Net Patient Revenue	\$522,957,174	Other Receivables	\$0	Other Liabilities	\$15,911,945
Plus Other Revenue	\$20,581,033			Subtotal	\$180,663,166
Total Revenue	\$543,538,203	Land, Buildings & Equipment (Net)	\$235,652,913	Unrestricted Fund Balance	\$358,717,340
Less Expenses	\$482,783,599	Other Assets	\$227,272,218	Restricted Fund Balance	\$2,597,998
Non-Operating Gains/Losses	\$9,487,266			Total Liabilities & Fund Balance	\$539,380,506
Net Income	\$70,241,870	Total Assets	\$539,380,505		

150 Aurora West Allis Medical Center
 8901 W Lincoln Avenue
 West Allis, WI 53227
 414-328-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.5%	55.2%	1.04	67.1%	0.86	71.0%	0.81	67.0%	0.86
Obstetrics	51.8%	38.0%	1.36	48.2%	0.59	50.6%	1.02	52.0%	1.00
Pediatrics	0.0%	51.3%	N/A	100.5%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	58.7%	57.4%	1.02	70.0%	0.84	69.3%	0.85	64.4%	0.91
Average Census (Patients)									
Adult Medical-Surgical	53.4	26.0	2.05	108.6	0.49	106.3	0.50	63.0	0.85
Obstetrics	28.5	4.9	5.77	19.5	1.46	14.5	1.97	28.6	1.00
Pediatrics	0.0	1.3	N/A	9.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	128.6	49.0	2.63	166.8	0.77	202.8	0.63	140.3	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.1	1.11	5.2	0.87	4.6	0.98	4.3	1.06
Obstetrics	2.7	2.6	1.07	2.8	0.98	2.7	1.01	2.7	0.99
Pediatrics	0.0	3.3	N/A	3.4	N/A	3.3	N/A	0.0	N/A
Total Hospital	4.3	4.5	0.96	5.7	0.75	5.0	0.86	4.1	1.05
Surgical Operations									
Inpatient	2,684	1,426	1.88	3,115	0.86	5,403	0.50	3,132	0.86
Outpatient	5,202	4,581	1.14	5,527	0.94	16,162	0.32	5,134	1.01
Inpatient as % of All Surgeries	34.0%	23.7%	1.43	36.0%	0.94	25.1%	1.36	37.9%	0.90
Outpatient Visits									
Non-Emergency Visits	124,310	144,376	0.86	275,295	0.45	476,432	0.26	124,127	1.00
Emergency Visits	39,674	17,768	2.23	46,822	0.85	47,460	0.84	38,970	1.02
Full-Time Equivalents (FTEs)									
Administrators	26.0	23.0	1.13	58.1	0.45	71.8	0.36	27.0	0.96
Nurses, Licensed	565.9	251.3	2.25	763.8	0.74	913.4	0.62	532.5	1.06
Ancillary Nursing Personnel	112.6	39.7	2.84	137.7	0.82	148.8	0.76	106.7	1.06
All Other Personnel	1,547.3	509.3	3.04	1,250.1	1.24	1,805.9	0.86	1,398.1	1.11
Total FTEs	2,251.7	823.3	2.74	2,209.8	1.02	2,940.0	0.77	2,064.3	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.7	17.0	0.51	16.3	0.54	14.7	0.59	9.3	0.94
Nurses, Licensed	189.8	185.7	1.02	213.6	0.89	186.4	1.02	183.6	1.03
Ancillary Nursing Personnel	37.8	29.3	1.29	38.5	0.98	30.4	1.24	36.8	1.03
All Other Personnel	519.1	376.3	1.38	349.6	1.48	368.6	1.41	482.1	1.08
Total FTEs	755.5	608.3	1.24	618.0	1.22	600.1	1.26	711.8	1.06

Total Hospital:
 Beds Set Up & Staffed 219
 Discharges 10,946
 Inpatient Days 46,943

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 37
 Total Births 3,526
 Newborn Days 6,732

150 Aurora West Allis Medical Center
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	93	4,316	19,508	57.5%	53.4	4.5
Orthopedic	1	32	1,494	6,255	53.6%	17.1	4.2
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	55	3,824	10,402	51.8%	28.5	2.7
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	16	339	3,783	64.8%	10.4	11.2
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	23	379	6,995	83.3%	19.2	18.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	26	0	26.0	Surgical Personnel	18	9	21.0
Physicians & Dentists	91	20	92.7	Radiological Services Personnel	50	25	69.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	14	2	15.5
Dental Hygienists	0	0	0.0	Occupational Therapists	8	14	17.5
Registered Nurses	408	167	523.7	Occupational Therapy Assistants/Aides	1	1	1.7
Certified Nurse Midwives	5	1	5.6	Physical Therapists	15	12	22.7
Licensed Practical Nurses	6	3	8.7	Physical Therapy Assistants/Aides	1	5	4.0
Ancillary Nursing Personnel	70	75	112.6	Recreational Therapists	0	2	1.3
Physician Assistants	11	1	11.6	Dietitians & Nutritionists	5	3	7.0
Nurse Practitioners	17	4	19.9	Psychologists	6	0	6.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	6	5	8.3
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	242	163	316.7
Health Info Mgmt-Administrators/Technicians	26	8	31.6	All Other Personnel	457	130	539.2
Pharmacy Personnel	38	7	40.5				
Clinical Laboratory Personnel	217	69	261.4				
				Total	1,805	761	2,251.7

150 Aurora West Allis Medical Center

West Allis, WI 53227

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$408,921,034	42.3%	46.3%	0.91	43.7%	0.97	46.7%	0.91	41.4%	1.02
Medical Assistance	\$160,580,032	16.6%	13.6%	1.22	20.7%	0.80	12.6%	1.32	16.5%	1.01
Commercial	\$366,874,103	38.0%	35.3%	1.08	31.5%	1.20	35.1%	1.08	39.0%	0.97
All Other	\$29,999,381	3.1%	4.8%	0.65	4.1%	0.75	5.6%	0.55	3.1%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$344,260,007	35.6%	34.9%	1.02	34.8%	1.02	36.2%	0.98	34.2%	1.04
Medical Assistance	\$126,868,617	13.1%	10.4%	1.27	15.6%	0.84	9.8%	1.33	13.0%	1.01
Commercial	\$180,526,586	18.7%	14.7%	1.27	14.2%	1.32	15.6%	1.19	18.9%	0.99
Charity Care	\$15,552,363	1.6%	1.0%	1.67	1.2%	1.31	0.9%	1.73	1.6%	1.01
Bad Debt	\$9,189,189	1.0%	1.1%	0.90	1.0%	1.00	0.9%	1.06	1.2%	0.82
All Other	\$9,398,920	1.0%	2.2%	0.45	1.2%	0.83	2.5%	0.39	1.0%	1.02
Total Deductions	\$685,795,681	71.0%	64.2%	1.11	67.9%	1.04	66.0%	1.08	69.8%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.9%	5.5%	0.34	4.2%	0.45	6.8%	0.28	1.9%	0.99	
Net Gains/Losses as % of Net Income	0.1%	13.2%	0.01	N/A	N/A	13.1%	0.01	0.2%	0.54	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$95,836,522	43.2%	44.0%	0.98	35.6%	1.21	42.7%	1.01	43.0%	1.01
Supplies & Services	\$109,454,782	49.4%	49.2%	1.00	57.8%	0.85	51.1%	0.97	50.8%	0.97
Capital Component	\$16,500,339	7.4%	6.8%	1.09	6.6%	1.12	6.2%	1.20	6.2%	1.20
Fiscal Statistics										
Operating Margin (%)	22.4%	9.1%	2.47	11.0%	2.04	9.5%	2.37	25.3%	0.89	
Total Hospital Net Income (%)	22.5%	10.3%	2.18	10.6%	2.11	10.8%	2.09	25.3%	0.89	
Return on Equity (%)	6.8%	6.0%	1.14	7.3%	0.94	7.7%	0.89	8.3%	0.83	
Current Ratio	56.0	4.7	11.91	10.4	5.40	5.5	10.15	55.2	1.02	
Days in Net Patient Accounts Receivable	51.2	64.0	0.80	48.4	1.06	55.7	0.92	54.3	0.94	
Average Payment Period	25.9	56.5	0.46	30.5	0.85	45.6	0.57	25.1	1.03	
Equity Financing (%)	98.2%	69.2%	1.42	87.0%	1.13	72.1%	1.36	98.4%	1.00	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	18.4	13.4	1.37	11.9	1.54	15.5	1.19	0.0	N/A	
Total Asset Turnover	0.3	0.6	0.53	0.7	0.44	0.7	0.43	0.3	0.94	
Average Age of Plant (Years)	12.8	12.6	1.02	10.5	1.22	12.1	1.06	12.1	1.06	
Increase (Decrease) Total Net Patient Revenue	0.7%	7.3%	0.10	4.6%	0.15	8.9%	0.08	2.6%	0.27	
Outpatient Gross Revenue (% of Total GPR)	53.4%	63.3%	0.84	52.2%	1.02	58.2%	0.92	49.1%	1.09	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,171	\$16,906	0.78	\$22,775	0.58	\$19,324	0.68	\$12,562	1.05	
Inpatient Net Revenue per Day	\$2,845	\$3,675	0.77	\$3,908	0.73	\$3,829	0.74	\$2,909	0.98	
Outpatient Net Revenue per Visit	\$888	\$703	1.26	\$755	1.18	\$741	1.20	\$812	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$966,374,550	Cash & Cash Equivalents	\$791,152,647	Current Liabilities	\$14,903,674
Less Deductions	\$685,795,681	Net Patient Receivables	\$39,332,240	Long-Term Debt	\$0
Net Patient Revenue	\$280,578,869	Other Receivables	\$1,322,480	Other Liabilities	\$1,836,608
Plus Other Revenue	\$5,403,273			Subtotal	\$16,740,282
Total Revenue	\$285,982,143	Land, Buildings & Equipment (Net)	\$99,404,570	Unrestricted Fund Balance	\$922,398,973
Less Expenses	\$221,791,643	Other Assets	\$7,927,320	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$79,654			Total Liabilities & Fund Balance	\$939,139,255
Net Income	\$64,270,154	Total Assets	\$939,139,257		

151 Froedtert West Bend Hospital
 3200 Pleasant Valley Road
 West Bend, WI 53095
 262-334-5533

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Washington
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	64.6%	55.2%	1.17	58.8%	1.10	43.3%	1.49	62.8%	1.03
Obstetrics	34.3%	38.0%	0.90	30.5%	0.13	23.8%	1.44	34.1%	1.01
Pediatrics	0.0%	51.3%	N/A	6.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	57.2%	57.4%	1.00	54.8%	1.04	44.0%	1.30	56.1%	1.02
Average Census (Patients)									
Adult Medical-Surgical	22.0	26.0	0.84	31.7	0.69	15.3	1.44	21.4	1.03
Obstetrics	4.1	4.9	0.83	5.2	0.79	2.1	1.94	4.1	1.01
Pediatrics	0.0	1.3	N/A	0.1	N/A	0.0	N/A	0.0	N/A
Total Hospital	40.0	49.0	0.82	61.6	0.65	27.3	1.47	39.2	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.80	3.7	0.87	3.4	0.95	3.2	1.00
Obstetrics	2.3	2.6	0.89	2.3	0.98	2.3	0.98	2.2	1.01
Pediatrics	0.0	3.3	N/A	2.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.5	0.80	4.0	0.90	3.7	0.97	3.6	0.98
Surgical Operations									
Inpatient	790	1,426	0.55	1,468	0.54	657	1.20	711	1.11
Outpatient	2,232	4,581	0.49	4,147	0.54	2,872	0.78	2,199	1.02
Inpatient as % of All Surgeries	26.1%	23.7%	1.10	26.1%	1.00	18.6%	1.40	24.4%	1.07
Outpatient Visits									
Non-Emergency Visits	76,749	144,376	0.53	165,725	0.46	115,084	0.67	71,304	1.08
Emergency Visits	14,479	17,768	0.81	24,778	0.58	13,821	1.05	17,653	0.82
Full-Time Equivalents (FTEs)									
Administrators	29.2	23.0	1.27	24.0	1.22	18.2	1.61	28.8	1.01
Nurses, Licensed	184.9	251.3	0.74	290.2	0.64	150.6	1.23	176.3	1.05
Ancillary Nursing Personnel	23.8	39.7	0.60	45.9	0.52	19.7	1.21	22.6	1.06
All Other Personnel	293.1	509.3	0.58	567.1	0.52	320.3	0.91	297.4	0.99
Total FTEs	531.0	823.3	0.64	927.1	0.57	508.8	1.04	525.1	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.7	17.0	1.45	13.1	1.88	18.2	1.35	26.0	0.95
Nurses, Licensed	156.1	185.7	0.84	158.4	0.99	151.1	1.03	159.3	0.98
Ancillary Nursing Personnel	20.1	29.3	0.69	25.0	0.80	19.8	1.02	20.4	0.99
All Other Personnel	247.5	376.3	0.66	309.5	0.80	321.5	0.77	268.7	0.92
Total FTEs	448.4	608.3	0.74	506.1	0.89	510.6	0.88	474.4	0.95

Total Hospital:
 Beds Set Up & Staffed 70
 Discharges 4,092
 Inpatient Days 14,613

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 21
 Total Births 661
 Newborn Days 1,449

151 Froedtert West Bend Hospital
West Bend, WI 53095

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	34	2,459	8,012	64.6%	22.0	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	664	1,502	34.3%	4.1	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	138	1,291	58.9%	3.5	9.4
Step-Down (Special Care)	1	18	831	3,808	58.0%	10.4	4.6
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	28	2	29.2	Surgical Personnel	12	4	14.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	24	38	44.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	6	10.8
Dental Hygienists	0	0	0.0	Occupational Therapists	0	7	2.4
Registered Nurses	119	117	182.9	Occupational Therapy Assistants/Aides	0	2	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	4	1.7
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	3	2.1
Ancillary Nursing Personnel	9	35	23.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	3	2.7
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	1	4.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	56	51	81.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	59	82.3
Pharmacy Personnel	17	16	21.1				
Clinical Laboratory Personnel	15	10	21.4				
				Total	350	362	531.0

151 Froedtert West Bend Hospital

West Bend, WI 53095

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$247,490,133	55.4%	46.3%	1.20	50.9%	1.09	51.1%	1.08	53.3%	1.04
Medical Assistance	\$31,819,071	7.1%	13.6%	0.52	10.1%	0.70	11.3%	0.63	7.3%	0.98
Commercial	\$155,928,899	34.9%	35.3%	0.99	36.0%	0.97	33.7%	1.04	36.6%	0.96
All Other	\$11,311,772	2.5%	4.8%	0.53	3.0%	0.86	3.9%	0.66	2.8%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$198,285,082	44.4%	34.9%	1.27	40.8%	1.09	36.8%	1.21	42.6%	1.04
Medical Assistance	\$26,104,856	5.8%	10.4%	0.56	8.0%	0.73	8.5%	0.69	5.6%	1.05
Commercial	\$66,614,098	14.9%	14.7%	1.02	15.9%	0.94	12.8%	1.17	14.3%	1.04
Charity Care	\$2,489,655	0.6%	1.0%	0.58	1.1%	0.51	0.9%	0.63	0.5%	1.05
Bad Debt	\$4,333,163	1.0%	1.1%	0.91	1.1%	0.90	1.4%	0.72	1.0%	1.02
All Other	\$4,325,530	1.0%	2.2%	0.45	1.4%	0.70	2.1%	0.46	1.1%	0.90
Total Deductions	\$302,152,383	67.7%	64.2%	1.05	68.2%	0.99	62.4%	1.08	65.1%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.9%		5.5%	0.35	4.9%	0.40	3.4%	0.57	1.9%	1.01
Net Gains/Losses as % of Net Income	1,548.6%		13.2%	117.53	N/A	N/A	4.5%	342.77	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,988,058	41.9%	44.0%	0.95	39.6%	1.06	46.0%	0.91	41.6%	1.01
Supplies & Services	\$62,116,000	51.0%	49.2%	1.04	51.8%	0.99	46.6%	1.09	50.3%	1.01
Capital Component	\$8,669,189	7.1%	6.8%	1.05	8.7%	0.82	7.4%	0.96	8.1%	0.88
Fiscal Statistics										
Operating Margin (%)	17.3%		9.1%	1.91	14.3%	1.21	8.2%	2.10	21.5%	0.81
Total Hospital Net Income (%)	-1.5%		10.3%	N/A	12.8%	N/A	8.6%	N/A	5.7%	N/A
Return on Equity (%)	-2.1%		6.0%	N/A	8.8%	N/A	5.8%	N/A	8.1%	N/A
Current Ratio	4.1		4.7	0.88	9.4	0.44	4.4	0.95	3.5	1.18
Days in Net Patient Accounts Receivable	43.8		64.0	0.68	48.9	0.90	49.0	0.89	40.4	1.08
Average Payment Period	15.8		56.5	0.28	33.2	0.48	41.1	0.38	17.6	0.90
Equity Financing (%)	92.4%		69.2%	1.33	82.0%	1.13	81.8%	1.13	91.4%	1.01
Long-Term Debt to Equity Ratio	0.0		0.3	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	0.3		13.4	0.02	13.0	0.02	14.1	0.02	3.7	0.08
Total Asset Turnover	1.8		0.6	3.11	0.7	2.57	0.7	2.67	1.7	1.04
Average Age of Plant (Years)	12.3		12.6	0.97	9.5	1.29	9.6	1.28	10.5	1.17
Increase (Decrease) Total Net Patient Revenue	1.9%		7.3%	0.26	4.1%	0.46	2.8%	0.68	4.1%	0.46
Outpatient Gross Revenue (% of Total GPR)	66.1%		63.3%	1.04	64.9%	1.02	71.9%	0.92	65.1%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,487		\$16,906	0.74	\$13,299	0.94	\$12,065	1.03	\$12,982	0.96
Inpatient Net Revenue per Day	\$3,484		\$3,675	0.95	\$3,202	1.09	\$3,161	1.10	\$3,627	0.96
Outpatient Net Revenue per Visit	\$1,070		\$703	1.52	\$685	1.56	\$614	1.74	\$1,062	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$446,549,876	Cash & Cash Equivalents		Current Liabilities	\$4,995,094
Less Deductions	\$302,152,383	Net Patient Receivables	\$17,319,245	Long-Term Debt	\$0
Net Patient Revenue	\$144,397,493	Other Receivables	\$30,251	Other Liabilities	\$1,275,929
Plus Other Revenue	\$2,861,271			Subtotal	\$6,271,023
Total Revenue	\$147,258,764	Land, Buildings & Equipment (Net)	\$61,704,667	Unrestricted Fund Balance	\$76,163,738
Less Expenses	\$121,773,247	Other Assets	\$3,408,104	Restricted Fund Balance	\$150,381
Non-Operating Gains/Losses	-\$27,244,861			Total Liabilities & Fund Balance	\$82,434,761
Net Income	-\$1,759,344	Total Assets	\$82,434,761		

308 Marshfield Medical Center-Weston
 3400 Ministry Parkway
 Weston, WI 54476
 715-393-3000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Marathon
 Analysis Area: North Central (6)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	91.2%	55.2%	1.65	59.6%	1.53	40.9%	2.23	78.1%	1.17
Obstetrics	53.3%	38.0%	1.40	37.4%	0.09	25.8%	2.07	169.2%	0.31
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	96.7%	57.4%	1.68	63.9%	1.51	41.6%	2.32	111.6%	0.87
Average Census (Patients)									
Adult Medical-Surgical	19.2	26.0	0.74	21.4	0.90	10.2	1.87	30.5	0.63
Obstetrics	3.2	4.9	0.65	3.6	0.88	1.8	1.76	3.4	0.94
Pediatrics	0.0	1.3	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	47.4	49.0	0.97	39.1	1.21	17.6	2.68	53.6	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.81	3.8	0.86	3.1	1.07	3.4	0.96
Obstetrics	2.2	2.6	0.86	2.6	0.84	2.2	1.00	2.2	1.00
Pediatrics	0.0	3.3	N/A	2.9	N/A	2.2	N/A	0.0	N/A
Total Hospital	3.7	4.5	0.82	4.2	0.88	3.3	1.11	3.7	0.99
Surgical Operations									
Inpatient	1,476	1,426	1.04	1,304	1.13	479	3.08	1,543	0.96
Outpatient	1,234	4,581	0.27	3,131	0.39	1,923	0.64	1,005	1.23
Inpatient as % of All Surgeries	54.5%	23.7%	2.29	29.4%	1.85	19.9%	2.73	60.6%	0.90
Outpatient Visits									
Non-Emergency Visits	11,898	144,376	0.08	109,429	0.11	67,442	0.18	10,760	1.11
Emergency Visits	12,631	17,768	0.71	12,684	1.00	12,660	1.00	13,153	0.96
Full-Time Equivalents (FTEs)									
Administrators	9.0	23.0	0.39	33.8	0.27	12.7	0.71	2.0	4.50
Nurses, Licensed	163.9	251.3	0.65	182.8	0.90	102.4	1.60	171.5	0.96
Ancillary Nursing Personnel	13.2	39.7	0.33	28.6	0.46	17.0	0.78	25.9	0.51
All Other Personnel	112.9	509.3	0.22	375.9	0.30	220.5	0.51	113.4	1.00
Total FTEs	299.0	823.3	0.36	621.2	0.48	352.5	0.85	312.8	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.4	17.0	0.61	29.6	0.35	19.4	0.54	2.2	4.77
Nurses, Licensed	190.1	185.7	1.02	160.0	1.19	155.7	1.22	187.7	1.01
Ancillary Nursing Personnel	15.3	29.3	0.52	25.1	0.61	25.8	0.59	28.4	0.54
All Other Personnel	131.0	376.3	0.35	329.2	0.40	335.3	0.39	124.1	1.06
Total FTEs	346.9	608.3	0.57	543.8	0.64	536.2	0.65	342.4	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	49	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	2
Discharges	4,680	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	447
Inpatient Days	17,287			Inpatient Days	0	Newborn Days	875

308 Marshfield Medical Center-Weston
Weston, WI 54476

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	2,126	6,991	91.2%	19.2	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	530	1,167	53.3%	3.2	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	5	327	2,714	148.7%	7.4	8.3
Step-Down (Special Care)	1	17	1,697	6,415	103.4%	17.6	3.8
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	14	2	15.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	0	13.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	145	71	163.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	8	18	13.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	54	41	57.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	7	8	9.2
Pharmacy Personnel	18	1	18.3				
Clinical Laboratory Personnel	0	0	0.0				
				Total	268	141	299.0

308 Marshfield Medical Center-Weston

Weston, WI 54476

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$153,938,050	60.6%	46.3%	1.31	50.7%	1.20	49.1%	1.23	60.5%	1.00
Medical Assistance	\$27,791,354	10.9%	13.6%	0.80	13.1%	0.83	10.9%	1.00	10.7%	1.02
Commercial	\$59,077,200	23.2%	35.3%	0.66	32.1%	0.72	36.4%	0.64	24.1%	0.97
All Other	\$13,356,932	5.3%	4.8%	1.10	4.1%	1.28	3.5%	1.48	4.7%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$105,154,789	41.4%	34.9%	1.18	36.8%	1.12	35.9%	1.15	42.9%	0.97
Medical Assistance	\$18,856,450	7.4%	10.4%	0.72	10.1%	0.74	8.3%	0.90	5.0%	1.48
Commercial	\$11,885,966	4.7%	14.7%	0.32	8.8%	0.53	14.2%	0.33	4.3%	1.08
Charity Care	\$1,475,836	0.6%	1.0%	0.60	0.8%	0.76	1.3%	0.44	1.0%	0.58
Bad Debt	\$4,465,393	1.8%	1.1%	1.65	1.0%	1.84	1.2%	1.43	2.0%	0.89
All Other	\$9,363,627	3.7%	2.2%	1.70	2.0%	1.81	1.3%	2.78	2.4%	1.54
Total Deductions	\$151,202,061	59.5%	64.2%	0.93	59.3%	1.00	62.3%	0.96	57.6%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.9%	5.5%	0.34	3.1%	0.61	3.2%	0.59	-1.5%	N/A
Net Gains/Losses as % of Net Income		0.3%	13.2%	0.03	18.4%	0.02	29.1%	0.01	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,670,443	25.3%	44.0%	0.57	42.1%	0.60	44.1%	0.57	25.1%	1.00
Supplies & Services	\$86,408,321	66.8%	49.2%	1.36	52.0%	1.28	47.4%	1.41	70.3%	0.95
Capital Component	\$10,225,734	7.9%	6.8%	1.16	5.9%	1.33	8.5%	0.93	4.6%	1.72
Fiscal Statistics										
Operating Margin (%)		-23.2%	9.1%	N/A	5.2%	N/A	5.4%	N/A	-36.7%	0.63
Total Hospital Net Income (%)		-23.3%	10.3%	N/A	6.3%	N/A	7.4%	N/A	-36.7%	0.64
Return on Equity (%)		-18.2%	6.0%	N/A	3.2%	N/A	4.7%	N/A	-29.1%	0.63
Current Ratio		1.6	4.7	0.34	2.6	0.61	4.8	0.34	1.3	1.23
Days in Net Patient Accounts Receivable		59.4	64.0	0.93	77.6	0.76	49.3	1.20	57.1	1.04
Average Payment Period		51.8	56.5	0.92	74.6	0.69	48.1	1.08	49.4	1.05
Equity Financing (%)		75.8%	69.2%	1.09	55.8%	1.36	74.4%	1.02	74.0%	1.02
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.5	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		-142.8	13.4	N/A	15.9	N/A	7.5	N/A	0.0	N/A
Total Asset Turnover		0.8	0.6	1.36	0.5	1.57	0.6	1.25	0.8	0.99
Average Age of Plant (Years)		3.9	12.6	0.31	13.7	0.29	10.2	0.39	4.9	0.80
Increase (Decrease) Total Net Patient Revenue		-5.5%	7.3%	N/A	25.3%	N/A	4.2%	N/A	-2.7%	2.06
Outpatient Gross Revenue (% of Total GPR)		45.2%	63.3%	0.71	65.8%	0.69	72.8%	0.62	41.4%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,489		\$16,906	0.68	\$14,935	0.77	\$11,314	1.02	\$12,879	0.89
Inpatient Net Revenue per Day	\$3,121		\$3,675	0.85	\$3,551	0.88	\$3,281	0.95	\$3,446	0.91
Outpatient Net Revenue per Visit	\$2,188		\$703	3.11	\$810	2.70	\$705	3.10	\$1,950	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$254,163,536	Cash & Cash Equivalents	\$2,200	Current Liabilities	\$17,003,487
Less Deductions	\$151,202,061	Net Patient Receivables	\$16,750,744	Long-Term Debt	\$0
Net Patient Revenue	\$102,961,475	Other Receivables	\$4,181,454	Other Liabilities	\$15,492,425
Plus Other Revenue	\$1,996,364			Subtotal	\$32,495,912
Total Revenue	\$104,957,840	Land, Buildings & Equipment (Net)	\$99,155,500	Unrestricted Fund Balance	\$101,668,630
Less Expenses	\$129,304,497	Other Assets	\$14,074,643	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$84,588			Total Liabilities & Fund Balance	\$134,164,541
Net Income	-\$24,431,245	Total Assets	\$134,164,541		

152 Gundersen Tri-County Hospital and Clinics
 18601 Lincoln Street
 Whitehall, WI 54773
 715-538-4361

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Trempealeau
 Analysis Area: Southwestern (5B)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	13.2%	55.2%	0.24	45.6%	0.29	11.3%	1.16	10.9%	1.21
Obstetrics	0.0%	38.0%	N/A	53.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	31.9%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	15.4%	57.4%	0.27	50.4%	0.31	16.5%	0.93	13.0%	1.19
Average Census (Patients)									
Adult Medical-Surgical	2.0	26.0	0.08	16.7	0.12	1.8	1.12	1.6	1.21
Obstetrics	0.0	4.9	N/A	3.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.3	49.0	0.05	27.5	0.08	2.7	0.86	1.9	1.19
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.1	0.76	4.0	0.76	2.9	1.06	2.8	1.12
Obstetrics	0.0	2.6	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.8	N/A	3.0	N/A	0.0	N/A
Total Hospital	3.6	4.5	0.80	4.7	0.77	4.2	0.86	3.3	1.09
Surgical Operations									
Inpatient	4	1,426	0.00	857	0.00	127	0.03	15	0.27
Outpatient	284	4,581	0.06	2,753	0.10	1,225	0.23	237	1.20
Inpatient as % of All Surgeries	1.4%	23.7%	0.06	23.7%	0.06	9.4%	0.15	6.0%	0.23
Outpatient Visits									
Non-Emergency Visits	28,930	144,376	0.20	121,727	0.24	22,925	1.26	30,096	0.96
Emergency Visits	3,675	17,768	0.21	13,192	0.28	2,741	1.34	3,593	1.02
Full-Time Equivalents (FTEs)									
Administrators	0.0	23.0	N/A	14.1	N/A	3.1	N/A	0.0	N/A
Nurses, Licensed	26.2	251.3	0.10	157.2	0.17	36.6	0.71	29.2	0.90
Ancillary Nursing Personnel	9.2	39.7	0.23	21.0	0.44	7.5	1.23	9.9	0.93
All Other Personnel	118.2	509.3	0.23	425.8	0.28	77.2	1.53	119.8	0.99
Total FTEs	153.6	823.3	0.19	618.1	0.25	124.4	1.24	158.8	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	17.0	N/A	12.2	N/A	23.8	N/A	0.0	N/A
Nurses, Licensed	229.6	185.7	1.24	135.8	1.69	281.2	0.82	336.5	0.68
Ancillary Nursing Personnel	80.9	29.3	2.76	18.1	4.46	57.4	1.41	114.1	0.71
All Other Personnel	1,037.3	376.3	2.76	367.9	2.82	592.9	1.75	1,381.8	0.75
Total FTEs	1,347.8	608.3	2.22	533.9	2.52	955.3	1.41	1,832.3	0.74

Total Hospital:
 Beds Set Up & Staffed 15
 Discharges 234
 Inpatient Days 842

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 4
 Discharges 78
 Inpatient Days 1,513

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

152 Gundersen Tri-County Hospital and Clinics
Whitehall, WI 54773

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	234	721	13.2%	2.0	3.1
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	1	0	14	121	0.0%	0.3	8.6
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	1	2	1.3
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	3	3	4.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.8
Registered Nurses	17	11	22.2	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	3.6
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	1	1.9
Ancillary Nursing Personnel	7	8	9.2	Recreational Therapists	0	1	0.8
Physician Assistants	3	4	4.6	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	7	3.2
Health Info Mgmt-Administrators/Technicians	3	1	3.9	All Other Personnel	54	40	71.0
Pharmacy Personnel	2	1	2.1				
Clinical Laboratory Personnel	1	8	6.6				
				Total	112	92	153.6

152 Gunderson Tri-County Hospital and Clinics

Whitehall, WI 54773

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$18,297,259	51.4%	46.3%	1.11	45.4%	1.13	45.9%	1.12	52.4%	0.98
Medical Assistance	\$3,684,899	10.4%	13.6%	0.76	9.5%	1.09	11.5%	0.90	11.2%	0.93
Commercial	\$10,522,722	29.6%	35.3%	0.84	37.9%	0.78	39.4%	0.75	29.7%	0.99
All Other	\$3,072,720	8.6%	4.8%	1.81	7.2%	1.20	3.3%	2.65	6.7%	1.29
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,368,994	20.7%	34.9%	0.59	32.9%	0.63	23.7%	0.88	22.4%	0.92
Medical Assistance	\$2,514,696	7.1%	10.4%	0.68	7.4%	0.95	7.7%	0.92	7.5%	0.94
Commercial	\$2,983,464	8.4%	14.7%	0.57	15.7%	0.53	10.4%	0.80	7.9%	1.06
Charity Care	\$441,175	1.2%	1.0%	1.29	0.8%	1.46	0.8%	1.54	1.5%	0.84
Bad Debt	\$608,190	1.7%	1.1%	1.61	1.0%	1.75	1.5%	1.17	1.7%	0.99
All Other	\$999,384	2.8%	2.2%	1.30	4.8%	0.58	1.4%	2.02	2.4%	1.19
Total Deductions	\$14,915,903	41.9%	64.2%	0.65	62.7%	0.67	45.5%	0.92	43.5%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	5.5%	0.61	20.1%	0.17	3.1%	1.08	3.7%	0.92
Net Gains/Losses as % of Net Income		4.6%	13.2%	0.35	47.1%	0.10	1.4%	3.25	21.7%	0.21
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,713,824	55.0%	44.0%	1.25	56.2%	0.98	51.0%	1.08	51.9%	1.06
Supplies & Services	\$7,993,101	41.0%	49.2%	0.83	38.9%	1.05	41.5%	0.99	44.4%	0.92
Capital Component	\$776,619	4.0%	6.8%	0.59	4.9%	0.81	7.5%	0.53	3.7%	1.07
Fiscal Statistics										
Operating Margin (%)		8.9%	9.1%	0.98	6.1%	1.46	9.5%	0.94	3.1%	2.83
Total Hospital Net Income (%)		9.3%	10.3%	0.90	10.9%	0.85	9.7%	0.96	4.0%	2.33
Return on Equity (%)		15.8%	6.0%	2.64	8.9%	1.77	13.7%	1.16	7.1%	2.24
Current Ratio		2.9	4.7	0.62	25.9	0.11	3.6	0.80	2.0	1.44
Days in Net Patient Accounts Receivable		59.6	64.0	0.93	63.0	0.95	55.7	1.07	54.4	1.10
Average Payment Period		53.4	56.5	0.95	13.4	3.98	35.7	1.50	59.7	0.89
Equity Financing (%)		65.1%	69.2%	0.94	87.1%	0.75	50.2%	1.30	55.1%	1.18
Long-Term Debt to Equity Ratio		0.2	0.3	0.63	0.1	2.70	0.6	0.27	0.3	0.57
Times Interest Earned		27.5	13.4	2.05	31.0	0.89	10.9	2.52	9.5	2.90
Total Asset Turnover		1.7	0.6	2.96	0.8	2.19	1.4	1.20	1.8	0.97
Average Age of Plant (Years)		19.0	12.6	1.51	9.2	2.07	9.3	2.04	21.4	0.89
Increase (Decrease) Total Net Patient Revenue		10.7%	7.3%	1.47	3.8%	2.80	1.0%	10.98	3.5%	3.02
Outpatient Gross Revenue (% of Total GPR)		82.7%	63.3%	1.31	79.1%	1.04	79.1%	1.05	81.2%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,224		\$16,906	0.84	\$15,344	0.93	\$20,479	0.69	\$14,919	0.95
Inpatient Net Revenue per Day	\$2,186		\$3,675	0.59	\$3,493	0.63	\$3,042	0.72	\$2,048	1.07
Outpatient Net Revenue per Visit	\$513		\$703	0.73	\$855	0.60	\$730	0.70	\$435	1.18

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$35,577,600	Cash & Cash Equivalents	\$3,711,036	Current Liabilities	\$2,765,167
Less Deductions	\$14,915,903	Net Patient Receivables	\$3,375,933	Long-Term Debt	\$1,331,814
Net Patient Revenue	\$20,661,697	Other Receivables	\$178,566	Other Liabilities	\$308,482
Plus Other Revenue	\$728,377			Subtotal	\$4,405,463
Total Revenue	\$21,390,074	Land, Buildings & Equipment (Net)	\$4,608,333	Unrestricted Fund Balance	\$8,207,576
Less Expenses	\$19,483,544	Other Assets	\$739,171	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$91,220			Total Liabilities & Fund Balance	\$12,613,039
Net Income	\$1,997,750	Total Assets	\$12,613,039		

153 ThedaCare Medical Center - Wild Rose
 Box 243, 601 Grove Avenue
 Wild Rose, WI 54984
 920-622-3257

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Waushara
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	4.0%	55.2%	0.07	46.6%	0.09	11.3%	0.36	6.6%	0.61
Obstetrics	0.0%	38.0%	N/A	30.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	44.2%	N/A	0.0%	N/A
Total Hospital	4.0%	57.4%	0.07	47.3%	0.09	16.5%	0.24	6.6%	0.61
Average Census (Patients)									
Adult Medical-Surgical	1.0	26.0	0.04	22.2	0.05	1.8	0.57	1.7	0.61
Obstetrics	0.0	4.9	N/A	4.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.0	49.0	0.02	36.8	0.03	2.7	0.37	1.7	0.61
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.1	0.73	3.5	0.84	2.9	1.02	3.2	0.93
Obstetrics	0.0	2.6	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.3	N/A	2.8	N/A	3.0	N/A	0.0	N/A
Total Hospital	3.0	4.5	0.66	4.2	0.71	4.2	0.71	3.2	0.94
Surgical Operations									
Inpatient	0	1,426	N/A	1,211	N/A	127	N/A	0	N/A
Outpatient	56	4,581	0.01	6,106	0.01	1,225	0.05	62	0.90
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	16.6%	N/A	9.4%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	13,339	144,376	0.09	97,819	0.14	22,925	0.58	14,006	0.95
Emergency Visits	3,999	17,768	0.23	15,674	0.26	2,741	1.46	4,049	0.99
Full-Time Equivalents (FTEs)									
Administrators	3.0	23.0	0.13	19.5	0.15	3.1	0.97	5.0	0.60
Nurses, Licensed	16.6	251.3	0.07	188.9	0.09	36.6	0.45	15.0	1.11
Ancillary Nursing Personnel	5.4	39.7	0.14	19.4	0.28	7.5	0.72	9.8	0.55
All Other Personnel	39.1	509.3	0.08	317.9	0.12	77.2	0.51	35.6	1.10
Total FTEs	64.0	823.3	0.08	545.6	0.12	124.4	0.51	65.4	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	58.8	17.0	3.46	16.9	3.48	23.8	2.47	60.9	0.97
Nurses, Licensed	325.3	185.7	1.75	164.2	1.98	281.2	1.16	182.6	1.78
Ancillary Nursing Personnel	105.3	29.3	3.59	16.8	6.26	57.4	1.84	119.6	0.88
All Other Personnel	765.3	376.3	2.03	276.3	2.77	592.9	1.29	433.2	1.77
Total FTEs	1,254.8	608.3	2.06	474.3	2.65	955.3	1.31	796.3	1.58

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 124
 Inpatient Days 368

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 7
 Discharges 85
 Inpatient Days 1,429

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

153 ThedaCare Medical Center - Wild Rose
Wild Rose, WI 54984

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	124	368	4.0%	1.0	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	1	1.1	Radiological Services Personnel	3	3	3.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	12	9	16.6	Occupational Therapy Assistants/Aides	0	2	0.4
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.1
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.2
Ancillary Nursing Personnel	3	6	5.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	15	11	20.1
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	5	2	5.9				
				Total	50	36	64.0

153 ThedaCare Medical Center - Wild Rose

Wild Rose, WI 54984

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area ³		Volume Group ¹		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$11,363,324	53.9%	46.3%	1.17	47.7%	1.13	45.9%	1.18	60.3%	0.89
Medical Assistance	\$2,752,014	13.1%	13.6%	0.96	10.5%	1.25	11.5%	1.14	13.9%	0.94
Commercial	\$6,198,488	29.4%	35.3%	0.83	39.1%	0.75	39.4%	0.75	21.5%	1.37
All Other	\$765,774	3.6%	4.8%	0.76	2.7%	1.34	3.3%	1.11	4.3%	0.84
Deductions as % of Total Gross Patient Revenue										
Medicare	\$6,256,701	29.7%	34.9%	0.85	33.3%	0.89	23.7%	1.25	26.5%	1.12
Medical Assistance	\$1,182,037	5.6%	10.4%	0.54	7.8%	0.72	7.7%	0.73	6.8%	0.82
Commercial	\$420,092	2.0%	14.7%	0.14	13.9%	0.14	10.4%	0.19	3.6%	0.56
Charity Care	\$155,223	0.7%	1.0%	0.76	0.6%	1.16	0.8%	0.91	0.6%	1.31
Bad Debt	\$748,911	3.6%	1.1%	3.35	1.4%	2.45	1.5%	2.42	6.3%	0.57
All Other	\$400,964	1.9%	2.2%	0.88	2.0%	0.96	1.4%	1.37	2.2%	0.87
Total Deductions	\$9,163,927	43.5%	64.2%	0.68	59.1%	0.74	45.5%	0.96	45.9%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%		5.5%	0.07	1.9%	0.21	3.1%	0.13	0.4%	1.01
Net Gains/Losses as % of Net Income	0.9%		13.2%	0.07	11.5%	0.08	1.4%	0.66	5.8%	0.16
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$6,775,184	74.9%	44.0%	1.70	41.9%	1.79	51.0%	1.47	72.3%	1.04
Supplies & Services	\$1,724,901	19.1%	49.2%	0.39	50.8%	0.38	41.5%	0.46	18.0%	1.06
Capital Component	\$547,924	6.1%	6.8%	0.89	7.3%	0.83	7.5%	0.81	9.7%	0.62
Fiscal Statistics										
Operating Margin (%)	24.4%		9.1%	2.68	16.8%	1.45	9.5%	2.56	10.4%	2.34
Total Hospital Net Income (%)	24.5%		10.3%	2.38	18.6%	1.32	9.7%	2.54	11.0%	2.24
Return on Equity (%)	35.1%		6.0%	5.86	15.9%	2.21	13.7%	2.57	18.8%	1.87
Current Ratio	-27.0		4.7	N/A	7.1	N/A	3.6	N/A	0.9	N/A
Days in Net Patient Accounts Receivable	49.7		64.0	0.78	58.8	0.85	55.7	0.89	50.6	0.98
Average Payment Period	-6.5		56.5	N/A	30.8	N/A	35.7	N/A	75.0	N/A
Equity Financing (%)	101.8%		69.2%	1.47	86.8%	1.17	50.2%	2.03	71.3%	1.43
Long-Term Debt to Equity Ratio	0.0		0.3	0.00	0.1	0.00	0.6	0.00	0.0	N/A
Times Interest Earned	1,844.6		13.4	137.26	37.1	49.74	10.9	169.01	487.2	3.79
Total Asset Turnover	1.4		0.6	2.49	0.8	1.71	1.4	1.01	1.7	0.84
Average Age of Plant (Years)	8.0		12.6	0.64	8.9	0.91	9.3	0.86	6.8	1.18
Increase (Decrease) Total Net Patient Revenue	19.0%		7.3%	2.62	0.5%	35.96	1.0%	19.51	38.5%	0.49
Outpatient Gross Revenue (% of Total GPR)	80.2%		63.3%	1.27	67.6%	1.19	79.1%	1.01	79.9%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,943		\$16,906	0.82	\$13,409	1.04	\$20,479	0.68	\$10,321	1.35
Inpatient Net Revenue per Day	\$1,598		\$3,675	0.43	\$3,142	0.51	\$3,042	0.53	\$1,542	1.04
Outpatient Net Revenue per Visit	\$559		\$703	0.80	\$724	0.77	\$730	0.77	\$459	1.22

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$21,079,599	Cash & Cash Equivalents	\$2,325,946	Current Liabilities	-\$152,366
Less Deductions	\$9,163,927	Net Patient Receivables	\$1,623,660	Long-Term Debt	\$61
Net Patient Revenue	\$11,915,672	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$47,289			Subtotal	-\$152,305
Total Revenue	\$11,962,960	Land, Buildings & Equipment (Net)	\$4,257,670	Unrestricted Fund Balance	\$8,529,689
Less Expenses	\$9,048,008	Other Assets	\$170,108	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$27,493			Total Liabilities & Fund Balance	\$8,377,384
Net Income	\$2,942,445	Total Assets	\$8,377,384		

155 Aspirus Riverview Hospital and Clinics, Inc
 410 Dewey Street, PO Box 8080
 Wisconsin Rapids, WI 54495
 715-423-6060

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Wood
 Analysis Area: North Central (6)
 Volume Group: 6

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.2%	55.2%	0.64	59.6%	0.59	50.7%	0.69	32.0%	1.10
Obstetrics	9.4%	38.0%	0.25	37.4%	0.07	34.4%	0.27	21.0%	0.44
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	78.2%	N/A	0.0%	N/A
Total Hospital	28.1%	57.4%	0.49	63.9%	0.44	54.8%	0.51	31.8%	0.88
Average Census (Patients)									
Adult Medical-Surgical	19.0	26.0	0.73	21.4	0.89	27.5	0.69	17.3	1.10
Obstetrics	2.7	4.9	0.55	3.6	0.75	6.2	0.44	2.7	0.99
Pediatrics	0.2	1.3	0.12	0.8	0.21	4.2	0.12	0.2	0.94
Total Hospital	25.5	49.0	0.52	39.1	0.65	63.1	0.40	23.9	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.1	0.75	3.8	0.80	3.6	0.84	2.8	1.08
Obstetrics	2.0	2.6	0.79	2.6	0.77	2.5	0.81	2.0	1.02
Pediatrics	2.2	3.3	0.67	2.9	0.76	3.4	0.66	1.9	1.15
Total Hospital	3.1	4.5	0.69	4.2	0.74	4.3	0.72	2.9	1.07
Surgical Operations									
Inpatient	928	1,426	0.65	1,304	0.71	1,501	0.62	926	1.00
Outpatient	1,415	4,581	0.31	3,131	0.45	5,596	0.25	1,370	1.03
Inpatient as % of All Surgeries	39.6%	23.7%	1.67	29.4%	1.35	21.2%	1.87	40.3%	0.98
Outpatient Visits									
Non-Emergency Visits	29,419	144,376	0.20	109,429	0.27	193,333	0.15	29,274	1.00
Emergency Visits	20,546	17,768	1.16	12,684	1.62	29,751	0.69	21,731	0.95
Full-Time Equivalents (FTEs)									
Administrators	37.8	23.0	1.65	33.8	1.12	31.4	1.21	21.0	1.80
Nurses, Licensed	151.5	251.3	0.60	182.8	0.83	357.1	0.42	148.3	1.02
Ancillary Nursing Personnel	18.7	39.7	0.47	28.6	0.65	53.7	0.35	14.4	1.29
All Other Personnel	348.2	509.3	0.68	375.9	0.93	692.3	0.50	348.3	1.00
Total FTEs	556.2	823.3	0.68	621.2	0.90	1,134.4	0.49	532.0	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.8	17.0	1.75	29.6	1.00	16.1	1.85	17.0	1.75
Nurses, Licensed	119.1	185.7	0.64	160.0	0.74	183.4	0.65	120.0	0.99
Ancillary Nursing Personnel	14.7	29.3	0.50	25.1	0.59	27.6	0.53	11.7	1.26
All Other Personnel	273.9	376.3	0.73	329.2	0.83	355.6	0.77	281.9	0.97
Total FTEs	437.5	608.3	0.72	543.8	0.80	582.6	0.75	430.6	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	91	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	22
Discharges	2,991	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	473
Inpatient Days	9,319			Inpatient Days	0	Newborn Days	792

155 Aspirus Riverview Hospital and Clinics, Inc
 Wisconsin Rapids, WI 54495

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	54	2,269	6,936	35.2%	19.0	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	26	58	0.0%	0.2	2.2
Obstetrics	1	29	491	990	9.4%	2.7	2.0
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	199	1,335	45.7%	3.7	6.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	37	1	37.8	Surgical Personnel	5	4	7.5
Physicians & Dentists	0	1	0.6	Radiological Services Personnel	20	24	32.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	7	7.0
Dental Hygienists	0	3	1.3	Occupational Therapists	2	3	3.7
Registered Nurses	51	126	139.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	4	6.3
Licensed Practical Nurses	4	2	4.0	Physical Therapy Assistants/Aides	3	3	5.2
Ancillary Nursing Personnel	3	28	18.7	Recreational Therapists	1	1	1.6
Physician Assistants	3	3	5.1	Dietitians & Nutritionists	1	1	1.6
Nurse Practitioners	7	2	8.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	25	37	49.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	84	60	124.3
Pharmacy Personnel	10	2	11.1				
Clinical Laboratory Personnel	21	6	24.4				
				Total	332	347	556.2

155 Aspirus Riverview Hospital and Clinics, Inc
 Wisconsin Rapids, WI 54495

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$158,826,450	47.2%	46.3%	1.02	50.7%	0.93	41.9%	1.13	47.4%	0.99
Medical Assistance	\$48,576,767	14.4%	13.6%	1.06	13.1%	1.10	19.2%	0.75	14.2%	1.01
Commercial	\$113,738,779	33.8%	35.3%	0.96	32.1%	1.05	35.7%	0.95	34.6%	0.98
All Other	\$15,655,065	4.6%	4.8%	0.97	4.1%	1.13	3.3%	1.42	3.8%	1.23
Deductions as % of Total Gross Patient Revenue										
Medicare	\$114,134,787	33.9%	34.9%	0.97	36.8%	0.92	32.2%	1.05	33.7%	1.00
Medical Assistance	\$36,477,263	10.8%	10.4%	1.05	10.1%	1.08	14.2%	0.76	10.5%	1.03
Commercial	\$31,215,125	9.3%	14.7%	0.63	8.8%	1.06	13.6%	0.68	9.6%	0.96
Charity Care	\$3,793,589	1.1%	1.0%	1.17	0.8%	1.47	1.0%	1.11	1.1%	1.00
Bad Debt	\$4,007,079	1.2%	1.1%	1.12	1.0%	1.25	1.2%	1.02	1.1%	1.10
All Other	\$3,966,341	1.2%	2.2%	0.54	2.0%	0.58	1.5%	0.77	0.3%	3.59
Total Deductions	\$193,594,182	57.5%	64.2%	0.90	59.3%	0.97	63.7%	0.90	56.4%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.1%	5.5%	0.21	3.1%	0.37	3.9%	0.29	1.2%	0.98	
Net Gains/Losses as % of Net Income	18.3%	13.2%	1.39	18.4%	1.00	14.4%	1.27	22.1%	0.83	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$59,013,825	46.3%	44.0%	1.05	42.1%	1.10	44.1%	1.05	46.9%	0.99
Supplies & Services	\$60,113,872	47.2%	49.2%	0.96	52.0%	0.91	48.5%	0.97	46.9%	1.01
Capital Component	\$8,262,490	6.5%	6.8%	0.95	5.9%	1.09	7.4%	0.88	6.2%	1.05
Fiscal Statistics										
Operating Margin (%)	12.1%	9.1%	1.33	5.2%	2.32	9.4%	1.28	11.9%	1.01	
Total Hospital Net Income (%)	14.4%	10.3%	1.39	6.3%	2.28	10.8%	1.33	14.8%	0.97	
Return on Equity (%)	9.9%	6.0%	1.65	3.2%	3.11	4.3%	2.29	10.6%	0.93	
Current Ratio	3.6	4.7	0.76	2.6	1.35	4.3	0.84	3.2	1.12	
Days in Net Patient Accounts Receivable	50.9	64.0	0.79	77.6	0.66	85.1	0.60	52.6	0.97	
Average Payment Period	39.6	56.5	0.70	74.6	0.53	80.6	0.49	44.4	0.89	
Equity Financing (%)	68.6%	69.2%	0.99	55.8%	1.23	65.0%	1.06	64.1%	1.07	
Long-Term Debt to Equity Ratio	0.3	0.3	1.02	0.5	0.49	0.4	0.73	0.4	0.61	
Times Interest Earned	14.4	13.4	1.07	15.9	0.90	11.7	1.23	13.2	1.09	
Total Asset Turnover	0.7	0.6	1.17	0.5	1.34	0.4	1.71	0.7	0.97	
Average Age of Plant (Years)	15.0	12.6	1.19	13.7	1.09	14.3	1.05	16.6	0.90	
Increase (Decrease) Total Net Patient Revenue	6.2%	7.3%	0.86	25.3%	0.25	7.2%	0.87	16.5%	0.38	
Outpatient Gross Revenue (% of Total GPR)	80.0%	63.3%	1.26	65.8%	1.22	66.6%	1.20	80.6%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,426	\$16,906	0.50	\$14,935	0.56	\$15,576	0.54	\$9,416	0.89	
Inpatient Net Revenue per Day	\$2,713	\$3,675	0.74	\$3,551	0.76	\$3,515	0.77	\$3,211	0.84	
Outpatient Net Revenue per Visit	\$2,442	\$703	3.47	\$810	3.01	\$685	3.57	\$2,159	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$336,797,061	Cash & Cash Equivalents	\$20,826,836	Current Liabilities	\$13,086,405
Less Deductions	\$193,594,182	Net Patient Receivables	\$19,959,065	Long-Term Debt	\$38,861,650
Net Patient Revenue	\$143,202,879	Other Receivables	\$2,726,690	Other Liabilities	\$16,094,969
Plus Other Revenue	\$1,664,495			Subtotal	\$68,043,024
Total Revenue	\$144,867,372	Land, Buildings & Equipment (Net)	\$83,790,906	Unrestricted Fund Balance	\$148,601,668
Less Expenses	\$127,390,187	Other Assets	\$89,341,195	Restricted Fund Balance	\$2,014,645
Non-Operating Gains/Losses	\$3,915,732			Total Liabilities & Fund Balance	\$216,644,692
Net Income	\$21,392,917	Total Assets	\$216,644,692		

156 Howard Young Medical Center
 240 Maple Street, PO Box 470
 Woodruff, WI 54568
 715-356-8000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Oneida
 Analysis Area: North Central (6)
 Volume Group: 3

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.2%	55.2%	0.84	59.6%	0.78	35.3%	1.31	48.1%	0.96
Obstetrics	19.2%	38.0%	0.51	37.4%	0.04	22.7%	0.85	20.8%	0.92
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.0%	57.4%	0.75	63.9%	0.67	35.5%	1.21	45.1%	0.96
Average Census (Patients)									
Adult Medical-Surgical	14.8	26.0	0.57	21.4	0.69	6.5	2.29	15.4	0.96
Obstetrics	1.5	4.9	0.31	3.6	0.42	0.9	1.73	1.7	0.92
Pediatrics	0.0	1.3	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	21.5	49.0	0.44	39.1	0.55	8.7	2.49	22.5	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.81	3.8	0.86	3.0	1.11	3.5	0.95
Obstetrics	2.1	2.6	0.83	2.6	0.82	2.2	0.98	2.1	1.00
Pediatrics	0.0	3.3	N/A	2.9	N/A	1.4	N/A	0.0	N/A
Total Hospital	3.4	4.5	0.75	4.2	0.80	3.2	1.06	3.5	0.95
Surgical Operations									
Inpatient	666	1,426	0.47	1,304	0.51	302	2.20	668	1.00
Outpatient	968	4,581	0.21	3,131	0.31	1,419	0.68	892	1.09
Inpatient as % of All Surgeries	40.8%	23.7%	1.72	29.4%	1.39	17.6%	2.32	42.8%	0.95
Outpatient Visits									
Non-Emergency Visits	26,903	144,376	0.19	109,429	0.25	63,228	0.43	27,868	0.97
Emergency Visits	10,772	17,768	0.61	12,684	0.85	8,308	1.30	10,534	1.02
Full-Time Equivalents (FTEs)									
Administrators	7.8	23.0	0.34	33.8	0.23	11.1	0.70	1.0	7.82
Nurses, Licensed	79.9	251.3	0.32	182.8	0.44	78.4	1.02	82.4	0.97
Ancillary Nursing Personnel	0.0	39.7	N/A	28.6	N/A	13.7	N/A	13.4	0.00
All Other Personnel	100.1	509.3	0.20	375.9	0.27	191.7	0.52	91.1	1.10
Total FTEs	187.8	823.3	0.23	621.2	0.30	294.9	0.64	187.9	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.6	17.0	0.86	29.6	0.49	28.7	0.51	1.9	7.84
Nurses, Licensed	148.6	185.7	0.80	160.0	0.93	202.2	0.74	152.8	0.97
Ancillary Nursing Personnel	0.0	29.3	N/A	25.1	N/A	35.2	N/A	24.9	0.00
All Other Personnel	186.3	376.3	0.49	329.2	0.57	494.1	0.38	169.1	1.10
Total FTEs	349.5	608.3	0.57	543.8	0.64	760.1	0.46	348.7	1.00

Total Hospital:
 Beds Set Up & Staffed 50
 Discharges 2,338
 Inpatient Days 7,856

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:
 Bassinets 7
 Total Births 241
 Newborn Days 470

156 Howard Young Medical Center
Woodruff, WI 54568

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	32	1,641	5,401	46.2%	14.8	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	264	562	19.2%	1.5	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	433	1,893	51.9%	5.2	4.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	1	7.8	Surgical Personnel	7	4	7.0
Physicians & Dentists	1	1	1.0	Radiological Services Personnel	6	8	9.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	6	4.5
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	2.8
Registered Nurses	59	62	73.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	4.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	2	1	2.8
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	1	5.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	38	19	41.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	4	3	4.8
Pharmacy Personnel	10	4	10.0				
Clinical Laboratory Personnel	11	4	11.5				
				Total	162	121	187.8

156 Howard Young Medical Center
Woodruff, WI 54568

Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$72,527,988	55.3%	46.3%	1.20	50.7%	1.09	45.9%	1.20	56.3%	0.98
Medical Assistance	\$19,498,062	14.9%	13.6%	1.09	13.1%	1.13	12.4%	1.20	15.9%	0.94
Commercial	\$31,560,080	24.1%	35.3%	0.68	32.1%	0.75	36.6%	0.66	23.7%	1.02
All Other	\$7,542,854	5.8%	4.8%	1.20	4.1%	1.40	5.1%	1.13	4.2%	1.39
Deductions as % of Total Gross Patient Revenue										
Medicare	\$48,344,094	36.9%	34.9%	1.06	36.8%	1.00	28.9%	1.27	36.8%	1.00
Medical Assistance	\$14,561,782	11.1%	10.4%	1.07	10.1%	1.10	8.3%	1.33	11.6%	0.96
Commercial	\$7,117,399	5.4%	14.7%	0.37	8.8%	0.62	13.0%	0.42	5.0%	1.08
Charity Care	\$1,281,546	1.0%	1.0%	1.01	0.8%	1.27	1.1%	0.91	1.3%	0.75
Bad Debt	\$1,679,285	1.3%	1.1%	1.21	1.0%	1.34	1.9%	0.67	1.2%	1.05
All Other	\$5,266,032	4.0%	2.2%	1.86	2.0%	1.97	2.5%	1.64	2.2%	1.79
Total Deductions	\$78,250,137	59.7%	64.2%	0.93	59.3%	1.01	55.7%	1.07	58.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.5%	5.5%	0.62	3.1%	1.10	6.0%	0.57	3.4%	1.02
Net Gains/Losses as % of Net Income		25.2%	13.2%	1.91	18.4%	1.37	15.2%	1.66	28.0%	0.90
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,895,454	39.6%	44.0%	0.90	42.1%	0.94	51.6%	0.77	42.5%	0.93
Supplies & Services	\$25,646,043	53.7%	49.2%	1.09	52.0%	1.03	40.7%	1.32	51.6%	1.04
Capital Component	\$3,219,515	6.7%	6.8%	0.99	5.9%	1.14	7.7%	0.88	5.8%	1.16
Fiscal Statistics										
Operating Margin (%)		12.8%	9.1%	1.41	5.2%	2.46	7.0%	1.82	7.3%	1.75
Total Hospital Net Income (%)		16.4%	10.3%	1.59	6.3%	2.60	8.2%	2.00	9.9%	1.66
Return on Equity (%)		10.0%	6.0%	1.67	3.2%	3.16	2.2%	4.66	5.5%	1.83
Current Ratio		4.4	4.7	0.93	2.6	1.66	3.1	1.42	5.1	0.87
Days in Net Patient Accounts Receivable		64.7	64.0	1.01	77.6	0.83	140.0	0.46	57.3	1.13
Average Payment Period		25.9	56.5	0.46	74.6	0.35	146.6	0.18	29.1	0.89
Equity Financing (%)		90.3%	69.2%	1.30	55.8%	1.62	56.4%	1.60	83.7%	1.08
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.5	N/A	0.6	N/A	0.0	N/A
Times Interest Earned		0.0	13.4	N/A	15.9	N/A	9.0	N/A	0.0	N/A
Total Asset Turnover		0.6	0.6	1.02	0.5	1.18	0.3	2.26	0.5	1.09
Average Age of Plant (Years)		5.8	12.6	0.46	13.7	0.42	23.9	0.24	5.3	1.08
Increase (Decrease) Total Net Patient Revenue		2.6%	7.3%	0.36	25.3%	0.10	7.2%	0.36	-2.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		60.6%	63.3%	0.96	65.8%	0.92	77.9%	0.78	57.7%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,022		\$16,906	0.59	\$14,935	0.67	\$13,622	0.74	\$9,876	1.01
Inpatient Net Revenue per Day	\$3,036		\$3,675	0.83	\$3,551	0.85	\$4,079	0.74	\$2,762	1.10
Outpatient Net Revenue per Visit	\$826		\$703	1.18	\$810	1.02	\$592	1.40	\$783	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$131,128,982	Cash & Cash Equivalents	\$1,050	Current Liabilities	\$3,167,777
Less Deductions	\$78,250,137	Net Patient Receivables	\$9,370,409	Long-Term Debt	\$0
Net Patient Revenue	\$52,878,845	Other Receivables	\$2,476,862	Other Liabilities	\$5,932,910
Plus Other Revenue	\$1,894,649			Subtotal	\$9,100,687
Total Revenue	\$54,773,494	Land, Buildings & Equipment (Net)	\$25,802,624	Unrestricted Fund Balance	\$84,353,137
Less Expenses	\$47,761,013	Other Assets	\$55,802,879	Restricted Fund Balance	\$102,170,184
Non-Operating Gains/Losses	\$2,361,097			Total Liabilities & Fund Balance	\$93,453,824
Net Income	\$9,373,577	Total Assets	\$93,453,824		