

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

		All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	21.3%	55.7%	0.38	44.0%	0.48	38.3%	0.56	15.3%	1.39
Obstetrics	15.8%	41.5%	0.38	31.5%	0.02	24.8%	0.64	16.2%	0.97
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	0.3%	N/A	0.0%	N/A
Total Hospital	20.4%	57.5%	0.35	46.2%	0.44	37.2%	0.55	15.5%	1.32
Average Census (Patients)									
Adult Medical-Surgical	4.5	26.4	0.17	20.6	0.22	6.5	0.69	3.2	1.39
Obstetrics	0.6	5.6	0.11	4.4	0.14	1.0	0.63	0.6	0.97
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.1	49.4	0.10	35.5	0.14	8.5	0.60	3.9	1.32
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	3.9	0.76	3.5	0.87	2.9	1.02	2.7	1.12
Obstetrics	2.2	2.5	0.88	2.4	0.93	2.2	1.01	2.5	0.91
Pediatrics	0.0	3.5	N/A	2.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.9	4.4	0.66	3.8	0.76	3.1	0.93	2.6	1.11
Surgical Operations									
Inpatient	163	1,396	0.12	1,243	0.13	273	0.60	185	0.88
Outpatient	2,033	4,206	0.48	6,046	0.34	1,279	1.59	2,207	0.92
Inpatient as % of All Surgeries	7.4%	24.9%	0.30	17.1%	0.44	17.6%	0.42	7.7%	0.96
Outpatient Visits									
Non-Emergency Visits	32,964	136,074	0.24	126,761	0.26	57,910	0.57	27,773	1.19
Emergency Visits	8,821	18,688	0.47	15,547	0.57	8,090	1.09	8,821	1.00
Full-Time Equivalents (FTEs)									
Administrators	7.0	19.3	0.36	17.4	0.40	9.4	0.75	9.0	0.78
Nurses, Licensed	46.4	239.2	0.19	179.4	0.26	79.9	0.58	49.9	0.93
Ancillary Nursing Personnel	8.3	40.0	0.21	31.1	0.27	13.5	0.61	10.4	0.79
All Other Personnel	69.8	480.4	0.15	293.7	0.24	187.1	0.37	78.3	0.89
Total FTEs	131.5	779.0	0.17	521.5	0.25	289.8	0.45	147.6	0.89
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.2	14.9	1.56	14.8	1.57	24.3	0.95	40.6	0.57
Nurses, Licensed	153.6	183.7	0.84	152.4	1.01	207.6	0.74	225.1	0.68
Ancillary Nursing Personnel	27.3	30.8	0.89	26.4	1.04	35.0	0.78	46.9	0.58
All Other Personnel	231.3	369.0	0.63	249.4	0.93	486.3	0.48	353.4	0.65
Total FTEs	435.4	598.3	0.73	443.0	0.98	753.3	0.58	666.1	0.65

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 645
 Inpatient Days 1,861

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 8
 Discharges 62
 Inpatient Days 690

Newborn Nursery:

Bassinet 4
 Total Births 92
 Newborn Days 219

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	543	1,630	21.3%	4.5	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	103	231	15.8%	0.6	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	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	8	3.3
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	3	8	8.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	2.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	1	0.9
Registered Nurses	5	54	40.3	Occupational Therapists	1	1	1.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	6	3.1	Physical Therapists	3	3	3.9
Ancillary Nursing Personnel	3	9	8.3	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	0	2	1.0	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	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	5	3.2
Health Info Mgmt-Administrators/Technicians	0	1	0.6	All Other Personnel	13	25	28.5
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	5	7	10.6				
				Total	51	134	131.5

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$26,149,476	48.9%	45.7%	1.07	47.1%	1.04	46.1%	1.06	46.0%	1.06
Medical Assistance	\$6,528,468	12.2%	14.0%	0.88	10.7%	1.15	13.3%	0.92	12.2%	1.00
Commercial	\$19,311,334	36.1%	35.8%	1.01	39.9%	0.91	36.0%	1.00	38.6%	0.94
All Other	\$1,437,173	2.7%	4.5%	0.60	2.3%	1.19	4.6%	0.58	3.2%	0.83
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,347,267	25.0%	34.1%	0.73	33.7%	0.74	29.3%	0.85	21.8%	1.15
Medical Assistance	\$4,090,159	7.7%	10.6%	0.73	7.8%	0.98	9.2%	0.83	7.0%	1.09
Commercial	\$4,553,609	8.5%	14.7%	0.58	13.1%	0.65	11.9%	0.71	9.0%	0.95
Charity Care	\$289,291	0.5%	1.0%	0.56	0.6%	0.86	1.0%	0.53	0.7%	0.77
Bad Debt	\$904,614	1.7%	1.1%	1.58	1.3%	1.29	1.7%	0.97	3.9%	0.43
All Other	\$561,540	1.1%	2.0%	0.54	1.4%	0.76	1.9%	0.55	1.6%	0.68
Total Deductions	\$23,746,480	44.4%	63.3%	0.70	57.9%	0.77	55.1%	0.81	44.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.0%	5.5%	0.36	1.7%	1.15	5.9%	0.33	2.3%	0.85
Net Gains/Losses as % of Net Income		0.2%	2.6%	0.07	3.3%	0.05	14.7%	0.01	0.9%	0.19
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,080,707	52.9%	44.1%	1.20	41.1%	1.29	51.5%	1.03	54.7%	0.97
Supplies & Services	\$10,225,811	41.3%	49.0%	0.84	51.9%	0.80	40.5%	1.02	38.0%	1.09
Capital Component	\$1,435,936	5.8%	6.9%	0.84	7.0%	0.82	8.0%	0.73	7.3%	0.79
Fiscal Statistics										
Operating Margin (%)		18.3%	8.4%	2.19	11.1%	1.64	5.3%	3.45	15.0%	1.22
Total Hospital Net Income (%)		18.3%	8.6%	2.14	11.5%	1.60	6.1%	2.98	15.1%	1.21
Return on Equity (%)		16.5%	6.3%	2.60	10.9%	1.51	5.1%	3.25	13.3%	1.24
Current Ratio		9.1	5.9	1.53	6.8	1.33	5.4	1.69	16.8	0.54
Days in Net Patient Accounts Receivable		57.7	51.6	1.12	56.0	1.03	51.7	1.12	51.5	1.12
Average Payment Period		26.2	38.5	0.68	21.7	1.21	34.1	0.77	13.2	1.99
Equity Financing (%)		95.0%	75.1%	1.26	78.3%	1.21	79.8%	1.19	77.7%	1.22
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.3	N/A
Times Interest Earned		0.0	13.4	N/A	32.7	N/A	8.4	N/A	13.0	N/A
Total Asset Turnover		0.9	0.7	1.22	1.0	0.95	0.8	1.10	0.9	1.02
Average Age of Plant (Years)		20.6	9.9	2.09	10.8	1.90	9.3	2.22	19.4	1.06
Increase (Decrease) Total Net Patient Revenue		2.9%	5.4%	0.53	6.7%	0.43	4.5%	0.65	5.7%	0.51
Outpatient Gross Revenue (% of Total GPR)		83.1%	61.9%	1.34	69.3%	1.20	78.1%	1.06	82.4%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$8,550	\$15,830	0.54	\$12,540	0.68	\$12,599	0.68	\$10,287	0.83
Inpatient Net Revenue per Day		\$2,126	\$3,538	0.60	\$3,195	0.67	\$3,643	0.58	\$2,391	0.89
Outpatient Net Revenue per Visit		\$582	\$686	0.85	\$574	1.01	\$598	0.97	\$662	0.88

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$53,426,451	Cash & Cash Equivalents	\$10,000,000	Current Liabilities	\$1,684,799
Less Deductions	\$23,746,480	Net Patient Receivables	\$4,690,497	Long-Term Debt	\$0
Net Patient Revenue	\$29,679,971	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$595,941			Subtotal	\$1,684,799
Total Revenue	\$30,275,912	Land, Buildings & Equipment (Net)	\$18,379,873	Unrestricted Fund Balance	\$31,962,615
Less Expenses	\$24,742,454	Other Assets	\$577,044	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$9,526			Total Liabilities & Fund Balance	\$33,647,414
Net Income	\$5,542,984	Total Assets	\$33,647,414		