

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

		All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.3%	55.7%	1.03	50.7%	1.13	43.4%	1.32	50.4%	1.14
Obstetrics	38.9%	41.5%	0.94	35.8%	0.04	26.7%	1.46	38.8%	1.00
Pediatrics	0.0%	52.8%	N/A	16.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	53.9%	57.5%	0.94	47.6%	1.13	41.9%	1.29	48.3%	1.12
Average Census (Patients)									
Adult Medical-Surgical	10.3	26.4	0.39	23.3	0.44	13.7	0.75	9.1	1.14
Obstetrics	1.6	5.6	0.28	4.4	0.36	2.3	0.68	1.6	1.00
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.9	49.4	0.24	40.3	0.29	26.3	0.45	10.6	1.12
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	3.9	0.78	3.6	0.86	3.3	0.92	3.2	0.96
Obstetrics	2.7	2.5	1.06	2.5	1.08	2.3	1.17	2.3	1.16
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.4	0.68	3.6	0.82	3.6	0.83	3.1	0.97
Surgical Operations									
Inpatient	271	1,396	0.19	1,119	0.24	664	0.41	252	1.08
Outpatient	2,793	4,206	0.66	4,642	0.60	2,945	0.95	2,838	0.98
Inpatient as % of All Surgeries	8.8%	24.9%	0.35	19.4%	0.46	18.4%	0.48	8.2%	1.08
Outpatient Visits									
Non-Emergency Visits	60,646	136,074	0.45	200,883	0.30	115,364	0.53	42,201	1.44
Emergency Visits	20,185	18,688	1.08	18,216	1.11	14,511	1.39	20,752	0.97
Full-Time Equivalents (FTEs)									
Administrators	12.0	19.3	0.62	19.6	0.61	13.8	0.87	11.0	1.09
Nurses, Licensed	74.3	239.2	0.31	266.6	0.28	135.2	0.55	72.5	1.02
Ancillary Nursing Personnel	14.3	40.0	0.36	32.6	0.44	20.8	0.68	13.6	1.05
All Other Personnel	122.9	480.4	0.26	519.5	0.24	324.4	0.38	129.6	0.95
Total FTEs	223.5	779.0	0.29	838.3	0.27	494.3	0.45	226.7	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.1	14.9	1.09	13.4	1.20	14.2	1.14	16.6	0.97
Nurses, Licensed	99.9	183.7	0.54	183.1	0.55	138.6	0.72	109.7	0.91
Ancillary Nursing Personnel	19.2	30.8	0.62	22.4	0.86	21.3	0.90	20.6	0.93
All Other Personnel	165.4	369.0	0.45	356.8	0.46	332.6	0.50	196.0	0.84
Total FTEs	300.7	598.3	0.50	575.7	0.52	506.7	0.59	343.0	0.88

Total Hospital:

Beds Set Up & Staffed 22
Discharges 1,456
Inpatient Days 4,332

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 17
Inpatient Days 144

Newborn Nursery:

Bassinet 7
Total Births 242
Newborn Days 518

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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	18	1,229	3,764	57.3%	10.3	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	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	211	568	38.9%	1.6	2.7
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	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	12	0	12.0	Surgical Personnel	4	4	7.3
Physicians & Dentists	5	1	5.7	Radiological Services Personnel	9	7	13.4
Medical & Dental Residents	0	0	0.0	Sonographers	2	4	4.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	8	5.2
Registered Nurses	15	76	63.7	Occupational Therapists	1	1	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	4	2.4	Physical Therapists	3	2	3.9
Ancillary Nursing Personnel	4	18	14.3	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	2	5.2	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	11	6.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	28	32	48.6
Pharmacy Personnel	4	2	5.1				
Clinical Laboratory Personnel	5	16	17.4				
				Total	104	189	223.5

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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
FY 2018										
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$49,297,232	51.9%	45.7%	1.14	46.7%	1.11	50.0%	1.04	46.5%	1.12
Medical Assistance	\$15,657,705	16.5%	14.0%	1.18	11.9%	1.39	11.4%	1.44	19.2%	0.86
Commercial	\$27,098,924	28.6%	35.8%	0.80	38.0%	0.75	34.7%	0.82	30.8%	0.93
All Other	\$2,859,901	3.0%	4.5%	0.67	3.4%	0.88	3.9%	0.78	3.4%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$28,510,351	30.0%	34.1%	0.88	34.7%	0.87	35.4%	0.85	24.6%	1.22
Medical Assistance	\$8,828,476	9.3%	10.6%	0.88	9.0%	1.04	8.4%	1.11	10.1%	0.93
Commercial	\$6,028,871	6.4%	14.7%	0.43	16.1%	0.39	13.7%	0.46	7.6%	0.83
Charity Care	\$335,093	0.4%	1.0%	0.36	0.9%	0.38	0.9%	0.39	0.5%	0.70
Bad Debt	\$3,463,772	3.6%	1.1%	3.41	1.0%	3.70	1.1%	3.24	2.2%	1.68
All Other	\$1,275,418	1.3%	2.0%	0.69	1.8%	0.76	2.2%	0.62	1.6%	0.82
Total Deductions	\$48,441,981	51.0%	63.3%	0.81	63.5%	0.80	61.7%	0.83	46.6%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.5%	5.5%	0.27	3.5%	0.42	4.3%	0.34	1.7%	0.89
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	8.5%	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,971,322	56.2%	44.1%	1.27	45.8%	1.23	45.3%	1.24	55.0%	1.02
Supplies & Services	\$13,957,659	34.1%	49.0%	0.70	46.8%	0.73	47.8%	0.71	29.9%	1.14
Capital Component	\$3,957,245	9.7%	6.9%	1.41	7.4%	1.31	6.9%	1.40	15.1%	0.64
Fiscal Statistics										
Operating Margin (%)		13.3%	8.4%	1.59	9.4%	1.42	6.9%	1.94	15.9%	0.84
Total Hospital Net Income (%)		13.3%	8.6%	1.55	10.2%	1.31	5.8%	2.29	15.8%	0.84
Return on Equity (%)		11.4%	6.3%	1.80	7.0%	1.62	4.3%	2.65	13.4%	0.85
Current Ratio		9.2	5.9	1.55	4.3	2.15	3.9	2.35	10.1	0.91
Days in Net Patient Accounts Receivable		48.5	51.6	0.94	50.7	0.96	51.1	0.95	52.1	0.93
Average Payment Period		7.7	38.5	0.20	54.9	0.14	40.4	0.19	7.3	1.05
Equity Financing (%)		91.8%	75.1%	1.22	75.6%	1.21	77.0%	1.19	91.7%	1.00
Long-Term Debt to Equity Ratio		0.1	0.2	0.46	0.2	0.43	0.2	0.48	0.1	0.96
Times Interest Earned		1,658.3	13.4	124.00	14.7	112.51	12.4	134.04	4.4	377.51
Total Asset Turnover		0.9	0.7	1.16	0.7	1.25	0.7	1.14	0.9	1.00
Average Age of Plant (Years)		8.8	9.9	0.89	10.4	0.85	9.9	0.89	8.0	1.10
Increase (Decrease) Total Net Patient Revenue		-1.6%	5.4%	N/A	3.9%	N/A	1.9%	N/A	3.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.0%	61.9%	1.36	71.3%	1.18	72.6%	1.16	83.9%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$6,730	\$15,830	0.43	\$12,899	0.52	\$10,657	0.63	\$7,765	0.87
Inpatient Net Revenue per Day		\$2,201	\$3,538	0.62	\$3,402	0.65	\$2,933	0.75	\$2,486	0.89
Outpatient Net Revenue per Visit		\$495	\$686	0.72	\$545	0.91	\$589	0.84	\$622	0.79

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$94,913,762	Cash & Cash Equivalents	\$0	Current Liabilities	\$781,712
Less Deductions	\$48,441,981	Net Patient Receivables	\$6,179,916	Long-Term Debt	\$3,741,630
Net Patient Revenue	\$46,471,781	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$696,306			Subtotal	\$4,523,342
Total Revenue	\$47,168,087	Land, Buildings & Equipment (Net)	\$47,911,047	Unrestricted Fund Balance	\$50,704,085
Less Expenses	\$40,886,226	Other Assets	\$1,136,464	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$5,669			Total Liabilities & Fund Balance	\$55,227,427
Net Income	\$6,276,192	Total Assets	\$55,227,427		