

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

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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.

* 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	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	Sonographers	1	7	6.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	19	17.5
Registered Nurses	181	307	366.6	Occupational Therapists	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	10	25	24.1	Physical Therapists	4	4	5.8
Ancillary Nursing Personnel	7	53	24.1	Physical Therapy Assistants/Aides	9	15	14.8
Medical Assistants	8	11	15.4	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

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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		