

**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
<b>Occupancy Rate (%)</b>									
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
<b>Average Census (Patients)</b>									
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
<b>Average Length of Stay (Days)</b>									
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
<b>Surgical Operations</b>									
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
<b>Outpatient Visits</b>									
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
<b>Full-Time Equivalents (FTEs)</b>									
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
<b>FTEs per 100 Patient Census (Adjusted)</b>									
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

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
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

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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)
<b>General Medical-Surgical</b>							
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
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	28	1,497	4,279	41.9%	11.7	2.9
<b>Psychiatric</b>	1	19	1,207	6,545	94.4%	17.9	5.4
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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
<b>Subacute care</b>	3	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	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	Sonographers	4	4	6.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	13	14.3
Registered Nurses	175	268	333.3	Occupational Therapists	5	6	8.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.6
Licensed Practical Nurses	5	19	14.9	Physical Therapists	4	4	5.8
Ancillary Nursing Personnel	14	67	18.0	Physical Therapy Assistants/Aides	2	3	3.2
Medical Assistants	5	10	11.9	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				
				<b>Total</b>	<b>566</b>	<b>643</b>	<b>891.9</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
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
<b>Deductions as % of Total Gross Patient Revenue</b>										
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
<b>Other Revenue &amp; Net Gains or Losses</b>										
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
<b>Expenses as % of Total Expenses</b>										
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
<b>Fiscal Statistics</b>										
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
<b>Net Revenue Statistics</b>										
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		