

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

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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	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	Sonographers	1	2	2.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	2	2.7
Registered Nurses	10	43	34.5	Occupational Therapists	1	1	1.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	4	2.2	Physical Therapists	2	3	3.4
Ancillary Nursing Personnel	0	8	3.7	Physical Therapy Assistants/Aides	4	0	4.0
Medical Assistants	0	5	3.2	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

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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	Unrestricted Fund Balance	\$30,941,728
Less Expenses	\$27,222,598	Other Assets	\$577,044	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$16,239			Total Liabilities & Fund Balance	\$32,636,015
Net Income	\$6,585,866	Total Assets	\$32,636,015		