

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

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	58.5%	55.2%	1.06	48.2%	1.21	43.3%	1.35	57.3%	1.02
Obstetrics	41.7%	38.0%	1.10	34.9%	0.05	23.8%	1.75	38.9%	1.07
Pediatrics	0.0%	51.3%	N/A	22.1%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	55.4%	57.4%	0.97	47.8%	1.16	44.0%	1.26	53.9%	1.03
Average Census (Patients)									
Adult Medical-Surgical	10.5	26.0	0.40	22.4	0.47	15.3	0.69	10.3	1.02
Obstetrics	1.7	4.9	0.34	4.2	0.40	2.1	0.79	1.6	1.07
Pediatrics	0.0	1.3	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.2	49.0	0.25	40.5	0.30	27.3	0.45	11.9	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.1	0.74	3.6	0.83	3.4	0.87	3.1	0.98
Obstetrics	2.5	2.6	0.98	2.4	1.03	2.3	1.08	2.7	0.93
Pediatrics	0.0	3.3	N/A	3.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.5	0.65	3.7	0.79	3.7	0.79	3.0	0.98
Surgical Operations									
Inpatient	272	1,426	0.19	1,109	0.25	657	0.41	271	1.00
Outpatient	2,768	4,581	0.60	5,157	0.54	2,872	0.96	2,793	0.99
Inpatient as % of All Surgeries	8.9%	23.7%	0.38	17.7%	0.51	18.6%	0.48	8.8%	1.01
Outpatient Visits									
Non-Emergency Visits	60,158	144,376	0.42	219,705	0.27	115,084	0.52	60,646	0.99
Emergency Visits	20,898	17,768	1.18	18,012	1.16	13,821	1.51	20,185	1.04
Full-Time Equivalents (FTEs)									
Administrators	8.0	23.0	0.35	16.0	0.50	18.2	0.44	12.0	0.67
Nurses, Licensed	76.5	251.3	0.30	277.3	0.28	150.6	0.51	74.3	1.03
Ancillary Nursing Personnel	12.7	39.7	0.32	36.2	0.35	19.7	0.64	14.3	0.89
All Other Personnel	141.6	509.3	0.28	540.2	0.26	320.3	0.44	122.9	1.15
Total FTEs	238.8	823.3	0.29	869.6	0.27	508.8	0.47	223.5	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.1	17.0	0.66	10.4	1.07	18.2	0.61	16.1	0.69
Nurses, Licensed	106.5	185.7	0.57	180.1	0.59	151.1	0.70	99.9	1.07
Ancillary Nursing Personnel	17.7	29.3	0.60	23.5	0.75	19.8	0.89	19.2	0.92
All Other Personnel	197.2	376.3	0.52	350.8	0.56	321.5	0.61	165.4	1.19
Total FTEs	332.5	608.3	0.55	564.7	0.59	510.6	0.65	300.7	1.11

Total Hospital:
 Beds Set Up & Staffed 22
 Discharges 1,524
 Inpatient Days 4,452

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 2
 Inpatient Days 14

Newborn Nursery:
 Bassinets 7
 Total Births 243
 Newborn Days 519

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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	18	1,281	3,843	58.5%	10.5	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	243	609	41.7%	1.7	2.5
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	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.

* 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	8	0	8.0	Surgical Personnel	5	2	5.9
Physicians & Dentists	2	2	3.2	Radiological Services Personnel	6	9	12.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	3.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	10	6.9
Registered Nurses	20	77	67.5	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	3	2.1	Physical Therapists	1	5	4.7
Ancillary Nursing Personnel	5	17	12.7	Physical Therapy Assistants/Aides	5	6	6.7
Medical Assistants	0	1	0.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	4	5.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	12	8.4
Health Info Mgmt-Administrators/Technicians	6	3	8.1	All Other Personnel	39	52	71.5
Pharmacy Personnel	4	2	5.3				
Clinical Laboratory Personnel	1	3	2.7				
				Total	111	213	238.8

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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	\$58,877,651	47.1%	46.3%	1.02	47.5%	0.99	51.1%	0.92	51.9%	0.91
Medical Assistance	\$19,516,205	15.6%	13.6%	1.15	11.3%	1.38	11.3%	1.38	16.5%	0.95
Commercial	\$42,695,039	34.2%	35.3%	0.97	37.0%	0.92	33.7%	1.01	28.6%	1.20
All Other	\$3,837,195	3.1%	4.8%	0.64	4.2%	0.72	3.9%	0.79	3.0%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$33,578,012	26.9%	34.9%	0.77	35.6%	0.75	36.8%	0.73	30.0%	0.89
Medical Assistance	\$11,744,035	9.4%	10.4%	0.91	8.9%	1.05	8.5%	1.11	9.3%	1.01
Commercial	\$17,242,888	13.8%	14.7%	0.94	15.3%	0.90	12.8%	1.08	6.4%	2.17
Charity Care	\$638,015	0.5%	1.0%	0.53	1.0%	0.53	0.9%	0.57	0.4%	1.45
Bad Debt	\$3,417,133	2.7%	1.1%	2.58	1.1%	2.46	1.4%	2.02	3.6%	0.75
All Other	\$1,835,691	1.5%	2.2%	0.68	2.1%	0.68	2.1%	0.70	1.3%	1.09
Total Deductions	\$68,455,775	54.8%	64.2%	0.85	64.1%	0.85	62.4%	0.88	51.0%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.6%	5.5%	0.12		3.5%	0.19	3.4%	0.19	1.5%	0.44
Net Gains/Losses as % of Net Income	0.2%	13.2%	0.02		N/A	N/A	4.5%	0.05	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,006,368	51.8%	44.0%	1.18	47.1%	1.10	46.0%	1.13	56.2%	0.92
Supplies & Services	\$16,937,271	39.9%	49.2%	0.81	45.7%	0.87	46.6%	0.85	34.1%	1.17
Capital Component	\$3,546,069	8.3%	6.8%	1.23	7.2%	1.16	7.4%	1.12	9.7%	0.86
Fiscal Statistics										
Operating Margin (%)	25.2%	9.1%	2.78		10.6%	2.38	8.2%	3.07	13.3%	1.90
Total Hospital Net Income (%)	25.3%	10.3%	2.45		10.5%	2.40	8.6%	2.95	13.3%	1.90
Return on Equity (%)	21.2%	6.0%	3.53		7.1%	3.00	5.8%	3.68	11.4%	1.86
Current Ratio	5.9	4.7	1.25		4.5	1.31	4.4	1.34	9.2	0.64
Days in Net Patient Accounts Receivable	45.2	64.0	0.71		51.1	0.89	49.0	0.92	48.5	0.93
Average Payment Period	38.0	56.5	0.67		60.2	0.63	41.1	0.93	7.7	4.94
Equity Financing (%)	89.6%	69.2%	1.29		74.2%	1.21	81.8%	1.09	91.8%	0.98
Long-Term Debt to Equity Ratio	0.1	0.3	0.20		0.2	0.28	0.1	0.51	0.1	0.68
Times Interest Earned	5,374.3	13.4	399.92		13.3	403.10	14.1	380.33	1,658.3	3.24
Total Asset Turnover	0.8	0.6	1.46		0.7	1.25	0.7	1.25	0.9	0.98
Average Age of Plant (Years)	9.5	12.6	0.76		10.6	0.90	9.6	0.99	8.8	1.09
Increase (Decrease) Total Net Patient Revenue	21.5%	7.3%	2.96		6.6%	3.26	2.8%	7.76	-1.6%	N/A
Outpatient Gross Revenue (% of Total GPR)	83.0%	63.3%	1.31		72.4%	1.15	71.9%	1.15	84.0%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,641	\$16,906	0.51		\$13,311	0.65	\$12,065	0.72	\$6,730	1.28
Inpatient Net Revenue per Day	\$2,949	\$3,675	0.80		\$3,405	0.87	\$3,161	0.93	\$2,201	1.34
Outpatient Net Revenue per Visit	\$576	\$703	0.82		\$549	1.05	\$614	0.94	\$495	1.16

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$124,926,091	Cash & Cash Equivalents	\$15,669,829	Current Liabilities	\$4,028,928
Less Deductions	\$68,455,775	Net Patient Receivables	\$6,996,850	Long-Term Debt	\$3,042,130
Net Patient Revenue	\$56,470,316	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$368,944			Subtotal	\$7,071,058
Total Revenue	\$56,839,260	Land, Buildings & Equipment (Net)	\$44,221,300	Unrestricted Fund Balance	\$60,836,273
Less Expenses	\$42,489,708	Other Assets	\$1,019,352	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$29,504			Total Liabilities & Fund Balance	\$67,907,331
Net Income	\$14,379,055	Total Assets	\$67,907,331		