

**035 Fort HealthCare**  
 611 East Sherman Avenue  
 Fort Atkinson, WI 53538  
 920-568-5000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Jefferson  
 Analysis Area: Southern (1)  
 Volume Group: 6

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	45.3%	57.9%	0.78	58.2%	0.78	58.1%	0.78	40.9%	1.11
Obstetrics	35.5%	36.8%	0.97	41.0%	0.05	31.4%	1.13	28.1%	1.26
Pediatrics	0.0%	59.6%	N/A	55.7%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	42.2%	58.7%	0.72	62.3%	0.68	55.7%	0.76	37.5%	1.12
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.1	26.8	0.34	25.0	0.36	31.3	0.29	7.4	1.23
Obstetrics	2.1	4.8	0.44	4.5	0.47	4.8	0.44	2.0	1.08
Pediatrics	0.0	1.5	N/A	2.2	N/A	4.0	N/A	0.0	N/A
Total Hospital	12.7	49.8	0.25	53.8	0.24	61.6	0.21	10.1	1.25
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	4.6	0.73	4.5	0.74	4.4	0.76	2.9	1.15
Obstetrics	2.2	2.4	0.90	2.5	0.87	2.4	0.93	2.2	1.02
Pediatrics	0.0	3.8	N/A	4.5	N/A	3.5	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.67	4.5	0.72	4.6	0.70	2.8	1.14
<b>Surgical Operations</b>									
Inpatient	340	1,037	0.33	947	0.36	1,302	0.26	345	0.99
Outpatient	3,125	3,865	0.81	3,798	0.82	5,418	0.58	2,883	1.08
Inpatient as % of All Surgeries	9.8%	21.2%	0.46	20.0%	0.49	19.4%	0.51	10.7%	0.92
<b>Outpatient Visits</b>									
Non-Emergency Visits	246,314	145,246	1.70	172,458	1.43	219,131	1.12	214,423	1.15
Emergency Visits	15,633	16,058	0.97	16,037	0.97	24,739	0.63	14,504	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.4	19.0	0.23	20.3	0.22	20.7	0.21	4.6	0.96
Nurses, Licensed	143.1	247.5	0.58	270.6	0.53	342.9	0.42	159.6	0.90
Ancillary Nursing Personnel	23.6	40.3	0.59	38.3	0.62	54.5	0.43	27.9	0.85
All Other Personnel	417.1	496.2	0.84	620.2	0.67	656.1	0.64	466.1	0.89
Total FTEs	588.2	803.0	0.73	949.5	0.62	1,074.1	0.55	658.2	0.89
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.7	13.0	0.28	12.6	0.29	10.1	0.36	4.6	0.79
Nurses, Licensed	118.3	168.4	0.70	168.2	0.70	168.5	0.70	160.2	0.74
Ancillary Nursing Personnel	19.5	27.4	0.71	23.8	0.82	26.8	0.73	28.0	0.70
All Other Personnel	344.6	337.6	1.02	385.4	0.89	322.3	1.07	468.0	0.74
Total FTEs	486.0	546.4	0.89	590.0	0.82	527.7	0.92	660.8	0.74

**Total Hospital:**  
 Beds Set Up & Staffed 30  
 Discharges 1,421  
 Inpatient Days 4,622

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

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

**Newborn Nursery:**  
 Bassinets 10  
 Total Births 341  
 Newborn Days 648

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2021	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	20	987	3,310	45.3%	9.1	3.4
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	4	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
<b>Pediatric, acute</b>	1	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	6	352	778	35.5%	2.1	2.2
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	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	1	4	81	534	36.6%	1.5	6.6
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
<b>Subacute care</b>	5	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	3	2	4.4	Surgical Personnel	8	2	9.3
Physicians & Dentists	32	6	34.7	Radiological Services Personnel	21	11	25.8
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	3.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	9	4.2
Registered Nurses	29	157	97.6	Occupational Therapists	2	11	8.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	14	18	26.0	Physical Therapists	12	12	18.4
Ancillary Nursing Personnel	10	31	23.6	Physical Therapy Assistants/Aides	2	3	4.2
Medical Assistants	17	8	22.6	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.0	Dietitians & Nutritionists	1	2	2.0
Nurse Practitioners	9	6	12.0	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	7	3	7.6	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	47	53	86.8
Health Info Mgmt-Administrators/Technicians	19	5	20.9	All Other Personnel	128	86	145.2
Pharmacy Personnel	6	6	10.2				
Clinical Laboratory Personnel	10	5	13.4				
				<b>Total</b>	<b>387</b>	<b>441</b>	<b>588.2</b>

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$152,987,424	42.7%	46.6%	0.91	42.1%	1.01	43.4%	0.98	42.9%	0.99
Medical Assistance	\$45,817,855	12.8%	14.4%	0.89	12.0%	1.06	18.4%	0.69	10.6%	1.20
Commercial	\$150,507,040	42.0%	33.9%	1.24	37.4%	1.12	33.8%	1.24	43.9%	0.96
All Other	\$9,236,240	2.6%	5.1%	0.51	8.4%	0.31	4.3%	0.59	2.6%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$120,175,875	33.5%	35.2%	0.95	31.8%	1.05	33.7%	1.00	33.9%	0.99
Medical Assistance	\$34,554,295	9.6%	11.1%	0.87	9.3%	1.04	14.1%	0.68	7.9%	1.22
Commercial	\$73,649,896	20.5%	14.9%	1.38	19.0%	1.08	13.7%	1.50	21.6%	0.95
Charity Care	\$1,877,560	0.5%	0.7%	0.73	0.5%	0.98	0.7%	0.80	0.5%	1.10
Bad Debt	\$3,132,598	0.9%	1.0%	0.86	1.0%	0.85	1.3%	0.70	0.8%	1.08
All Other	\$6,159,539	1.7%	2.8%	0.61	4.5%	0.38	2.7%	0.64	1.9%	0.93
Total Deductions	\$239,549,763	66.8%	65.8%	1.02	66.2%	1.01	66.0%	1.01	66.6%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	12.0%	6.5%	1.85	6.8%	1.77	6.7%	1.78	17.9%	0.67	
Net Gains/Losses as % of Net Income	83.8%	29.4%	2.85	49.6%	1.69	20.9%	4.01	69.3%	1.21	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$55,631,075	42.4%	42.4%	1.00	44.5%	0.95	43.3%	0.98	42.5%	1.00
Supplies & Services	\$63,317,481	48.3%	51.3%	0.94	48.9%	0.99	49.2%	0.98	47.3%	1.02
Capital Component	\$12,113,051	9.2%	6.2%	1.48	6.6%	1.39	7.4%	1.24	10.2%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)	3.1%	10.4%	0.29	8.0%	0.38	12.2%	0.25	2.7%	1.13	
Total Hospital Net Income (%)	16.3%	14.1%	1.16	14.8%	1.10	15.0%	1.09	8.3%	1.96	
Return on Equity (%)	10.0%	6.3%	1.59	10.2%	0.99	3.8%	2.67	4.8%	2.08	
Current Ratio	2.3	4.1	0.56	2.7	0.86	4.0	0.57	1.9	1.19	
Days in Net Patient Accounts Receivable	55.5	87.5	0.63	50.7	1.09	139.1	0.40	56.3	0.99	
Average Payment Period	48.0	89.9	0.53	78.2	0.61	140.8	0.34	75.7	0.63	
Equity Financing (%)	74.8%	64.7%	1.16	59.6%	1.25	62.1%	1.20	71.9%	1.04	
Long-Term Debt to Equity Ratio	0.3	0.3	0.77	0.3	0.99	0.4	0.60	0.2	1.02	
Times Interest Earned	14.3	21.0	0.68	18.0	0.79	15.1	0.95	6.0	2.38	
Total Asset Turnover	0.5	0.4	1.24	0.6	0.84	0.2	2.19	0.5	0.97	
Average Age of Plant (Years)	15.7	17.1	0.92	12.6	1.25	23.5	0.67	16.6	0.94	
Increase (Decrease) Total Net Patient Revenue	15.6%	12.7%	1.22	11.3%	1.39	18.6%	0.84	-11.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	89.1%	64.9%	1.37	61.9%	1.44	69.2%	1.29	89.6%	0.99	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,005	\$18,658	0.38	\$18,949	0.37	\$18,023	0.39	\$3,827	1.83	
Inpatient Net Revenue per Day	\$2,072	\$3,656	0.57	\$3,664	0.57	\$3,813	0.54	\$1,316	1.57	
Outpatient Net Revenue per Visit	\$428	\$781	0.55	\$753	0.57	\$729	0.59	\$439	0.98	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$358,548,559	Cash & Cash Equivalents	\$11,462,673	Current Liabilities	\$16,327,584
Less Deductions	\$239,549,763	Net Patient Receivables	\$18,095,131	Long-Term Debt	\$47,887,188
Net Patient Revenue	\$118,998,796	Other Receivables	\$3,233,569	Other Liabilities	\$0
Plus Other Revenue	\$16,208,116			Subtotal	\$64,214,772
Total Revenue	\$135,206,910	Land, Buildings & Equipment (Net)	\$41,731,330	Unrestricted Fund Balance	\$190,190,638
Less Expenses	\$131,061,607	Other Assets	\$179,882,707	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$21,394,507			Total Liabilities & Fund Balance	\$254,405,410
Net Income	\$25,539,811	Total Assets	\$254,405,410		