
Guide to Wisconsin Hospitals

Fiscal Year 2020

October 2021

The ***Guide to Wisconsin Hospitals, Fiscal Year 2020***, presents information on hospital finances, services, utilization and staffing. The data for this report was taken from the FY 2019 and FY 2020 Hospital Fiscal Surveys and the FY 2019 and FY 2020 Annual Survey of Hospitals. Under State law (Chapter 153, Wisconsin Statutes), WHA Information Center is responsible for collecting and disseminating Wisconsin hospital and freestanding ambulatory surgery center data.

This publication is not an exhaustive compilation of all data collected through the surveys. Readers desiring additional financial, service, utilization, or staffing information on a specific hospital should contact the WHA Information Center regarding the availability and cost of specific data requests.

WHA Information Center, LLC, staff involved in creating this report:

Jennifer Mueller, Vice President, Information Center
Steve Trinkner, Data Analyst, Information Center

Questions about this report should be directed to:

Jennifer Mueller
WHA Information Center, LLC
5510 Research Park Drive
PO Box 259038
Madison, WI 53725-9038
(608) 274-1820
whainfocenter@wha.org
www.whainfocenter.com

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INTRODUCTION

The ***Guide to Wisconsin Hospitals, Fiscal Year 2020***, presents selected descriptive financial, services, utilization, and staffing data about individual Wisconsin hospitals. It also provides summary and trend information for selected aggregate data.

The report is based on data submitted to the WHA Information Center on the Fiscal Year (FY) 2019 Hospital Fiscal Survey, the Fiscal Year (FY) 2020 Hospital Fiscal Survey, the FY 2019 Annual Survey of Hospitals and the FY 2020 Annual Survey of Hospitals by general medical-surgical (GMS) hospitals, long-term acute care hospitals (LTAC), psychiatric (psych) hospitals, alcohol and other drug abuse (AODA) hospitals, state-operated mental health (state) institutes, and rehabilitation (rehab) hospitals. Data from Veterans Affairs hospitals are collected on a voluntary basis but are not included in this report, nor are data from hospitals that submitted partial-year data.

Types of Hospitals

General medical-surgical (GMS) hospitals (128 in FY 2020) provide diagnostic and therapeutic services to patients for a variety of medical and surgical conditions.

Critical Access Hospitals (CAHs) (58 in FY 2020) are GMS facilities that provide 24-hour emergency care, inpatient, outpatient, and swing-bed services. Many also provide obstetric services. Under the Wisconsin Rural Hospital Flexibility Program – a Medicare program – hospitals located in rural counties, or rural areas of urban counties, may be certified as CAHs if they meet eligibility conditions. Rural CAH applicants must be 35 miles from another hospital; if closer, they must be declared a “necessary provider of health care services” according to state plan criteria. They are limited to 25 acute-care beds. Length of stay for acute-care patients is limited to an annual 96-hour average per patient. If further inpatient care is needed, patients are generally transferred to contractually established referral hospitals. CAHs provide first-line emergency and community-integrated health care. Hospitals certified as CAHs are noted as such in Section VII (Individual Hospital Tables), and in Appendix 5 (Hospital Index).

Specialty hospitals provide services to specific categories of patients. In Wisconsin, specialty hospitals include the following:

- Long-Term Acute Care (LTAC) hospitals (4 in FY 2020) focus on patients who, on average, stay more than 25 days. They specialize in treating patients who may have more than one serious condition, but who may improve with time and care, and return home.
- Psychiatric hospitals (12 in FY 2020) provide diagnostic and therapeutic services to patients with mental or emotional disorders.
- Alcohol and Other Drug Abuse (AODA) hospitals (1 in FY 2020) provide diagnostic and therapeutic services to patients with alcohol, drug abuse or addiction problems.

- State-operated mental health institutes (2 in FY 2020) provide comprehensive and intensive diagnostic, therapeutic, and support services to patients with unusually complex or difficult mental, emotional, or developmental disorders.
- Rehabilitation hospitals (3 in FY 2020) provide a comprehensive array of restoration services for the physically disabled and all support services necessary to help them attain their maximum level of functioning.
- Veterans Affairs hospitals provide diagnostic and therapeutic services to armed forces veterans only. Because they are exempt from state data collection mandates, these facilities are not included in this report.

Control of Hospitals

Different types of organizations own and control the policies and operations of Wisconsin hospitals. Of the 150 non-federal hospitals that provided full-year data to the FY 2020 Annual Survey of Hospitals, 128 are nongovernmental, not-for-profit entities, owned either by a religious organization (36) or by some other not-for-profit corporation (92). Two hospitals are state-operated and seven are county-operated. Thirteen hospitals (six GMS, four LTAC, two rehabilitation, and one psychiatric) are investor-owned, for-profit facilities.

Location of Hospitals

Sixty-three of the state's 72 counties have at least one GMS hospital. Thirty-five counties have two or more GMS hospitals. Milwaukee County has the most, with 11. Waukesha County has five GMS hospitals. Brown County, Dane County, Eau Claire County, Rock County, St. Croix County, and Winnebago County have four GMS hospitals each.

LTAC hospitals are located in three counties, psychiatric hospitals are located in six counties, rehabilitation hospitals are located in three counties, state hospitals are found in two counties, and the sole AODA hospital is in Brown County.

Data Sources

The data in this report are drawn from two surveys conducted annually: The Hospital Fiscal Survey and the Annual Survey of Hospitals.

Completion of the Hospital Fiscal Survey, which collects financial data from hospitals, has been mandatory since its inception in 1989. Completion of the Annual Survey of Hospitals, which collects utilization and staffing information, was made mandatory beginning April 1, 1992.

The financial, utilization and staffing figures in this report are based on each hospital's fiscal year. Fiscal years vary from hospital to hospital, according to individual accounting practices. The most common fiscal year is a calendar fiscal year beginning January 1 and ending December 31. Seventy-eight of the 150 reporting hospitals (52 percent) had a fiscal year ending December 31, 2020.

All data used in this report are based on each hospital's 2020 fiscal year. Only hospitals that reported a full fiscal year's data are included.

The hospital financial information in this report is fiscal-year data based on actual revenue received from payers. In contrast, the hospital information in the annual Health Care Data Report is calendar-year information on billed charges (not actual reimbursement) from expected payers.

Fiscal Year Ending Date, Wisconsin Hospitals, FY 2020

<u>Fiscal Year End</u>	<u>Number of Hospitals</u>
03/31/2020	2
06/30/2020	47
07/31/2020	3
09/30/2020	20
12/31/2020	78

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Volume Groups and Analysis Areas

Volume groups and analysis areas are discussed in Section IV (Comparative Data) and are defined in Appendix 1 (Glossary Terms). The hospital index (Appendix 5) at the end of this publication shows the volume group and analysis area to which each hospital belongs.

SUMMARY DATA: FISCAL YEAR 2020

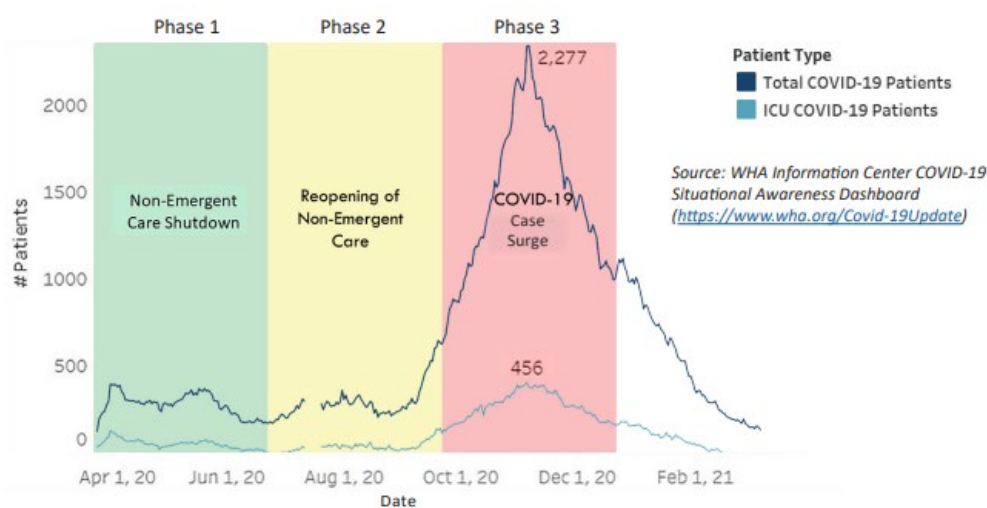
- One hundred and fifty hospitals submitted full-year data to the WHA Information Center for FY 2020. Of this total, 128 were general medical-surgical (GMS) hospitals, four were long-term acute care (LTAC) hospitals, twelve were psychiatric (psych) hospitals, three were rehabilitation (rehab) hospitals, and one was an alcohol and other drug abuse (AODA) hospital. Two were state-owned (state) hospitals.
- Of the 150 hospitals that submitted full-year data, 137 were not-for-profit. Thirteen hospitals (six GMS, four LTAC, and two rehab) were for-profit facilities owned by partnerships or corporations.
- Of the 137 not-for-profit hospitals, two were state-operated hospitals, seven were county-operated hospitals, 36 were religious hospitals, and 92 were other not-for-profit hospitals.
- In FY 2020, there were 58 Critical Access Hospitals (CAHs).
- WHA surveyed 19 of the state's largest health care systems, which represent 107 hospitals. Each system provides crucial nonhospital services that are not reported in the hospital-only fiscal survey. According to WHA, hospitals within the 19 systems had an average operating margin of 7.7%, but the systems as a whole had operating margins averaging only 2.9%.
- The overall average occupancy rate for Wisconsin hospitals was 55 percent in FY 2020. GMS hospitals had an average occupancy rate of 55 percent, LTAC hospitals, 63 percent, psychiatric hospitals, 70 percent, the AODA hospital, 11 percent, state hospitals, 51 percent, and rehabilitation hospitals, 91 percent.
- On average, there were 6,964 patients hospitalized on any given day: 6,135 at GMS hospitals, 111 at LTAC hospitals, 390 at psychiatric hospitals, 2 at the AODA hospital, 245 at state hospitals, and 80 at rehabilitation hospitals.
- There were 506,890 hospital discharges in FY 2020: 476,935 from GMS hospitals, 1,164 from LTAC hospitals, 22,893 from psychiatric hospitals, 42 from the AODA hospital, 3,595 from state hospitals, and 2,261 from the rehabilitation hospitals.
- There were 2,548,876 inpatient days reported by Wisconsin hospitals, of which 2,245,525 were for GMS hospitals, 40,492 were for LTAC hospitals, 142,847 were for psychiatric hospitals, 847 were for the AODA hospital, 89,761 were for the state hospitals, and 29,404 were for the rehabilitation hospitals.
- Outpatient visits totaled 18,810,441 at the 140 Wisconsin hospitals that provided outpatient services. GMS hospitals had 18,393,224 outpatient visits, LTAC hospitals had 560, psychiatric hospitals had 394,002, the AODA hospital had 5,483, and the rehabilitation hospitals had 17,172.
- Medicare accounted for 46.2 percent of total gross patient revenue (billed charges), Medicaid for 14.2 percent, and other public sources for 1.8 percent. Commercial insurance accounted for 34.5 percent of total gross patient revenue, and self-pay/other accounted for 3.4 percent.
- Total hospital revenue was \$25,039.2 million, \$24,129.9 million at GMS hospitals and \$909.3 million at specialty hospitals.

- Wisconsin hospitals collected 36 percent of total gross patient revenue (billed charges). GMS hospitals collected 35 percent of patient charges, LTAC hospitals collected 30 percent, psychiatric hospitals collected 53 percent, the AODA hospital collected 37 percent, the state hospitals collected 92 percent, and the rehabilitation hospitals collected 58 percent.
- The average net revenue (charges minus deductions, before expenses) received per inpatient day in a Wisconsin hospital in FY 2020 was \$3,415; the average length of stay was 5.1 days. Net revenue received per inpatient day (and average length of stay) was \$3,704 for GMS hospitals (4.8 days), \$2,014 for LTAC hospitals (34.8 days), \$1,228 for psychiatric hospitals (6.2 days), \$584 for the AODA hospital (20.2 days), \$667 for the state hospitals (25.0 days), and \$2,026 for the rehabilitation hospitals (13.0 days).
- The average net revenue (charges minus deductions, before expenses) received per outpatient visit in a Wisconsin hospital in FY 2020 was \$779. GMS hospitals received \$780, the LTAC hospitals received \$205, psychiatric hospitals received \$746, the AODA hospital received \$110, and rehabilitation hospitals received \$176.
- Salaries and fringe benefits represented 43.9 percent of total expenses for Wisconsin hospitals. For GMS hospitals, salaries and fringe benefits represented 43.5 percent of total expenses, for LTAC hospitals 47.6 percent, for psychiatric hospitals 48.7 percent, for the AODA hospital 70.7 percent, for state hospitals 73.4 percent, and for rehabilitation hospitals 56.6 percent.
- The net-income percentage across all Wisconsin hospitals was 8.5 percent in FY 2020. The rehabilitation hospitals had the highest net income percentage (29.1 percent) followed by the GMS hospitals (8.6 percent), psychiatric hospitals (6.3 percent), LTAC hospitals (4.6 percent), state hospitals (-6.9 percent), and the AODA hospital (-77.4 percent).
- Wisconsin hospitals reported net income of \$2.16 billion in FY 2020. GMS hospitals reported net income of \$2.11 billion, and specialty hospitals together reported net income of \$48.4 million.
- Thirty-one hospitals lost money in FY 2020, compared to thirty-six in FY 2019.
- There were 12,571 beds set up and staffed in FY 2020 at the 150 reporting hospitals. Of these, 11,245 were at GMS hospitals, 176 were at LTAC hospitals, 559 were at psychiatric hospitals, 22 were at the AODA hospital, 481 were at the state hospitals, and 88 were at the rehabilitation hospitals.
- GMS hospitals averaged the highest ratio of full-time equivalent (FTE) personnel per patient (6.3). The state hospitals were next (6.1), followed by the psychiatric hospitals (4.3), LTAC hospitals (4.1), rehabilitation hospitals (3.1), and the AODA hospital (2.0). Statewide, for all hospitals, the average was 6.0 FTEs per patient.
- GMS hospitals employed 194 full-time licensed nurses per 100 patients. LTAC hospitals employed 108 per 100 patients, rehabilitation hospitals employed 83, state hospitals employed 78, psychiatric hospitals employed 77, and the AODA hospital employed 0.

Emergency COVID Response Strained Hospitals, Delayed Regular Care in 2020

The COVID-19 pandemic has presented ongoing challenges for Wisconsin hospitals as they responded to the health crisis on multiple fronts while continuing to provide care to non-COVID patients as they were able and permitted to do.

The Wisconsin Hospital Association Information Center (WHAIC) has published a report detailing impact of COVID-19 on hospitals and health systems in the state throughout three distinct phases of the pandemic in 2020: non-emergent care shutdown (April 1 – June 30, 2020); reopening of non-emergent care (July 1 – Sept. 30, 2020); and the COVID-19 case surge (Oct. 1 – Dec. 31, 2020). That report is available [here](#).



The following data reflect the impact of the COVID-19 pandemic on the state's health care system during fiscal year 2020 and underscore the ongoing challenges COVID-19 has created for Wisconsin hospitals as they responded to the pandemic on multiple fronts while continuing to provide care to non-COVID patients as able and permitted.

Impacts of three-month federal suspension of non-emergent care:

- Non-emergent care and some diagnostics delayed
- Inpatient activity fell 19%
- Outpatient surgeries and procedures fell 45%
- Emergency department visits fell 30%
- \$2.5 billion in lost revenue

During the fourth-quarter COVID case surge, the majority of statewide inpatient volume was COVID-related, causing non-COVID care to plummet again:

- Care required by hospitalized COVID patients crowded out other care and severely stressed the state's health care workforce
- Outpatient surgeries and procedures fell 13%
- Emergency department visits fell 20%
- Fear and stigma associated with COVID-19 deterred patients from seeking regular care

While more recent data show that hospital services are beginning to approach pre-pandemic levels, the long-term financial and health effects of cancelled or delayed regular care are significant.

Wisconsin hospitals responded to the challenges of COVID-19 by adapting and extending space, staff, time and energy to serve as the front line of Wisconsin's response to the pandemic. Full-year 2020 data show the effects COVID-19 had on Wisconsin hospital operations, with wide swings in patient volumes reflected in inpatient, outpatient and emergency room data highlighting pressures created by various phases of the pandemic.

People with underlying medical conditions may have avoided or delayed care out of concern for contracting COVID-19. This delay in care increases the risk of medical emergency, prolongs physical discomfort and may have future health effects yet unknown.

SECTION I. Financial Information

The following financial terms appear in this report:

Deductions: The portion of charges incurred by patients but not reimbursed by third-party payers, government, and private payers. Deductions include charity care and bad debt.

Expenses: Costs of operations charged to a hospital during the fiscal year.

Gross Patient Revenue: The total charges billed by a hospital for inpatient and outpatient services. Gross patient revenue consists of charges to Medicare, Medical Assistance, BadgerCare, other public programs, commercial insurance, and other self/non-public payers. [“Other public programs” includes county unified services boards, general relief, and the federal TRICARE program for military personnel and dependents. “Commercial insurance” includes group and individual accident and health insurance, self-funded plans, Health Maintenance Organizations (HMOs), other alternative health care plans, and workers’ compensation.]

Net Income: Revenue and gains in excess of expenses and losses.

Net Patient Revenue: Gross patient revenue minus all deductions, the actual payments received from patient charges, before expenses.

Non-Operating Gains: Gifts, donations, endowments, investments, and any other gains not related to patient care or hospital-related patient services.

Non-Operating Losses: State and federal corporate income and real estate taxes and other losses not directly related to patient care or hospital-related patient services.

Other Revenue: Revenue from services provided to patients, other than health care, as well as sales and services to non-patients (e.g., parking, gift shops, and cafeterias).

Total Revenue: The sum of net patient revenue and other revenue.

Note: For ease of presentation, dollar amounts are generally reported in millions or billions. For example, \$5,396,832,249 is the same as \$5,396.8 million or \$5.4 billion.

Health Systems

Many of Wisconsin hospitals are part of health systems that provide a continuum of care in communities around the state. Hospitals frequently provide the operating margin to allow health systems to support unprofitable but necessary integrated services, including hospice centers, physician clinics, nursing homes, home health, assisted living, dialysis and other services that would not exist in many communities if not for the financial stability of the local hospital or regional hospital system.

Below is a summary of revenue and expenses for 19 Wisconsin health systems comprising 107 hospitals. The operating margin for these 19 systems was 2.9% in 2020. The total margin was 5.0%.

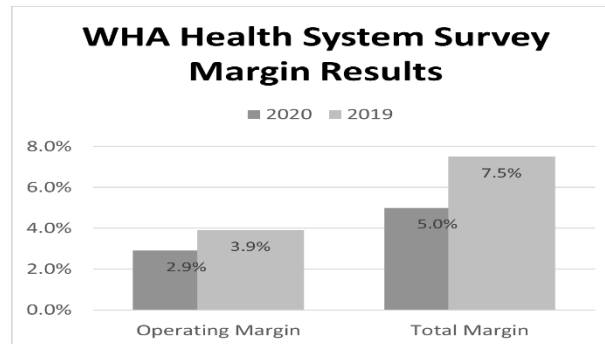


Table 1a	Total System Operations	Fiscal Survey Data on System Hospitals Only
Operating Revenue	\$31,457,288,731	\$22,631,381,953
Operating Expense	\$30,550,959,767	\$20,882,669,194
Operating Margin	\$906,328,964	\$1,748,712,762
Operating Margin %	2.9%	7.7%
Nonoperating Income & Investments	\$814,129,999	\$444,063,978
Nonoperating Expenses	\$102,751,375	\$206,371,171
Total Revenue	\$32,271,418,730	\$23,075,445,931
Total Expenses	\$30,653,711,142	\$21,089,040,365
Total Margin	\$1,617,707,588	\$1,986,405,566
Total Margin %	5.0%	8.6%

Table 1b	Number of Systems Providing
Non-Hospital Services	
Physician Clinics	18
Lab	17
Pharmacy	16
Home Health	13
Hospice	12
Dialysis	11
Assisted Living	8
Nursing Home	6
Other services noted:	
Durable medical equipment, behavioral health, rehabilitation, social services, health plans, etc.	

Source: FY 2020 Health System Survey, WHA Information Center, LLC.

Hospitals

In FY 2020, Wisconsin hospitals generated \$25.0 billion in total revenue (see Table 2). After expenses and non-operating gains and losses, hospitals were left with total net income of \$2.2 billion.

	All Hospitals	GMS	Specialty
Gross Patient Revenue	\$63,843.6	\$62,519.9	\$1,323.7
Net Patient Revenue	\$22,771.5	\$22,101.8	\$669.7
Total Revenue	\$25,039.2	\$24,129.9	\$909.3
Expenses	\$23,183.7	\$22,312.1	\$871.6
Nonoperating Gains/Losses	\$302.5	\$291.8	\$10.6
Net Income	\$2,158.0	\$2,109.6	\$48.4

Source: FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Between fiscal years 1993 and 2020, total gross patient revenue (charges) at Wisconsin hospitals increased from \$6.8 billion to \$63.8 billion. Net patient revenue increased from \$5.0 billion to \$22.8 billion, and expenses increased from \$5.2 billion to \$23.2 billion. Net income increased from \$241.7 million to \$2.2 billion. In FY 1993, hospitals collected 74 percent of their charges. In FY 2020, they collected 36 percent.

During the same period, total gross patient revenue at GMS hospitals increased from \$5.3 billion to \$62.5 billion. Net patient revenue rose from \$3.9 billion to \$22.1 billion. Net income increased from \$217.4 million to \$2.1 billion.

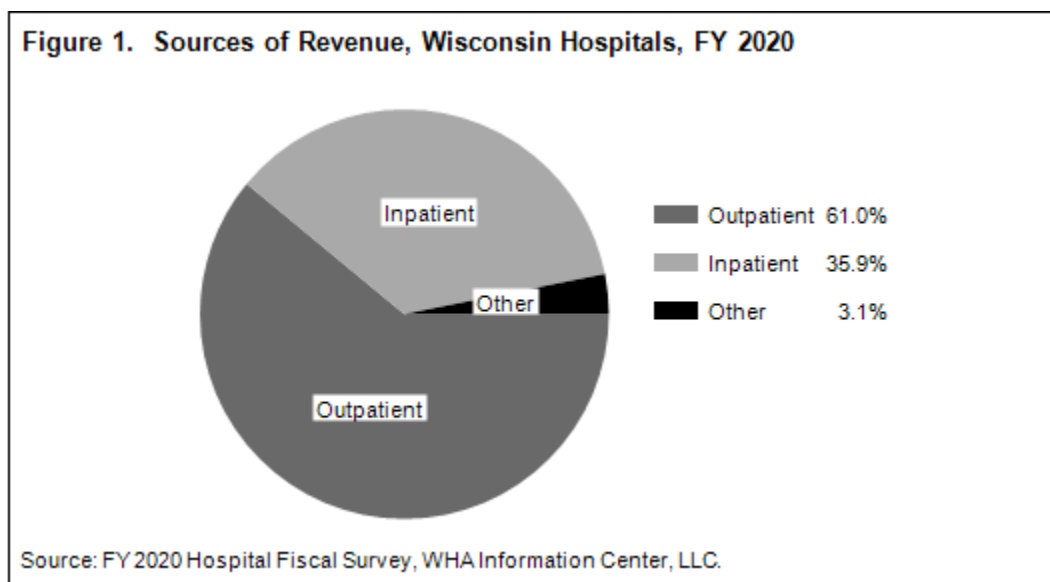
Net income at specialty hospitals went from \$24.3 million in 1993 to \$48.4 million in 2020. The number of specialty hospitals was 22 in 1993 and also in 2020.

Outpatient Revenue Continues to Increase as a Proportion of All Revenue

Hospital revenue comes from several sources:

- Charges billed to inpatients
- Charges billed to outpatients
- Other revenue, such as tax appropriations, cafeteria and gift-shop sales, and parking fees

The movement of patient care from an inpatient to an outpatient setting continued in FY 2020. From 1993 to 2020, inpatient revenue as a proportion of total gross patient and other revenue at GMS hospitals decreased from 66.8 percent to 35.9 percent. This corresponds to an increase in outpatient gross revenue as a proportion of total gross patient and other revenue, from 30.3 percent to 61.0 percent (see Figure 1).



Generally, small, rural GMS hospitals rely to a great degree on outpatient services as a source of income than do larger, urban hospitals. Larger hospitals serve large population bases and are more often affiliated with health care systems or networks that have separate outpatient care facilities.

The GMS hospitals with the highest percentages of gross outpatient revenue as a proportion of total gross patient and other revenue were: Bellin Health Oconto Hospital with 96.5 percent, Marshfield Medical Center – Ladysmith with 93.4 percent, Gundersen Moundview Hospital and Clinics, Friendship, with 93.2 percent, St. Mary’s Hospital of Superior with 90.7 percent, Gundersen Boscobel Area Hospital and Clinics with 89.8 percent.

In FY 2020, Wisconsin hospitals reported \$2.3 billion in other (non-patient) revenue. State hospitals relied most on other revenue, with 59.3 percent of hospital revenue from this source, compared with 13.7 percent at psychiatric hospitals, 3.1 percent at GMS

hospitals, 0.8 percent at the LTAC hospitals, 0.4 percent at the rehabilitation hospitals, and 0.0 percent at the AODA hospital (see Table 3).

Type	Hospitals	Inpatient Revenue (%)	Outpatient Revenue (%)	Other Revenue (%)
AODA	1	54.4	45.6	0.0
GMS	128	35.9	61.0	3.1
LTAC	4	99.1	0.1	0.8
PSYCH	12	41.8	44.6	13.7
REHAB	3	89.9	9.7	0.4
STATE	2	39.1	1.5	59.3
TOTAL	150	36.3	60.3	3.4

Source: FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Public Payment Sources as a Percentage of Gross Patient Revenue

In FY 2020, Medicare and commercial insurance were the major sources of payment for all Wisconsin hospitals combined, with Medicare constituting 46.2 percent of gross patient revenue and commercial insurance 34.5 percent (see Table 4). Government payer sources combined (Medicare, Medical Assistance and other public programs), however, accounted for a higher proportion of gross patient revenue (62.2 percent) than did private sources (37.8 percent). Medicare gross patient revenue as a proportion of total gross patient revenue for each type of hospital ranged from a high of 62.2 percent at rehabilitation hospitals to a low of 0.0 percent at the sole AODA hospital.

Medical Assistance gross patient revenue as a proportion of total gross patient revenue was highest at the AODA hospital, at 68.3 percent. Psychiatric, LTAC, State, and Rehabilitation hospitals reported 41.5 percent, 23.0 percent, 18.2 and 13.4 percent of total gross patient revenue, respectively. The GMS hospitals reported the percentage of Medical Assistance gross revenue at 13.8 percent.

Revenue from commercial insurance as a proportion of total gross patient revenue was highest for the psychiatric hospitals (42.6 percent) and lowest at state hospitals (13.6 percent).

Type	Hospitals	Public Source (%)			Private Source(%)	
		Medicare	Medical Assistance	Other Public	Commercial	Self/Other
AODA	1	0.0	68.3	1.1	27.2	3.3
GMS	128	46.6	13.8	1.7	34.5	3.4
LTAC	4	55.0	23.0	0.0	21.9	0.1
PSYCH	12	10.2	41.5	3.7	42.6	2.1
REHAB	3	62.2	13.4	0.0	24.0	0.4
STATE	2	25.3	18.2	42.9	13.6	0.0
TOTAL	150	46.2	14.2	1.8	34.5	3.4

Source: FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Percent of Charges Collected by Hospitals

Overall, Wisconsin hospitals collected 35.7 cents for each dollar they charged in FY 2020 (see Table 5), less than the proportion they received in 2019 (36.1 cents). GMS hospitals received 35 percent of their charges. The state-operated mental health institutes, rehabilitation hospitals, psychiatric hospitals, LTAC hospitals, and the AODA hospital received 92 percent, 58 percent, 53 percent, 37 percent, and 30 percent of their charges, respectively.

The GMS hospital with the highest percentage of gross patient revenue collected was Children's Hospital of Wisconsin - Fox Valley, Neenah, at 73.0 percent. Beloit Health System collected the lowest percentage of gross patient revenue at 23.8 percent.

Two types of deductions from gross patient revenue are used to arrive at net patient revenue: contractual adjustments and non-contractual adjustments. Contractual adjustments refer to discounts on hospital charges that are contracted between hospitals and payers or are mandated by government programs. Non-contractual deductions include such items as courtesy discounts, employee discounts, administrative adjustments, research grants, charity care, and bad debt. Charity care involves full or partial waiver by a hospital of patient charges due to the patient's inability to pay.

Deductions from revenue for all Wisconsin hospitals in FY 2020 totaled \$41.1 billion (see Table 6). Deductions from revenue have increased dramatically for GMS hospitals since FY 1993, from 27 percent of gross billings (or \$1.8 billion) in FY 1993 to 65 percent of billed charges (or \$40.4 billion) in FY 2020.

For all Wisconsin hospitals, contractual adjustments constituted 95.6 percent of unpaid charges in 2020, slightly lower than the 96.0 percent in FY 2019 (see Tables 6 and 7A). The largest adjustment (\$22.1 billion, or 54 percent of total deductions) came from

Medicare, followed by \$9.1 billion (23 percent) from commercial sources and \$6.5 billion (16 percent) from Medical Assistance.

For all Wisconsin hospitals, the highest percentage of gross revenue collected by payer source for FY 2020 was from commercial payers, with 57.9 percent collected (see Table 7B). The lowest percentage of gross revenue collected by payer source was from Medicare with 25.1 percent collected.

At GMS hospitals, the highest percentage of gross revenue collected by payer source for FY 2020 was from commercial payers, with 57.8 percent collected. The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 24.5 percent collected.

At specialty hospitals, the highest percentage of gross revenue collected by payer source for FY 2020 was from other public sources, which include County Relief, county programs under 51.42 & 51.437, Wisconsin Statutes, and all other public programs, with 75.7 percent collected.

Table 5. Percent of Total Gross Patient Revenue Actually Collected, Wisconsin Hospitals, FY 2020

Type	Hospitals	Gross Patient Revenue (in millions)	Deductions from Revenue (in millions)	Net Patient Revenue (in millions)	Percentage of Gross Patient Revenue Collected
AODA	1	\$2.9	\$1.8	\$1.1	37.0
GMS	128	\$62,519.9	\$40,418.1	\$22,101.8	35.4
LTAC	4	\$268.7	\$188.5	\$80.2	29.9
PSYCH	12	\$876.6	\$412.8	\$463.8	52.9
REHAB	3	\$108.1	\$45.8	\$62.3	57.6
STATE	2	\$67.5	\$5.1	\$62.4	92.4
TOTAL	150	\$63,843.6	\$41,072.1	\$22,771.5	35.7

Source: FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 6. Summary of Hospital Revenue (in millions), Wisconsin, FY 2020			
	All Hospitals	GMS	Specialty
Gross Patient Revenue (Patient Charges)	\$63,843.6	\$62,519.9	\$1,323.7
Contractual Adjustments:			
Medicare	\$22,096.0	\$21,898.0	\$198.0
Medical Assistance	\$6,719.0	\$6,494.0	\$225.0
Other Public Sources	\$764.3	\$749.4	\$14.8
Commercial Sources	\$9,278.2	\$9,093.4	\$184.8
Other Contractual Adjustments	\$360.8	\$361.5	-\$0.7
Charity Care	\$619.4	\$600.7	\$18.7
Bad Debt	\$741.4	\$734.1	\$7.3
Other Noncontractual Deductions	\$493.0	\$487.0	\$6.0
Total Deductions	\$41,072.1	\$40,418.1	\$654.0
Net Patient Revenue	\$22,771.5	\$22,101.8	\$669.7
Other Revenue	\$2,267.8	\$2,028.1	\$239.6
Total Revenue	\$25,039.2	\$24,129.9	\$909.3
Source: FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.			

At GMS hospitals, from FY 1993 to FY 2020, Medicare adjustments, as a proportion of all unpaid charges, decreased from 60.0 percent to 54.2 percent, the proportion of Medical Assistance adjustments increased from 15.7 percent to 16.1 and adjustments from other public sources decreased from 2.0 percent to 1.9 percent. From FY 1993 to FY 2020, charity care at GMS hospitals dropped from 4.6 to 1.5 percent of all unpaid charges, although the dollar value of billed charges for charity care increased dramatically to \$600.7 million.

At GMS hospitals, from FY 1993 to FY 2020, adjustments from commercial sources, as a proportion of all unpaid charges, increased from 16.5 percent to 22.5 percent.

Table 7A. Deductions from Revenue as a Percent of Total Deductions from Revenue, Wisconsin Hospitals, FY 2020			
	All Hospitals (%)	GMS (%)	Specialty (%)
Contractual Adjustments:			
Medicare	53.8	54.2	30.3
Medical Assistance	16.4	16.1	34.4
Other Public Sources	1.9	1.9	2.3
Commercial Sources	22.6	22.5	28.3
Other Contractual Adjustments	0.9	0.9	-0.1
Charity Care	1.5	1.5	2.9
Bad Debt	1.8	1.8	1.1
Other Noncontractual Deductions	0.1	1.2	0.9
Source: FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.			

Table 7B. Percentage of Gross Revenue Collected by Payer Source, Wisconsin Hospitals, FY 2020			
	All Hospitals (%)	GMS (%)	Specialty (%)
Revenue Collected:			
Medicare	25.1	24.9	38.4
Medical Assistance	25.8	24.5	50.5
Other Public Sources	32.8	30.4	75.7
Commercial Sources	57.9	57.8	60.5
Source: FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.			

Average Net Revenue per Inpatient Day

In FY 2020, the average net revenue received (charges minus deductions, before expenses) per inpatient day in a Wisconsin hospital was \$3,415 with an average length of stay of 5.1 days (see Table 8A). Among all hospital types, GMS hospitals reported the highest average net revenue per inpatient day at \$3,704 but kept inpatients for fewer days (an average 4.8 days) than psychiatric (6.2 days), rehabilitation (13.0 days), AODA (20.2 days), state hospitals (25.0 days) or LTAC (34.8 days). GMS hospitals had the highest average net revenue per outpatient visit, at \$780.

In FY 2020, the average inpatient net revenue received per inpatient stay for all hospitals was \$17,348. GMS hospitals received an average of \$17,652. Average inpatient net revenue for the specialty hospitals ranged from \$7,661 per hospitalization for the psychiatric hospitals to \$70,060 per hospitalization for LTAC hospitals.

Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
AODA	\$11,778	\$584	20.2	\$110
GMS	\$17,652	\$3,704	4.8	\$780
LTAC	\$70,060	\$2,014	34.8	\$205
PSYCH	\$7,661	\$1,228	6.2	\$746
REHAB	\$26,346	\$2,026	13.0	\$176
STATE	\$16,647	\$667	25.0	N/A
TOTAL	\$17,348	\$3,415	5.1	\$779

Note: Excludes data on newborns.

Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
AODA	\$11,778	\$584	20.2	\$110
GMS	\$17,785	\$3,778	4.7	\$780
LTAC	\$70,060	\$2,014	34.8	\$205
PSYCH	\$7,661	\$1,228	6.2	\$746
REHAB	\$26,346	\$2,026	13.0	\$176
STATE	\$16,647	\$667	25.0	N/A
TOTAL	\$17,471	\$3,475	5.0	\$779

Note: Excludes data on newborns.

Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

The two GMS hospitals with the highest net revenue per patient were Children's Hospital of Wisconsin, Milwaukee, (\$51,247) and OakLeaf Surgical Hospital, Altoona, (\$39,308).

Forty-nine GMS hospitals had net revenue per patient greater than \$15,000. They were:

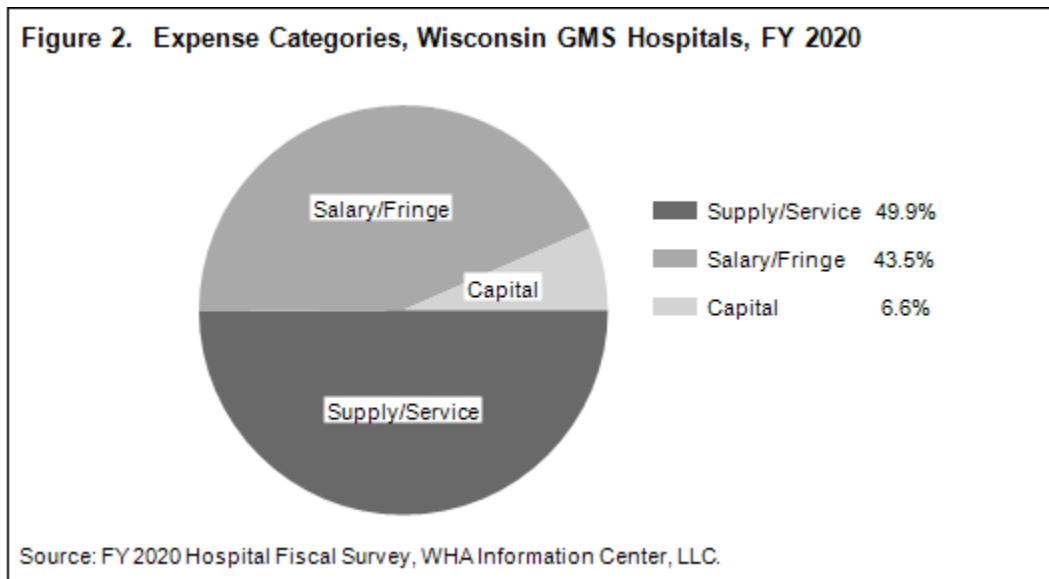
Hospital	City	Net revenue per patient
• Children's Wisconsin-Milwaukee Hospital	Milwaukee	\$51,247
• OakLeaf Surgical Hospital	Altoona	\$39,308
• UW Hospital and Clinics Authority	Madison	\$32,110
• Children's Wisconsin-Fox Valley Hospital	Neenah	\$32,067
• Froedtert Hospital	Milwaukee	\$30,499
• Mayo Clinic Health System - Chippewa Valley in Bloomer	Bloomer	\$29,629
• Mayo Clinic Health System - Oakridge in Osseo	Osseo	\$28,040
• Aurora St. Luke's Medical Center / South Shore	Milwaukee	\$26,366
• Black River Memorial Hospital	Black River Falls	\$25,407
• AdventHealth Durand	Durand	\$24,209
• Midwest Orthopedic Specialty Hospital	Franklin	\$23,400
• Orthopaedic Hospital of Wisconsin	Glendale	\$23,095
• Gundersen Boscobel Area Hospital and Clinics	Boscobel	\$22,565
• Mayo Clinic Health System - Sparta	Sparta	\$22,558
• Mile Bluff Medical Center	Mauston	\$20,418
• Marshfield Medical Center	Marshfield	\$20,357
• Mayo Clinic Health System - Eau Claire	Eau Claire	\$20,176

Hospital	City	Net revenue per patient
• Crossing Rivers Health	Prairie du Chien	\$19,300
• St Mary's Hospital	Madison	\$19,294
• Aurora BayCare Medical Center in Green Bay	Green Bay	\$19,090
• Prairie Ridge Health	Columbus	\$19,019
• Edgerton Hospital and Health Services	Edgerton	\$18,937
• Mayo Clinic Health System - La Crosse	La Crosse	\$18,690
• Hayward Area Memorial Hospital	Hayward	\$18,521
• Gundersen Tri-County Hospital and Clinics	Whitehall	\$17,899
• Mayo Clinic Health System - Red Cedar in Menomonie	Menomonie	\$17,882
• St Vincent Hospital	Green Bay	\$17,768
• Mayo Clinic Health System - Northland in Barron	Barron	\$17,685
• Gundersen Lutheran Medical Center	La Crosse	\$17,670
• Mercy Health Hospital and Trauma Center - Janesville	Janesville	\$17,146
• Ascension Calumet Hospital	Chilton	\$17,142
• Memorial Hospital of Lafayette Co.	Darlington	\$17,083
• Grant Regional Health Center	Lancaster	\$16,698
• Aspirus Wausau Hospital	Wausau	\$16,453
• Aurora Medical Center in Summit	Summit	\$16,416
• Ripon Medical Center	Ripon	\$16,214
• Ascension SE Wisconsin - Elmbrook Campus	Brookfield	\$16,171
• Froedtert South	Kenosha	\$15,914
• UnityPoint Health - Meriter	Madison	\$15,776
• Sacred Heart Hospital	Eau Claire	\$15,592
• Ascension Columbia St. Mary's Hospital Milwaukee	Milwaukee	\$15,438
• Aspirus Langlade Hospital	Antigo	\$15,418
• Bellin Health Oconto Hospital	Oconto	\$15,400
• Sauk Prairie Healthcare	Prairie du Sac	\$15,355
• Western Wisconsin Health	Baldwin	\$15,325
• Monroe Clinic	Monroe	\$15,287
• Vernon Memorial Healthcare	Viroqua	\$15,234
• Aurora Medical Center in Grafton	Grafton	\$15,129
• Beloit Health System	Beloit	\$15,040

Salaries and Fringe Benefits as a Proportion of Hospital Expenses

Hospital expenses fall into three major categories:

- Salaries and fringe benefits (personnel costs)
- Supplies and services
- Capital (cost of refinancing, renovation, expansion, or equipment purchases)



As a proportion of total expenses, overall salaries and fringe benefits for Wisconsin GMS hospitals have decreased over time, from 52.4 percent in FY 1993 to 43.5 percent in FY 2020. The supplies and services proportion has increased from 36.8 percent to 49.9 percent (see Table 9).

The GMS hospitals had the largest supplies and services component of hospital expenses (49.9 percent). Psychiatric hospitals had the next largest supplies and services component (47.1 percent).

Table 9. Percent of Expenses Allocated to Each Component, Wisconsin Hospitals, FY 2020

Type	Hospitals	Salary / Fringe Benefits (%)	Supplies / Services (%)	Capital (%)
AODA	1	70.7	16.4	13.0
GMS	128	43.5	49.9	6.6
LTAC	4	47.6	43.7	8.7
PSYCH	12	48.7	47.1	4.2
REHAB	3	56.6	34.2	9.2
STATE	2	73.4	23.7	2.9
TOTAL	150	43.9	49.6	6.5

Source: FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 10. Revenue, Expense, Gain/Loss, Net Income (in millions), and Net Income Percentage, Wisconsin Hospitals, FY 2020

Type	Hospitals	Total Revenue	Total Expenses	Nonoperating Gains/Losses	Net Income	Net Income (%)
AODA	1	\$1.06	\$1.88	\$0.00	-\$0.82	-77.39
GMS	128	\$24,129.90	\$22,312.07	\$291.82	\$2,109.65	8.64
LTAC	4	\$82.41	\$78.22	-\$0.44	\$3.75	4.57
PSYCH	12	\$602.38	\$574.21	\$10.13	\$38.30	6.25
REHAB	3	\$62.67	\$44.57	\$0.17	\$18.27	29.07
STATE	2	\$160.81	\$172.71	\$0.78	-\$11.12	-6.88
TOTAL	150	\$25,039.23	\$23,183.66	\$302.46	\$2,158.03	8.52

Source: FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Net-Income Percentage for Wisconsin Hospitals

Even though most Wisconsin hospitals are not-for-profit facilities, hospital revenue and gains, can and do exceed expenses and losses at many facilities. The term “net income” is used to identify the difference between revenue and gains on one hand and expenses and losses on the other. Table 10 presents hospital revenue, expense, gain/loss, net income, and net-income percentage by hospital type.

The six GMS hospitals with the highest net incomes were UW Hospital and Clinics Authority, Madison, at 201.5 million, Aurora St. Luke's Medical Center / South Shore, Milwaukee, at \$188.5 million, Froedtert Hospital, Milwaukee, at 137.5 million, Aurora

BayCare Medical Center in Green Bay at \$117.2 million, St Mary's Hospital, Madison, at 109.9 million, and Gundersen Lutheran Medical Center, La Crosse, at 89.0 million.

The GMS hospital with the highest net-income percentage was Orthopaedic Hospital of Wisconsin, Glendale, at 40.0 percent. The next top five were Midwest Orthopedic Specialty Hospital, Franklin, at 39.9 percent, OakLeaf Surgical Hospital, Altoona, at 32.3 percent, Aurora Medical Center in Kenosha at 31.1 percent, Aurora Medical Center of Manitowoc County, Two Rivers, at 25.9 percent, and Aurora BayCare Medical Center in Green Bay at 22.7 percent.

Thirty-one Wisconsin hospitals reported net losses, totaling \$202.44 million, in FY 2020 (see Table 11). In FY 2019, thirty-six hospitals operated at a loss, with a combined loss of \$197.50 million.

Type	Hospitals	Net Income
AODA	1	-0.82
GMS	22	-184.13
LTAC	1	-0.03
PSYCH	4	-4.77
REHAB	1	-1.57
STATE	2	-11.12
TOTAL	31	-202.44

Other Revenue and Non-Operating Gains

Other revenue and non-operating gains, which include cafeteria and gift-shop sales, charitable bequests, investment income, and extraordinary gains and losses, become critically important income sources for facilities striving to remain financially healthy. For Wisconsin hospitals losing money on patient care, other revenue and non-operating gains can mean the difference between a positive and negative net income or can ease the degree of loss.

In FY 2020, Wisconsin hospitals reported \$2.3 billion in other (non-patient) revenue (2.0 billion for GMS hospitals). Wisconsin hospitals reported \$302.5 million in non-operating gains (\$291.8 million in gains for GMS hospitals).

Balance Sheet Information: Assets, Liabilities, and Fund Balances

Assets include cash and cash equivalents, accounts receivable, plant, equipment, and other unrestricted assets. Liabilities include current liabilities, long-term debt, other liabilities, and unrestricted fund balances.

Table 12 shows a composite balance sheet by hospital type. State-operated mental health institutes are not required to submit balance sheet information and therefore are not included. Total assets do not equal total liabilities and fund balances for some hospitals because some combination facilities are unable to separate hospital and nursing home data.

	AODA	GMS	LTAC	PSYCH	REHAB
Hospitals	1	128	4	12	3
Assets (in millions)					
Cash & cash equivalents	\$0.00	\$10,380.63	\$1.02	\$111.72	\$12.66
Net patient accounts receivable	\$0.45	\$4,319.57	\$18.94	\$70.65	\$7.65
Other accounts receivable	\$0.00	\$706.68	\$0.00	-\$12.77	-\$0.43
Land, buildings, and equipment (net)	\$0.68	\$16,790.85	\$5.70	\$234.03	\$2.72
Other assets	\$0.00	\$18,926.30	\$28.08	\$271.14	\$28.25
Total unrestricted assets	\$1.13	\$51,124.03	\$53.74	\$674.78	\$50.85
Liabilities (in millions)					
Current liabilities	\$0.00	\$5,220.48	\$14.62	\$105.52	\$14.57
Long-term debt	\$0.00	\$9,673.88	\$2.11	\$131.63	\$14.95
Other liabilities	\$0.00	\$3,693.33	\$30.38	\$76.96	\$7.52
Unrestricted fund balances	\$1.13	\$32,494.75	\$6.62	\$356.25	\$13.81
Total liabilities and unrestricted funds	\$1.13	\$51,082.44	\$53.74	\$670.36	\$50.85
NOTE: State-operated Mental Health Institutes (STATE) are not included.					
Source: FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.					

SECTION II. UTILIZATION AND STAFFING

Services Provided by GMS Hospitals

Most GMS hospitals provide basic medical-surgical services. For instance, 97 percent of GMS hospitals provided adult medical-surgical acute services in FY 2020; 97 percent operated an emergency department; 80 percent provided orthopedic services, and 74 percent provided pediatric services.

Some GMS hospitals also offer more specialized kinds of medical and surgical care that are not widely available. For example, five hospitals in FY 2020 offered bone-marrow transplant services, eight performed tissue transplants, four performed kidney transplants, and four performed heart/lung transplants. Four hospitals performed in-vitro fertilization services. Forty hospitals offered positron emission tomography (PET) scans. The hospitals providing specialized surgeries or relatively rare treatments such as these were generally located in large urban areas or served as regional referral centers.

GMS hospitals also provide most of the inpatient psychiatric and AODA care offered in the state. Two percent of GMS hospitals (3 hospitals) provided inpatient alcoholism and chemical dependency services in separate and distinct units, and 19 percent (24 hospitals) offered inpatient psychiatric care services in such units.

Nine of the twelve psychiatric hospitals provided inpatient alcohol and chemical dependency services in FY 2020.

In addition to the three rehabilitation hospitals in Wisconsin, 43 GMS hospitals had inpatient rehabilitation units, and 81 GMS hospitals offered outpatient rehabilitative services.

Hospital Occupancy Rates

A common measure of a hospital's inpatient capacity utilization is its occupancy rate, defined as the average proportion of occupied beds at the hospital. Bed counts are based on the number of beds set up and staffed on the last day of the hospital's fiscal year. The occupancy rate for all Wisconsin hospitals in FY 2020 was 55.4 percent (see Table 13), down from 58.7 percent in FY 2019.

Occupancy rates among GMS hospitals varied widely. While the overall occupancy rate for GMS hospitals in 2020 was 54.6 percent, fifteen hospitals had occupancy rates in excess of 70 percent. They were:

UnityPoint Health – Meriter, Madison, (78 percent), Froedtert Hospital, Milwaukee, (77 percent), Marshfield Medical Center (77 percent), Ascension Good Samaritan Hospital, Merrill, (74 percent), UW Hospital and Clinics Authority, Madison, (73 percent),

Ascension SE Wisconsin Hospital - Franklin Campus, (73 percent), Amery Regional Medical Center (72 percent), Aurora St. Luke's Medical Center / South Shore, Milwaukee, (71 percent).

At the other extreme, twelve GMS hospitals had occupancy rates of less than 10 percent. They were:

Bellin Health Oconto Hospital (9.8 percent), Burnett Medical Center, Grantsburg, (9.4 percent), Ascension Calumet Hospital, Chilton, (9.3 percent), Edgerton Hospital and Health Services (9.3 percent), St Clare Memorial Hospital, Oconto Falls, (9.1 percent), Mayo Clinic Health System - Oakridge in Osseo (8.1 percent), Marshfield Medical Center – Ladysmith (7.2 percent), Memorial Hospital of Lafayette Co., Darlington, (5.9 percent), Mayo Clinic Health System – Sparta (5.4 percent), ThedaCare Medical Center - Wild Rose (4.4 percent), Gundersen Moundview Hospital and Clinics, Friendship, (3.7 percent), AdventHealth Durand (3.2 percent).

Eighty-six of all GMS hospitals (67 percent) had occupancy rates of less than 50 percent during FY 2020. Thirty-one GMS hospitals (24 percent) had occupancy rates of less than 25 percent.

The differences in bed-counting methods make comparisons of occupancy rates problematic and can result in hospitals reporting occupancy rates of greater than 100 percent. Occupancy rates in this publication use the number of beds set up and staffed as of the end of the hospital's fiscal year.

One reason for the differences in occupancy rates is that hospitals routinely change the number of beds set up and staffed throughout the year to reflect the expected inpatient census at the hospital at any given time. The occupancy-rate formula can therefore produce deceiving results if the number of set up and staffed beds at the end of a hospital's fiscal year is substantially different than it was earlier in the year. When the last day of a hospital's fiscal year occurs during a period of temporarily low patient activity, the number of set up and staffed beds may be lower at that time and therefore occupancy rates of more than 100 percent for the year can result. On the other end of the spectrum, misleadingly low occupancy rates can result if the end of the hospital's fiscal year occurs during a time of temporarily high patient census, when additional beds are being staffed.

It is also important to note that these occupancy rates measure occupancy for acute-care beds only. Some smaller hospitals with low acute-care occupancy rates nevertheless may have high swing-bed occupancy rates. (A swing-bed stay involves an intermediate level of care that is less intensive than acute hospital care but more intensive than nursing home care.)

Type	Hospitals	Beds Set Up & Staffed	Discharges	Inpatient Days	Occupancy Rate (%)	Average Census (patients)	Length of Stay (days)
AODA	1	22	42	847	10.5	2.3	20.2
GMS	128	11,245	476,935	2,245,525	54.6	6,135.3	4.7
LTAC	4	176	1,164	40,492	62.9	110.6	34.8
PSYCH	12	559	22,893	142,847	69.8	390.3	6.2
REHAB	3	88	2,261	29,404	91.3	80.3	13.0
STATE	2	481	3,595	89,761	51.0	245.2	25.0
TOTAL	150	12,571	506,890	2,548,876	55.4	6,964.1	5.0

Note: Excludes data on newborns.

Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Hospitals Provide Many Outpatient Services

In addition to the basic medical-surgical and specialized services provided to inpatients, hospitals offer a great variety of outpatient services, including:

- Outpatient or day surgery
- Fertility testing/counseling
- Alcoholism/chemical dependency and psychiatric outpatient services
- Physical/rehabilitation therapy
- Renal dialysis
- Genetic counseling/screening
- Geriatric clinics
- Radiation therapy
- Sports medicine
- Emergency care

Overall, hospitals continue to expand the types of outpatient services they provide. See Table 19 for more detail.

Type	Hospitals	Outpatient Visits
AODA	1	5,483
GMS	128	18,393,224
LTAC	1	560
PSYCH	8	394,002
REHAB	2	17,172
TOTAL	140	18,810,441

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

All GMS hospitals provided outpatient care on a nonemergency basis. Four GMS hospitals did not provide emergency outpatient care in FY 2020. GMS hospitals reported that most of their outpatient visits (88 percent) were for nonemergency care. No emergency outpatient visits were reported by nine of the twelve psychiatric hospitals, by the sole AODA hospital, by either of the two state hospitals, the rehabilitation hospitals, or the LTAC hospitals.

One hundred twenty-three of the 128 reporting GMS hospitals offered outpatient surgical services in FY 2020. These hospitals performed 506,202 outpatient surgeries, or 77 percent of total GMS hospital surgeries. By comparison, these GMS hospitals performed 148,520 inpatient surgeries (23 percent of all GMS hospital surgeries) in FY 2020.

Average Staff-to-Patient Ratio

Wisconsin hospitals employed 110,630 full-time equivalent (FTE) personnel in FY 2020. This number includes both full and part-time personnel. Ninety-five percent of all hospital personnel worked for GMS hospitals in FY 2020, the same percent as in FY 2019.

The overall average number of hospital staff FTEs per patient was 5.97 (see Table 15).

Type	FTEs	FTEs per Patient
AODA	8.4	1.96
GMS	104,861.3	6.33
LTAC	451.1	4.07
PSYCH	3,484.8	4.32
REHAB	280.2	3.15
STATE	1,544.3	6.06
TOTAL	110,630.0	5.97

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

The staff-to-patient ratio for personnel classifications varies by hospital type (see Table 16). For example, GMS hospitals had 194 licensed nurses per 100 patients, compared to 108 for LTAC hospitals, 83 for rehabilitation hospitals, 78 for the state-operated mental-health institutes, 77 for the psychiatric hospitals, and 0 for the sole AODA hospital which closed in FY2020 (see caveats in Appendix 2 for additional details).

Smaller GMS hospitals generally had a larger proportion of staff not involved in direct patient care, such as administrators and medical records personnel, since basic

administrative and record-keeping functions must be performed regardless of patient volume.

Hospitals report that 95 percent of the 29,115 medical staff members granted admitting privileges in Wisconsin hospitals were board-certified (i.e., had passed an examination given by a medical specialty board and were certified by that board as specialists). See Section IV: Comparative Data, Tables 22-24, for more detail.

	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Administrators	23.5	15.7	13.5	12.2	28.8	20.0
Physicians	0.0	17.1	0.6	12.7	3.4	16.0
Residents	0.0	6.0	0.0	0.9	0.0	0.0
Licensed Nurses	0.0	194.3	108.2	76.8	83.3	78.1
Other Nursing Personnel	0.0	33.0	71.3	37.0	52.0	238.3
Medical Records	0.0	8.3	6.5	5.1	3.4	3.5
Pharmacy	0.0	18.4	17.5	3.1	2.0	5.1
Clinical Lab	0.0	19.5	0.9	1.0	0.0	2.1
Radiology	0.0	24.2	2.1	0.0	0.0	0.0
Therapeutic Services	0.0	30.6	55.1	9.9	56.9	29.4
Psychology/Social Work	149.4	6.0	4.5	58.3	2.2	32.6
Other	23.5	235.9	126.9	212.4	82.8	180.7
Total	196.4	633.0	407.3	431.9	314.8	605.8

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION III. QUALITY OF SERVICES/PATIENT SAFETY

Quality Improvement Activities

Many hospitals participate in ongoing quality improvement, quality assurance and patient safety projects, programs and activities. A section of the FY 2020 Annual Survey of Hospitals asked hospitals to identify the amount of full-time equivalent positions that are dedicated to these functions.

Of the 150 hospitals reporting data, there were 498 FTEs dedicated to quality management & improvement; 121 FTEs to clinical safety; 1,186 FTEs to case management; 76 FTEs to accreditation; 175 FTEs to infection control, and 117 FTEs to risk management.

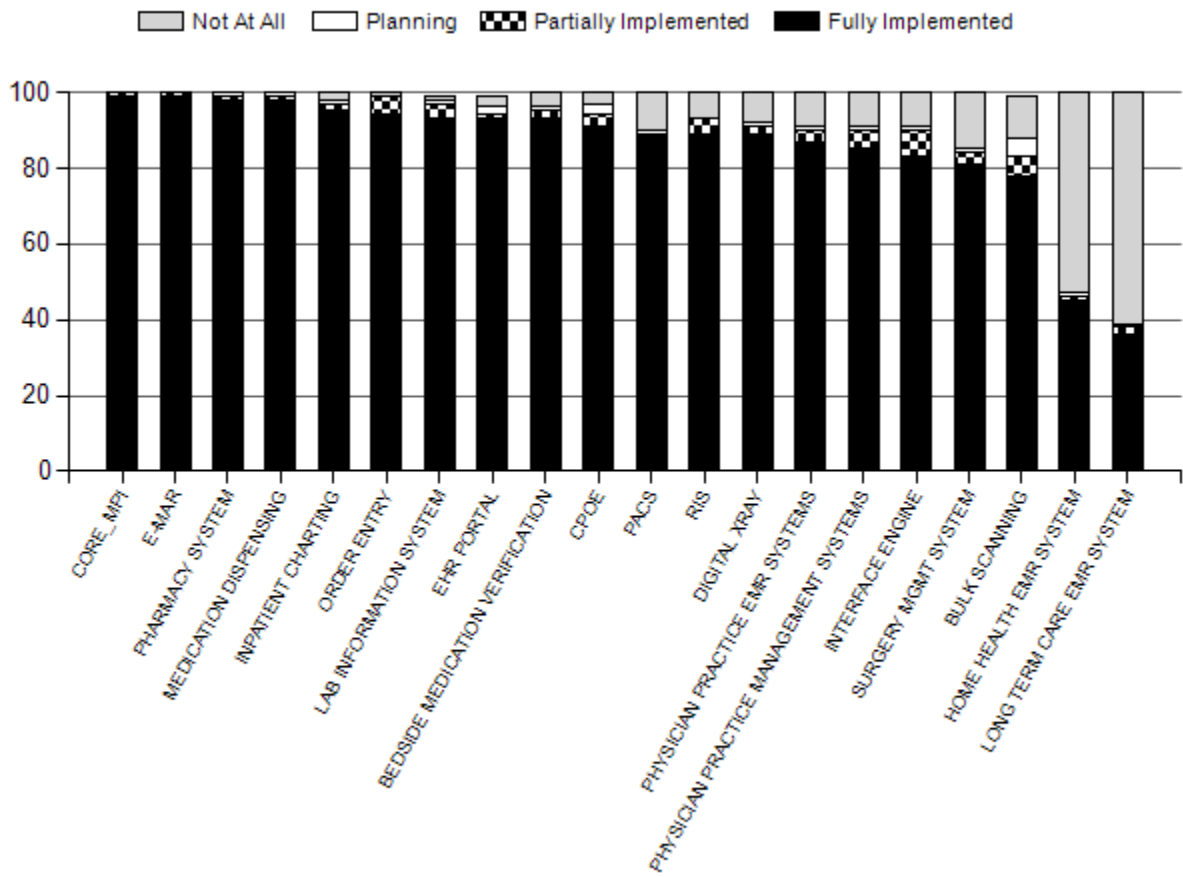
Patient Safety

The possibility of medication errors is a concern for all hospitals. The FY 2020 Annual Survey of Hospitals asked hospitals to provide information on pharmacy services.

One-hundred one of the 150 reporting hospitals (67 percent) reported they provide 24-hour pharmacy services.

The FY 2020 Annual Survey of Hospitals asked hospitals to provide information on eHealth initiatives. Hospitals were requested to indicate whether various eHealth features were 'Fully Implemented,' 'Partially Implemented,' in 'Planning,' or 'Not at All.' 99% percent of Wisconsin hospitals reported that they had fully implemented a core master patient index and 93% had a fully implemented lab information system. See Figure 3.

Figure 3: Implementation status of eHealth Features, Wisconsin Hospitals, 2020



Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION IV. COMPARATIVE DATA

WHA Information Center uses volume groups and analysis areas to perform comparative analyses among hospitals.

Volume groups are constructed annually to enable comparisons among hospitals with similar numbers of patients. Volume groups are defined according to total hospital patient volume (discharges adjusted to include both inpatients and outpatients). GMS hospitals have been divided into seven volume groups ranging from the lowest (volume group 1) to the highest (volume group 7). Specialty hospitals are not assigned a volume group.

Volume group 1 includes hospitals with up to 2,500 adjusted discharges; volume group 2, from 2,501 to 4,000; volume group 3, from 4,001 to 7,000; volume group 4, from 7,001 to 10,000; volume group 5, from 10,001 to 15,000; volume group 6, from 15,001 to 25,000, and volume group 7, 25,001 or more. Refer to Appendix 1, Glossary of Terms, for a definition of volume groups and to Appendix 5 for the volume group assigned to each hospital.

Note: The volume groups used in this report differ from the inpatient volume groups used in the **Health Care Data Report**. There are seven GMS volume groups used in the **Guide to Wisconsin Hospitals** versus six in the **Health Care Data Report**. Inpatient volume groups used in the **Health Care Data Report** are weighted by APR-DRG and based only on inpatient data. The volume groups in the **Guide**, however, take into account both outpatient and inpatient volume.

Analysis areas are based on groups of counties originally established as health planning districts for the federal and state governments. The Wisconsin Bureau of Health Information subsequently modified the original seven analysis areas to create two additional sub areas, totaling nine hospital market areas. Analysis areas are used to compare hospitals within a particular geographic area. See Appendix 4 for a map that shows the analysis areas.

Tables 17 and 18 provide comparative data on inpatient services at GMS hospitals, by volume group and analysis area.

Tables 19 through 21 provide comparative data on selected ancillary and other services for all hospital types, and by volume group and analysis area for GMS hospitals.

Tables 22 and 23 list the number of medical staff members by selected specialty for GMS hospitals, by volume group and analysis area. Table 24 lists the number of medical staff members by selected specialty for the AODA, LTAC, psychiatric, rehabilitation, and state-operated mental health facilities. Since physicians may practice in several areas, the same physician may be counted in more than one category. The notation "Number of Staff" includes both non-certified and board-certified staff members.

Note: Definitions for terms used in the following tables are found in either the Glossary of Terms (Appendix 1), or the Instructions and Definitions sections of the FY 2020 Annual Survey of Hospitals survey instrument (Appendix 3).

Wisconsin Counties by Analysis Area

Analysis Area 1

Columbia
Dane
Dodge
Grant
Green
Iowa
Jefferson
Lafayette
Richland
Rock
Sauk

Analysis Area 2A

Kenosha
Ozaukee
Racine
Walworth
Washington
Waukesha

Analysis Area 2B

Milwaukee

Analysis Area 3

Calumet
Fond du Lac
Green Lake
Marquette
Outagamie
Waupaca
Waushara
Winnebago

Analysis Area 4

Brown
Door
Kewaunee
Manitowoc
Marinette
Menominee
Oconto
Shawano
Sheboygan

Analysis Area 5A

Barron
Chippewa
Clark
Dunn
Eau Claire
Pepin
Pierce
Polk
Rusk
St. Croix

Analysis Area 5B

Buffalo
Crawford
Jackson
La Crosse
Monroe
Trempealeau
Vernon

Analysis Area 6

Adams
Florence
Forest
Juneau
Langlade
Lincoln
Marathon
Oneida
Portage
Taylor
Vilas
Wood

Analysis Area 7

Ashland
Bayfield
Burnett
Douglas
Iron
Price
Sawyer
Washburn

Table 17. GMS Hospitals Providing Selected Inpatient Service, by Volume Group, Wisconsin, FY 2020

	Total	Volume Group						
		1	2	3	4	5	6	7
Hospitals	128	15	19	18	21	18	19	18
General Medical-Surgical:								
Adult Medical-Surgical, Acute	124	14	17	18	21	17	19	18
Orthopedics	103	9	10	16	19	14	17	18
Rehabilitation & Physical Medicine	58	6	6	7	10	9	8	12
Hospice	64	9	7	11	12	8	9	8
Acute Long-Term Care	4	1	0	0	1	0	1	1
Other Acute Care	22	2	4	1	2	3	5	5
Pediatrics	95	9	12	13	20	11	14	16
Obstetrics	88	0	4	15	19	15	19	16
Psychiatric	30	0	1	2	3	5	7	12
AODA	26	0	1	1	2	3	8	11
Intensive Care:								
Medical-Surgical ICU	75	2	5	6	18	13	16	15
Cardiac ICU	56	1	1	2	10	11	15	16
Pediatric ICU	19	1	1	2	4	2	3	6
Burn Care	5	0	1	0	0	0	0	4
Mixed ICU	62	2	2	5	15	11	18	9
Step-Down Care	46	0	1	2	10	9	13	11
Neonatal Intensive/Intermediate	30	1	0	0	0	5	9	15
Other ICU	11	0	0	0	2	2	1	6
Other Inpatient	6	0	1	0	0	1	1	3
Subacute Care	8	3	0	1	0	2	1	1
Newborn Nursery	88	1	5	14	18	15	19	16

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 18. GMS Hospitals Providing Selected Inpatient Service, by Analysis Area, Wisconsin, FY 2020

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	15	11	13	13	21	10	14	7
General Medical-Surgical:										
Adult Medical-Surgical, Acute	124	24	15	8	12	13	21	10	14	7
Orthopedics	103	21	14	10	11	13	14	6	9	5
Rehabilitation & Physical Medicine	58	13	8	2	7	8	8	5	3	4
Hospice	64	9	8	3	7	7	10	9	9	2
Acute Long-Term Care	4	1	1	1	0	0	1	0	0	0
Other Acute Care	22	6	6	3	3	1	2	0	1	0
Pediatrics	95	18	12	7	9	11	16	5	13	4
Obstetrics	88	19	13	6	8	11	13	6	10	2
Psychiatric	30	7	4	4	4	1	4	1	4	1
AODA	26	18	12	7	9	11	16	5	13	4
Intensive Care:										
Medical-Surgical ICU	75	17	13	8	8	10	8	0	8	3
Cardiac ICU	56	10	12	8	8	8	5	0	5	0
Pediatric ICU	19	5	0	1	5	1	2	1	4	0
Burn Care	5	2	0	1	0	0	0	0	2	0
Mixed ICU	62	9	14	5	9	9	5	2	7	2
Step-Down Care	46	9	10	4	5	6	4	0	7	1
Neonatal Intensive/Intermediate	30	3	8	6	3	3	2	2	3	0
Other ICU	11	2	2	4	2	0	0	0	1	0
Other Inpatient	6	1	0	1	0	2	0	0	1	1
Subacute Care	8	0	1	0	0	0	4	2	1	0
Newborn Nursery	88	18	13	6	8	11	14	5	9	4

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2020, (Page 1 of 3)

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	150	1	128	4	12	3	2
AIDS/ARC - Special Program	8	0	8	0	0	0	0
Alcoholism/Chemical Dependency	35	1	28	0	6	0	0
Ambulance/Transportation Services:							
Nonemergency Ground Transfer	9	0	9	0	0	0	0
Nonemergency Air Transfer	2	0	2	0	0	0	0
Arthritis Treatment Center	21	0	20	0	0	1	0
Assisted Living	8	0	8	0	0	0	0
Auxiliary	78	0	77	0	1	0	0
Bariatric Services	29	0	29	0	0	0	0
Birthing Room/LDRP	89	0	89	0	0	0	0
Cardiac Services:							
Angioplasty	43	0	43	0	0	0	0
Cardiac Catheter Laboratory	44	0	44	0	0	0	0
Cardiac Rehabilitation Program	112	0	111	0	0	1	0
Noninvasive Cardiac Assessment	108	0	107	1	0	0	0
Open-Heart Surgery	27	0	27	0	0	0	0
Case Management	135	0	119	4	7	3	2
Crisis Prevention	43	0	34	1	7	0	1
Complementary Medicine	52	0	50	0	2	0	0
Dialysis Services:							
Hemodialysis	35	0	34	1	0	0	0
Peritoneal Dialysis	38	0	35	3	0	0	0
Emergency/Urgent Care:							
Emergency Department	124	0	124	0	0	0	0
Trauma Center	107	0	107	0	0	0	0
Urgent Care Center	72	0	72	0	0	0	0
Ethics Committee	125	0	111	4	7	2	1
Extracorporeal Shock Wave							
Lithotripter (ESWL)	43	0	43	0	0	0	0
Fitness Center	58	0	54	1	3	0	0
Food Service:							
Meals on Wheels	21	0	20	0	1	0	0
Nutrition Programs	117	0	104	2	7	2	2
Genetic Counseling/Screening	25	0	25	0	0	0	0

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2020, (Page 2 of 3)

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	150	1	128	4	12	3	2
Geriatric Services:							
Adult Day Care Program	3	0	3	0	0	0	0
Alzheimer's Diagnosis/Assessment	25	0	23	0	1	0	1
Comprehensive Assessment	33	0	31	0	1	0	1
Emergency Response System	34	0	32	0	0	1	1
Acute Care Unit	32	0	32	0	0	0	0
Clinics	15	0	15	0	0	0	0
Respite Care	40	0	39	0	1	0	0
Retirement Housing	4	0	4	0	0	0	0
Senior Membership Program	12	0	12	0	0	0	0
Health Promotion:							
Community Health Promotion	123	0	114	2	5	2	0
Patient Education	133	0	121	2	5	3	2
Worksite Health Promotion	97	0	90	1	3	2	1
Home Health Service	20	0	20	0	0	0	0
Home Hospice Program	17	0	17	0	0	0	0
Mammography Services:							
Diagnostic Mammography	106	0	106	0	0	0	0
Mammography Screening	112	0	112	0	0	0	0
Occupational Health Services	78	0	77	0	0	1	0
Occupational/Physical & Rehabilitation:							
Audiology	57	0	56	0	0	1	0
Occupational Therapy	131	0	119	4	3	3	2
Physical Therapy	127	0	119	4	0	3	1
Recreational Therapy	50	0	41	1	4	2	2
Rehabilitation - Inpatient	115	0	111	2	0	2	0
Rehabilitation - Outpatient	113	0	110	1	0	2	0
Respiratory Therapy	127	0	121	4	0	2	0
Speech Pathology	119	0	111	4	0	3	1
Oncology Services	79	0	79	0	0	0	0
Outpatient Services:							
Within the Hospital	121	0	116	1	2	2	0
On Campus Freestanding Center	22	0	20	0	2	0	0
Off Campus Freestanding Center	44	0	39	0	5	0	0

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2020, (Page 3 of 3)

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	150	1	128	4	12	3	2
Pain Management Program	93	0	90	1	0	0	2
Patient Representative	112	0	102	1	7	0	2
Psychiatric Services:							
Child/Adolescent Services	39	0	28	0	10	0	1
Consultation-Liaison Services	59	0	49	0	7	2	1
Education Services	41	0	33	0	7	0	1
Emergency Services	52	0	42	0	9	1	0
Geriatric Services	50	0	37	0	10	1	2
Outpatient Services	55	0	46	0	8	0	1
Partial Hospitalization Program	25	0	15	0	9	0	1
Radiation Therapy	44	0	44	0	0	0	0
Radiology, Diagnostic:							
CT Scanner	124	0	123	1	0	0	0
Diagnostic Radioisotope Facility	84	0	84	0	0	0	0
Magnetic Resonance Imaging (MRI)	107	0	107	0	0	0	0
Positron Emission Tomography (PET)	40	0	40	0	0	0	0
SPECT	71	0	71	0	0	0	0
Ultrasound	113	0	112	1	0	0	0
Reproductive Health:							
Fertility Counseling	19	0	19	0	0	0	0
In Vitro Fertilization	4	0	4	0	0	0	0
Social Work Services	139	0	121	4	10	2	2
Sports Medicine Clinic/Services	80	0	79	0	0	1	0
Surgery, Ambulatory or Outpatient	125	0	125	0	0	0	0
Transplant Services:							
Bone Marrow Transplant	5	0	5	0	0	0	0
Heart/Lung Transplant	4	0	4	0	0	0	0
Kidney Transplant	4	0	4	0	0	0	0
Tissue Transplant	8	0	8	0	0	0	0
Women's Health Center/Services	75	0	75	0	0	0	0

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2020, (Page 1 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	128	15	19	18	21	18	19	18
AIDS/ARC - Special Program	8	0	0	0	0	1	2	5
Alcoholism/Chemical Dependency	28	1	1	2	5	4	6	9
Ambulance/Transportation Services:								
Nonemergency Ground Transfer	9	1	2	2	1	1	1	1
Nonemergency Air Transfer	2	0	0	0	1	0	0	1
Arthritis Treatment Center	20	0	0	1	0	4	5	10
Assisted Living	8	1	1	2	3	0	1	0
Auxiliary	77	6	13	13	16	8	13	8
Bariatric Services	29	0	0	2	2	4	7	14
Birthing Room/LDRP	89	0	4	16	19	15	19	16
Cardiac Services:								
Angioplasty	43	0	0	0	6	8	13	16
Cardiac Catheter Laboratory	44	0	0	0	7	8	13	16
Cardiac Rehabilitation Program	111	12	15	16	17	16	18	17
Noninvasive Cardiac Assessment	107	10	12	13	18	17	19	18
Open-Heart Surgery	27	0	0	1	1	3	6	16
Case Management	119	10	19	16	20	18	18	18
Crisis Prevention	34	2	2	4	6	5	7	8
Complementary Medicine	50	0	6	7	10	7	9	11
Dialysis Services:								
Hemodialysis	34	0	0	3	5	5	12	9
Peritoneal Dialysis	35	0	0	1	4	6	12	12
Emergency/Urgent Care:								
Emergency Department	124	13	17	18	21	18	19	18
Trauma Center	107	11	13	15	17	16	18	17
Urgent Care Center	72	10	13	12	10	10	8	9
Ethics Committee	111	13	13	16	21	17	15	16
Extracorporeal Shock Wave								
Lithotripter (ESWL)	43	1	1	4	5	10	11	11
Fitness Center	54	1	10	6	12	6	9	10
Food Service:								
Meals on Wheels	20	1	3	4	5	1	4	2
Nutrition Programs	104	11	15	16	19	13	17	13
Genetic Counseling/Screening	25	0	1	0	3	4	5	12

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2020, (Page 2 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	128	15	19	18	21	18	19	18
Geriatric Services:								
Adult Day Care Program	3	1	0	1	0	0	1	0
Alzheimer's Diagnosis/Assessment	23	2	2	2	1	2	8	6
Comprehensive Assessment	31	2	1	7	1	4	9	7
Emergency Response System	32	3	1	7	7	6	6	2
Acute Care Unit	32	1	4	5	2	6	6	8
Clinics	15	1	2	5	0	0	3	4
Respite Care	39	8	9	8	8	2	3	1
Retirement Housing	4	0	0	2	2	0	0	0
Senior Membership Program	12	0	0	2	2	1	2	5
Health Promotion:								
Community Health Promotion	114	11	18	17	20	15	18	15
Patient Education	121	13	19	18	20	16	18	17
Worksite Health Promotion	90	8	12	17	15	13	12	13
Home Health Service	20	1	4	2	6	0	4	3
Home Hospice Program	17	1	2	3	5	0	5	1
Mammography Services:								
Diagnostic Mammography	106	11	16	14	15	16	18	16
Mammography Screening	112	13	17	16	17	16	17	16
Occupational Health Services	77	8	14	10	12	12	11	10
Occupational/Physical & Rehabilitation:								
Audiology	56	3	5	9	11	8	8	12
Occupational Therapy	119	12	18	18	20	17	18	16
Physical Therapy	119	13	18	17	20	17	18	16
Recreational Therapy	41	5	4	2	6	6	8	10
Rehabilitation - Inpatient	111	12	16	17	16	15	18	17
Rehabilitation - Outpatient	110	13	17	18	16	14	18	14
Respiratory Therapy	121	13	17	18	21	17	18	17
Speech Pathology	111	12	13	18	18	17	17	16
Oncology Services	79	3	7	11	11	15	14	18
Outpatient Services:								
Within the Hospital	116	14	19	16	18	16	15	18
On Campus Freestanding Center	20	2	0	1	3	3	5	6
Off Campus Freestanding Center	39	4	5	3	4	8	6	9

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2020, (Page 3 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	128	15	19	18	21	18	19	18
Pain Management Program	90	6	13	15	17	12	14	13
Patient Representative	102	10	14	14	19	14	15	16
Psychiatric Services:								
Child/Adolescent Services	28	2	3	3	1	8	4	7
Consultation-Liaison Services	49	2	3	5	5	11	10	13
Education Services	33	1	3	3	2	8	7	9
Emergency Services	42	3	1	3	5	9	10	11
Geriatric Services	37	2	4	5	2	6	7	11
Outpatient Services	46	4	5	7	4	7	9	10
Partial Hospitalization Program	15	1	0	1	0	2	4	7
Radiation Therapy	44	0	0	1	4	10	13	16
Radiology, Diagnostic:								
CT Scanner	123	14	17	18	20	18	18	18
Diagnostic Radioisotope Facility	84	3	8	8	14	16	18	17
Magnetic Resonance Imaging (MRI)	107	5	13	15	20	17	19	18
Positron Emission Tomography (PET)	40	1	2	4	4	9	6	14
SPECT	71	1	4	8	11	13	16	18
Ultrasound	112	8	14	17	18	18	19	18
Reproductive Health:								
Fertility Counseling	19	1	0	2	3	3	4	6
In Vitro Fertilization	4	1	0	0	0	0	1	2
Social Work Services	121	14	15	17	21	17	19	18
Sports Medicine Clinic/Services	79	6	10	14	13	11	16	9
Surgery, Ambulatory or Outpatient	125	13	19	18	21	17	19	18
Transplant Services:								
Bone Marrow Transplant	5	0	0	0	0	1	0	4
Heart/Lung Transplant	4	0	0	0	0	1	0	3
Kidney Transplant	4	0	0	0	0	1	0	3
Tissue Transplant	8	0	0	1	1	2	0	4
Women's Health Center/Services	75	4	7	9	12	12	17	14

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2020, (Page 1 of 3)

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	15	11	13	13	21	10	14	7
AIDS/ARC - Special Program	8	2	0	3	0	0	1	1	1	0
Alcoholism/Chemical Dependency	28	5	4	2	5	3	3	2	3	1
Ambulance/Transportation Services:										
Nonemergency Ground Transfer	9	2	0	0	2	1	1	1	1	1
Nonemergency Air Transfer	2	1	0	0	0	0	0	0	1	0
Arthritis Treatment Center	20	6	4	2	4	1	1	1	1	0
Assisted Living	8	3	0	0	0	0	1	1	2	1
Auxiliary	77	17	11	4	7	8	11	5	10	4
Bariatric Services	29	5	6	6	2	3	3	2	2	0
Birthing Room/LDRP	89	19	13	6	9	11	13	6	10	2
Cardiac Services:										
Angioplasty	43	6	10	7	4	7	3	2	4	0
Cardiac Catheter Laboratory	44	6	11	7	4	7	3	2	4	0
Cardiac Rehabilitation Program	111	23	14	7	12	11	19	9	12	4
Noninvasive Cardiac Assessment	107	22	15	9	13	12	17	6	9	4
Open-Heart Surgery	27	4	5	4	4	3	3	1	3	0
Case Management	119	21	15	11	12	13	20	8	13	6
Crisis Prevention	34	4	6	8	1	1	10	3	1	0
Complementary Medicine	50	12	8	5	1	8	5	5	5	1
Dialysis Services:										
Hemodialysis	34	5	9	4	4	3	3	2	4	0
Peritoneal Dialysis	35	4	9	5	5	4	4	1	3	0
Emergency/Urgent Care:										
Emergency Department	124	24	15	9	12	13	20	10	14	7
Trauma Center	107	19	15	9	9	12	19	9	10	5
Urgent Care Center	72	18	4	2	7	6	13	9	9	4
Ethics Committee	111	22	13	11	10	11	16	8	14	6
Extracorporeal Shock Wave										
Lithotripter (ESWL)	43	5	10	5	4	6	5	2	5	1
Fitness Center	54	12	7	3	6	7	8	4	5	2
Food Service:										
Meals on Wheels	20	8	0	0	2	0	1	3	5	1
Nutrition Programs	104	22	12	5	13	12	16	8	10	6
Genetic Counseling/Screening	25	4	4	5	4	2	3	2	1	0

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2020, (Page 2 of 3)

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	15	11	13	13	21	10	14	7
Geriatric Services:										
Adult Day Care Program	3	1	0	0	1	0	0	0	0	1
Alzheimer's Diagnosis/Assessment	23	6	1	3	1	0	5	4	3	0
Comprehensive Assessment	31	6	7	5	1	1	4	5	2	0
Emergency Response System	32	11	3	0	3	4	6	1	3	1
Acute Care Unit	32	6	6	5	4	3	5	0	2	1
Clinics	15	4	2	1	1	1	2	1	2	1
Respite Care	39	9	0	0	4	1	10	8	2	5
Retirement Housing	4	1	0	0	0	0	0	0	2	1
Senior Membership Program	12	4	2	3	1	1	1	0	0	0
Health Promotion:										
Community Health Promotion	114	23	13	9	12	11	19	7	14	6
Patient Education	121	24	13	11	13	11	20	8	14	7
Worksite Health Promotion	90	21	11	6	10	8	12	6	11	5
Home Health Service	20	8	0	0	1	4	2	2	0	3
Home Hospice Program	17	4	0	0	1	2	2	7	0	1
Mammography Services:										
Diagnostic Mammography	106	21	13	8	11	11	18	7	10	7
Mammography Screening	112	23	12	8	10	11	20	8	13	7
Occupational Health Services	77	19	7	6	2	9	15	8	8	3
Occupational/Physical & Rehabilitation:										
Audiology	56	16	9	6	3	4	6	6	5	1
Occupational Therapy	119	24	15	10	10	11	19	10	13	7
Physical Therapy	119	23	15	10	11	11	19	10	13	7
Recreational Therapy	41	11	4	7	0	2	5	5	4	3
Rehabilitation - Inpatient	111	22	14	10	12	9	17	10	11	6
Rehabilitation - Outpatient	110	22	14	10	10	7	17	10	13	7
Respiratory Therapy	121	24	15	9	11	12	20	10	14	6
Speech Pathology	111	21	15	9	10	11	17	10	13	5
Oncology Services	79	13	7	8	10	10	13	4	9	5
Outpatient Services:										
Within the Hospital	116	20	13	10	12	12	20	9	14	6
On Campus Freestanding Center	20	1	3	7	1	2	3	2	1	0
Off Campus Freestanding Center	39	8	7	6	3	3	8	2	1	1

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2020, (Page 3 of 3)

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	15	11	13	13	21	10	14	7
Pain Management Program	90	16	10	9	9	9	14	8	10	5
Patient Representative	102	15	14	9	10	10	19	9	13	3
Psychiatric Services:										
Child/Adolescent Services	28	5	1	1	2	2	7	4	4	2
Consultation-Liaison Services	49	8	11	6	4	2	9	4	4	1
Education Services	33	7	6	1	6	1	7	2	2	1
Emergency Services	42	9	7	5	4	3	7	3	3	1
Geriatric Services	37	9	4	3	4	1	6	4	4	2
Outpatient Services	46	9	4	5	6	2	9	6	3	2
Partial Hospitalization Program	15	3	3	2	2	1	1	1	1	1
Radiation Therapy	44	6	8	6	5	8	3	2	5	1
Radiology, Diagnostic:										
CT Scanner	123	22	15	10	12	13	21	10	13	7
Diagnostic Radioisotope Facility	84	16	14	9	10	12	7	5	9	2
Magnetic Resonance Imaging (MRI)	107	20	15	10	12	13	17	5	12	3
Positron Emission Tomography (PET)	40	5	9	5	4	5	6	3	3	0
SPECT	71	14	15	7	9	9	6	3	7	1
Ultrasound	112	22	14	10	12	13	15	7	13	6
Reproductive Health:										
Fertility Counseling	19	5	0	2	0	1	5	3	3	0
In Vitro Fertilization	4	0	0	2	0	0	0	2	0	0
Social Work Services	121	24	15	11	11	12	18	10	14	6
Sports Medicine Clinic/Services	79	18	10	8	9	7	10	7	8	2
Surgery, Ambulatory or Outpatient	125	24	15	11	12	12	21	9	14	7
Transplant Services:										
Bone Marrow Transplant	5	1	0	3	0	0	0	0	1	0
Heart/Lung Transplant	4	1	0	3	0	0	0	0	0	0
Kidney Transplant	4	1	0	3	0	0	0	0	0	0
Tissue Transplant	8	2	0	2	1	0	2	0	1	0
Women's Health Center/Services	75	16	11	7	9	7	13	5	6	1

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2020, (Page 1 of 2)

	Total		Volume Group 1		Volume Group 2		Volume Group 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	27,752	26,526	1,277	1,231	1,213	1,137	1,542	1,511
Medical Specialty:								
General & Family Practice	2,353	2,232	134	127	69	67	266	257
Internal Medicine (General)	2,718	2,575	116	116	91	80	162	162
Internal Medicine Subspecialties	4,923	4,861	96	94	135	131	167	167
Pediatrics	889	844	53	50	6	5	33	31
Pediatric Subspecialties	1,012	996	60	60	4	3	4	4
Surgical Specialties:								
General Surgery	828	809	41	41	51	47	61	61
Obstetrics/Gynecology	998	932	24	23	11	10	43	42
All Other Surgical Specialties	3,636	3,391	167	160	138	120	146	144
Other Specialty:								
Anesthesiology	1,539	1,469	63	62	22	22	49	47
Emergency Medicine	1,848	1,702	144	138	157	141	183	175
Pathology	845	839	35	35	53	53	30	30
Radiology	3,898	3,765	250	241	420	410	333	328
All Other Specialties	1,675	1,551	86	78	47	40	39	37

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2020, (Page 2 of 2)

	Volume Group 4		Volume Group 5		Volume Group 6		Volume Group 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	3,020	2,930	4,223	4,064	5,287	5,088	11,190	10,565
Medical Specialty:								
General & Family Practice	278	268	295	276	403	389	908	848
Internal Medicine (General)	348	328	408	384	634	612	959	893
Internal Medicine Subspecialties	466	464	694	686	992	988	2373	2331
Pediatrics	62	60	181	172	148	139	406	387
Pediatric Subspecialties	41	39	248	244	166	165	489	481
Surgical Specialties:								
General Surgery	83	81	152	149	143	141	297	289
Obstetrics/Gynecology	83	80	170	162	208	195	459	420
All Other Surgical Specialties	297	284	649	618	665	629	1574	1436
Other Specialty:								
Anesthesiology	112	112	231	221	380	368	682	637
Emergency Medicine	278	261	236	221	348	303	502	463
Pathology	103	103	122	121	152	152	350	345
Radiology	684	674	577	566	609	582	1025	964
All Other Specialties	153	145	170	158	310	301	870	792

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2020, (Page 1 of 2)

	Total		Analysis Area 1		Analysis Area 2A		Analysis Area 2B		Analysis Area 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	27,752	26,526	4,594	4,300	5,399	5,236	6,096	5,725	2,179	2,144
Medical Specialty:										
General & Family Practice	2,353	2,232	517	493	302	284	225	193	258	256
Internal Medicine (General)	2,718	2,575	285	267	590	559	609	553	215	212
Internal Medicine Subspecialties	4,923	4,861	877	860	1018	1014	1402	1376	265	264
Pediatrics	889	844	187	182	141	136	175	154	80	77
Pediatric Subspecialties	1,012	996	183	181	124	123	361	358	149	148
Surgical Specialties:										
General Surgery	828	809	143	139	120	119	172	167	82	82
Obstetrics/Gynecology	998	932	184	166	182	170	244	220	80	79
All Other Surgical Specialties	3,636	3,391	579	522	629	597	886	811	412	401
Other Specialty:										
Anesthesiology	1,539	1,469	190	181	397	380	525	487	130	129
Emergency Medicine	1,848	1,702	350	298	275	269	169	152	124	120
Pathology	845	839	157	154	204	204	229	228	40	39
Radiology	3,898	3,765	545	522	840	808	752	706	252	247
All Other Specialties	1,675	1,551	282	224	494	491	164	148	45	44

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2020, (Page 2 of 2)

	Analysis Area 4		Analysis Area 5A		Analysis Area 5B		Analysis Area 6		Analysis Area 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	2,575	2,428	3,115	3,032	1,310	1,248	1,968	1,910	516	503
Medical Specialty:										
General & Family Practice	209	205	313	309	259	243	190	171	80	78
Internal Medicine (General)	293	273	447	442	93	90	171	164	15	15
Internal Medicine Subspecialties	480	476	379	378	194	189	242	239	66	65
Pediatrics	98	94	89	86	37	35	76	74	6	6
Pediatric Subspecialties	108	101	20	18	14	14	53	53	0	0
Surgical Specialties:										
General Surgery	72	69	105	101	58	58	54	53	22	21
Obstetrics/Gynecology	119	112	100	99	31	28	51	51	7	7
All Other Surgical Specialties	392	350	375	363	134	129	183	173	46	45
Other Specialty:										
Anesthesiology	97	95	86	85	40	38	50	50	24	24
Emergency Medicine	184	164	415	388	150	137	112	107	69	67
Pathology	56	56	75	75	28	28	38	37	18	18
Radiology	331	319	482	470	111	110	459	458	126	125
All Other Specialties	95	80	185	175	139	130	244	237	27	22

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 24. Specialty Hospital Medical Staff by Selected Specialty, Wisconsin Hospitals, FY 2020

	AODA		LTAC		PSYCH		REHAB		STATE	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	14	12	676	618	242	189	384	378	47	39
Medical Specialty:										
General & Family Practice	6	6	6	4	25	10	2	2	3	2
Internal Medicine (General)	0	0	105	97	9	8	26	26	5	5
Internal Medicine Subspecialties	0	0	185	175	0	0	66	66	0	0
Pediatrics	5	5	0	0	0	0	0	0	1	1
Pediatric Subspecialties	0	0	0	0	0	0	0	0	0	0
Surgical Specialties:										
General Surgery	0	0	18	18	0	0	16	16	0	0
Obstetrics/Gynecology	0	0	0	0	0	0	0	0	0	0
All Other Surgical Specialties	0	0	18	18	0	0	39	38	0	0
Other Specialty:										
Anesthesiology	0	0	0	0	0	0	2	1	0	0
Emergency Medicine	0	0	79	77	1	1	0	0	1	1
Pathology	0	0	2	2	0	0	2	2	0	0
Radiology	0	0	71	63	0	0	68	68	0	0
All Other Specialties	0	0	190	162	1	1	154	150	1	0

Source: 2020 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION V. HOW TO READ THE TABLES

Statewide Averages and Comparison Group Tables

Tables 26 through 29 in Section V provide statewide averages for utilization and financial measures at GMS, psychiatric and AODA hospitals. The measures listed are the same as those used on the individual hospital tables (Section VII). This allows comparison of individual hospital statistics to statewide averages. For GMS hospitals, the summary tables provide data for FY 2019 and FY 2020. For psychiatric and AODA hospitals, the tables contain FY 2020 data for “all psychiatric hospitals” and “all AODA hospitals” as separate categories. Refer to Appendix 1 for the definition of the measures used in these tables.

Tables 30 through 33 present utilization and financial statistics for GMS hospitals by volume group and analysis area. These tables provide the group averages that form the basis of the ratios listed in the individual hospital tables in Section VII.

Individual Hospital Tables

Section VII consists of tables that profile each individual hospital. These tables are grouped by hospital type. Within each type, hospitals are listed in alphabetical order by city and by hospital name.

Each hospital table contains three pages of information. The first two pages list facility utilization and staffing information that has been drawn primarily from each hospital’s completed FY 2020 Annual Survey of Hospitals. The third page contains financial data extracted from each hospital’s FY 2020 Hospital Fiscal Survey.

Special Note on the Hospital Tables

If the calculation of ratios is not mathematically possible or relevant, N/A has been entered in the tables. N/A is also used to designate missing data. Zeros have been used to record service counts and percentages that are actually zero. Averages for surgical operations and outpatient visits are rounded to the nearest whole number. Monetary values are rounded to the nearest dollar. Ratios are rounded to the nearest hundredth. Percentages and other values are rounded to the nearest tenth. In some cases, rounding causes slight discrepancies between a “total” value and the sum of the value’s individual components.

A comparative ratio is calculated by dividing the individual hospital’s statistic by the comparison group average. If the hospital’s statistic is greater than the comparison group average, the ratio will be greater than 1.00; if it is equal, the ratio will be 1.00; if it is less than the comparison group average, the ratio will be less than 1.00.

For example, if the total occupancy rate for a facility is 65.4 percent and the GMS hospital average is 54.5 percent, the ratio would be 1.20. This means the total occupancy rate at the facility is 20 percent greater than the average for all GMS hospitals.

Table 25. Hospitals not Included in the Guide to Wisconsin Hospitals, Fiscal Year 2020

Action	Hospital Name	City	FY 2020 Hospital Fiscal Survey	2020 Annual Survey of Hospitals
Facility Exclusion	Veterans Affairs Medical Center	Tomah	Did not report	Did not report
Facility Exclusion	Clement J. Zablocki VA Medical Center	Milwaukee	Did not report	Did not report
Facility Exclusion	William. S. Middleton VA Hospital	Madison	Did not report	Did not report

First Page of the Hospital Tables

Header: The top of the first page of each hospital table identifies basic facility information including the following: name and address of the hospital, hospital type, type of control (i.e., proprietary, religious organization, municipal, and other nonprofit), hospital reporting period, and the applicable county, analysis area, and volume group.

Selected Utilization Statistics: These columns consist of selected utilization and operational statistics. These data include measures of occupancy, average census, and average length of stay by selected service area; the volume of inpatient and outpatient surgeries; the volume of outpatient visits (nonemergency and emergency); the number of full-time equivalent personnel in selected categories, and the number of full-time equivalent personnel per 100 adjusted daily patients. Adjusted patients are a hospital's average daily census plus an outpatient equivalent of patient days based on total gross outpatient revenue.

The total hospital measure for occupancy rate, average census and average length of stay may not equal the sum of the components of those measures. The components of these measures use the number of beds, number of discharges and inpatient days from the annual survey. The total hospital measure uses the number of inpatient discharges and number of discharge days from the fiscal survey. The total number of discharges from the annual survey may not equal the number of inpatient discharges from the fiscal survey. The total inpatient days from the annual survey may not equal the total discharge days from the fiscal survey. This could result in a discrepancy between the total hospital measure and the sum of the components of those measures.

Utilization for Total Hospital: At the bottom of the first page are descriptive data indicating the following:

- Number of acute-care beds set up and staffed
- Number of acute-care patients discharged
- Total acute-care inpatient days
- Existence of contracts with prepaid health plans
- Utilization of Medicare-certified swing beds (GMS hospitals only)
- Number of bassinets, and utilization data for newborns (GMS hospitals only)

The utilization for total hospital discharges and inpatient days are from the fiscal survey. The discharges and transfers and the patient days of care on the second page of the hospital tables are from the annual survey. This could result in a discrepancy between the discharges and inpatient days reported on the first page and the total discharges and total patient days of care reported on the second page. See the paragraph above.

Note: Definitions of terms used in the utilization section of the tables appear in the Glossary (Appendix 1).

Second Page of the Hospital Tables

Inpatient Service Areas: The top of the second page of each hospital table presents detailed information on inpatient services provided at that hospital. Broad service categories, such as general medical-surgical and ICU/CCU, are further categorized into component units. For example, general medical-surgical is subdivided into adult medical-surgical, orthopedic, rehabilitation and physical medicine, hospice, long-term acute care and other acute. Within each service category, the following information is provided:

- Level of service, which describes how the service is provided (e.g., distinct unit, by contract)
- Number of beds set up and staffed as of the last day of the hospital's fiscal year
- Number of discharges and transfers of patients treated
- Number of inpatient days of care
- Occupancy rate
- Average census, number of patients
- Average length of stay in days

The categories "other acute," "other intensive care," and "other" include specialized programs that do not fit into the survey's major categories. Examples include eating-disorder units, long-term respiratory care units, adolescent treatment facilities, and non-ICU beds with monitoring equipment.

Note: The "Inpatient Service Area" columns do not include a line for totals. This is because the numbers are only to be used across rows for calculations within a specific service area. Total hospital figures are available on the first page of each hospital's table.

Personnel on Hospital Payroll as of September 30, 2020: The bottom half of the second page lists the number of all full- and part-time hourly and salaried personnel on a hospital's payroll as of September 30, 2020. It excludes nursing home personnel and employees who do not provide direct hospital services.

The table also indicates the number of full-time equivalent (FTE) personnel in each staff category. FTEs are calculated by adding the number of full-time staff in a hospital to the figure obtained by dividing the total number of part-time hours worked per week by the length of the individual hospital's workweek (usually 35-40 hours).

Third Page of the Hospital Tables

Selected Financial Statistics: The bulk of the third page consists of a set of 32 financial statistics grouped into six major analytical categories:

- Gross revenue as a percent of total gross patient revenue

- Deductions from revenue as a percent of total gross patient revenue
- Other revenue as a percent of total revenue and net gains or losses as a percent of net income
- Expenses as a percent of total expenses
- Fiscal statistics
- Net revenue (Inpatient net revenue per day and per discharge includes swing-bed utilization)

Summary Data from Financial Statements: The section at the bottom of the third page provides summary income statement (revenue and expenses) and balance sheet information (assets, liabilities, and fund balances) for each hospital's 2020 fiscal year. The income statement provides an overview of a hospital's financial status and the extent to which the facility is funded by sources other than patient revenue (income from unrestricted gifts, donation endowments, and investments).

Special Financial Information for Combination Facilities

Some hospitals operate in combination with a nursing home. The following modifications in data may have occurred at combination facilities:

1. If a hospital is jointly operated in connection with a nursing home, home health agency, or other organization, and the asset, liability, and fund balance data are not available from the hospital's final audited financial statements for the hospital unit alone, the hospital used data from its most recent Medicare Cost Report to derive the required data for the hospital unit for the following:
 - Net patient accounts receivable
 - Property, plant and equipment
 - Long-term debt
2. If the information is combined on both the hospital financial statement and the Medicare Cost Report, the hospital reported these data based on the total facility.
3. If the assets and funds under the following relate directly to the hospital unit, a hospital reported these data for the hospital unit only, otherwise a hospital reported these data based on the total facility:
 - Other unrestricted assets
 - Specific-purpose funds
4. If the hospital-unit data could not be separated from the total facility data for the following categories, then a hospital reported these data based on the total facility:
 - Current cash and short-term investments
 - Inter-corporate account(s)

- Other current assets
- Long-term investments (at lower of cost or market)
- Current liabilities
- Other noncurrent liabilities
- Unrestricted fund balances
- Plant replacement and expansion funds
- Endowment funds

To find what combination of data was used for a particular hospital, a copy of the individual hospital's survey form can be obtained. Copies of individual hospital surveys are available from WHA Information Center for those who wish to review responses in more detail.

Differences in Tables by Type of Hospital

General Medical-Surgical Hospital Tables: The columns of data on the first and third pages of individual hospital tables for GMS hospitals compare a hospital's statistics to data for selected comparison groups. The numbers that appear in these columns indicate both the absolute figures and the ratios of the individual hospital's statistics to the averages for each comparison group. In addition, each hospital's data are compared to its FY 2019 data in terms of absolute amounts and a ratio.

Specialty Hospital Tables: The first page of the tables for psychiatric, AODA and state-operated mental health facilities differs from the first page of the GMS hospital tables in the following ways:

- The occupancy rates, average census, and average length of stay under the selected utilization statistics section are calculated only for psychiatric and AODA services.
- The staffing section includes psychologists and social workers instead of ancillary nursing personnel.
- The psychiatric hospital's data are compared only to data from similar hospitals (not to analysis areas or volume groups). Data from state-operated mental health institutes and the single AODA facility are compared only to data from their previous fiscal year.
- On the bottom of the first page, there are no data on swing-bed usage and newborn nursery because these services are not offered in specialty hospitals.

The first page of the rehabilitation hospital tables differs from the first page of the GMS hospital tables in the following ways:

- The occupancy rates, average census, and average length of stay are calculated only for rehabilitation and physical medicine.
- The staffing section includes physical and occupational therapists instead of ancillary nursing personnel.
- The hospital's data are compared only to data from the previous fiscal year.

The first page of the LTAC hospital tables differs from the first page of the GMS hospital tables in that the hospital's data are compared only to data from similar hospitals (not to analysis areas or volume groups).

For all specialty hospitals, the second page is identical to that used for GMS hospitals.

The third page includes the same kind of financial data as for GMS hospitals, however, comparisons are made only to data from similar hospitals for the psychiatric and LTAC facilities (not to analysis areas or volume groups) and data from the previous fiscal year. The third page for each of the state-operated mental health institutes, the AODA facility, and the rehabilitation hospitals compares data only from the previous fiscal year.

**SECTION VI. STATEWIDE AVERAGES FOR SELECTED MEASURES OF
UTILIZATION AND FINANCE**

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS
TABLES 26-27**

**PSYCHIATRIC AND ALCOHOL AND OTHER DRUG ABUSE (AODA) HOSPITALS
TABLES 28-29**

Table 26. GMS Hospital Averages for Selected Utilization Statistics Wisconsin, FY 2020 & 2018			
	2020	2018	Ratio
Occupancy Rate (%)			
Adult Medical-Surgical	52.4	55.7	0.94
Obstetrical	36.2	41.5	0.87
Pediatrics	53.2	52.8	1.01
Total Hospital	53.9	57.5	0.94
Average Census (Patients)			
Adult Medical-Surgical	25.5	26.4	0.97
Obstetrical	4.7	5.6	0.84
Pediatrics	1.1	1.4	0.79
Total Hospital	47.4	49.4	0.96
Average Length of Stay (Days)			
Adult Medical-Surgical	4.3	3.9	1.10
Obstetrical	2.4	2.5	0.96
Pediatrics	3.5	3.5	1.00
Total Hospital	4.7	4.4	1.07
Surgical Operations:			
Inpatient	1,280	1,396	0.92
Outpatient	4,115	4,206	0.98
Inpatient as % of All Surgeries	23.7	24.9	0.95
Outpatient Visits			
Non-Emergency Visits	127,898	136,074	0.94
Emergency Visits	15,799	18,688	0.85
Full Time Equivalents (FTEs)			
Administrators	20.3	19.3	1.05
Nurses, Licensed	255.1	239.2	1.07
Ancillary Nursing Personnel	42.6	40.0	1.07
All Other Personnel	501.2	480.4	1.04
Total FTEs	819.2	779.0	1.05
FTEs Per 100 Patient Census (Adjusted)			
Administrators	15.7	14.9	1.05
Nurses, Licensed	197.1	183.7	1.07
Ancillary Nursing Personnel	33.0	30.8	1.07
All Other Personnel	387.2	369.0	1.05
Total FTEs	633.0	598.3	1.06
Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2018, WHA Information Center, LLC.			

**Table 27. GMS Hospital Averages for Selected Utilization Statistics
Wisconsin, FY 2020 & 2018**

	2020	2018	Ratio
Gross Revenue as % of Total Gross Patient Revenue			
Medicare	46.6	45.7	1.02
Medical Assistance	13.8	14.0	0.99
Commercial	34.5	35.8	0.96
All Other	5.1	4.5	1.13
Deductions as % of Total Gross Patient Revenue			
Medicare	35.0	34.1	1.03
Medical Assistance	10.4	10.6	0.98
Commercial	14.5	14.7	0.99
Charity Care	1.0	1.0	1.00
Bad Debt	1.2	1.1	1.09
All Other	2.6	2.0	1.30
Total Deductions	64.6	63.3	1.02
Other Revenue and Net Gains or Losses			
Other Revenue as % of Total Revenue	8.4	5.5	1.53
Net Gains/Losses as % of Net Income	13.8	2.6	5.31
Expenses as % of Total Expenses			
Salary/Fringe Benefits	43.5	44.0	0.99
Supplies and Services	49.9	49.1	1.02
Capital Component	6.6	6.9	0.96
Fiscal Statistics			
Operating Margin (%)	7.5	8.2	0.91
Total Hospital Net Income (%)	8.6	8.4	1.02
Return on Equity (%)	4.1	6.2	0.66
Current Ratio	3.9	5.9	0.66
Days in Net Patient Accounts Receivable	71.5	51.6	1.39
Average Payment Period	90.1	38.5	2.34
Equity Financing (%)	63.6	75.1	0.85
Long-Term Debt to Equity Ratio	0.3	0.2	1.50
Times Interest Earned	12.2	13.2	0.92
Total Asset Turnover	0.5	0.7	0.71
Average Age of Plant (Years)	14.1	9.9	1.42
Increase (Decrease) Total Net Patient Revenue (%)	-2.2	5.4	-0.41
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	63.0	61.9	1.02
Patient Statistics - excludes newborns, includes swing-bed stays			
Inpatient Net Revenue Per Discharge	\$17,652	\$15,830	1.12
Inpatient Net Revenue Per Day	\$3,704	\$3,538	1.05
Outpatient Net Revenue Per Visit	\$780	\$686	1.14
Patient Statistics - excludes newborns and swing-bed stays			
Inpatient Net Revenue Per Discharge	\$17,785	\$15,935	1.12
Inpatient Net Revenue Per Day	\$3,778	\$3,602	1.05
Outpatient Net Revenue Per Visit	\$780	\$686	1.14
Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2018, WHA Information Center, LLC.			

Table 28. Averages for Selected Utilization Statistics at Psychiatric and AODA Hospitals Wisconsin, FY 2020

	PSYCH	AODA
Occupancy Rate (%)		
Psychiatric	70.4	0.0
Alcoholism/Chemical Dependency	75.1	11.7
Total Hospital	71.2	11.7
Average Census (Patients)		
Psychiatric	28.5	0.0
Alcoholism/Chemical Dependency	5.2	2.6
Total Hospital	33.2	2.6
Average Length of Stay (Days)		
Psychiatric	6.7	0.0
Alcoholism/Chemical Dependency	4.0	19.3
Total Hospital	6.4	22.5
Outpatient Visits		
Non-Emergency Visits	47,924	5,483
Emergency Visits	1,327	0
Full Time Equivalents (FTEs)		
Administrators	8.2	1.0
Nurses, Licensed	52.1	0.0
Psychologists	11.1	0.0
Social Workers	28.1	6.4
All Other Personnel	190.9	1.0
Total FTEs	290.4	8.4
FTEs Per 100 Patient Census (Adjusted)		
Administrators	12.2	23.5
Nurses, Licensed	77.5	0.0
Psychologists	16.5	0.0
Social Workers	41.9	149.4
All Other Personnel	283.9	23.5
Total FTEs	431.9	196.4

Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 29. Averages for Selected Utilization Statistics at Psychiatric and AODA Hospitals Wisconsin Hospitals, FY 2020

	PSYCH	AODA
Gross Revenue as % of Total Gross Patient Revenue		
Medicare	10.2	0.0
Medical Assistance	41.5	68.3
Commercial	42.6	27.2
All Other	5.8	4.4
Deductions as % of Total Gross Patient Revenue		
Medicare	6.6	0.0
Medical Assistance	19.1	47.4
Commercial	16.4	10.9
Charity Care	2.1	1.1
Bad Debt	0.6	1.4
All Other	2.2	2.2
Total Deductions	47.1	63.0
Other Revenue and Net Gains or Losses		
Other Revenue as % of Total Revenue	23.0	0.0
Net Gains/Losses as % of Net Income	26.5	0.0
Expenses as % of Total Expenses		
Salary/Fringe Benefits	48.7	70.7
Supplies and Services	47.1	16.4
Capital Component	4.2	13.0
Fiscal Statistics		
Operating Margin (%)	4.7	-77.4
Total Hospital Net Income (%)	6.3	-77.4
Return on Equity (%)	5.7	-72.6
Current Ratio	2.3	
Days in Net Patient Accounts Receivable	55.8	156.2
Average Payment Period	69.4	0.0
Equity Financing (%)	52.8	100.0
Long-Term Debt to Equity Ratio	0.4	0.0
Times Interest Earned	10.6	0.0
Total Asset Turnover	0.9	0.9
Average Age of Plant (Years)	9.5	3.4
Increase (Decrease) Total Net Patient Revenue (%)	10.3	-71.2
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	51.6	45.6
Patient Statistics - excludes newborns, includes swing-bed stays		
Inpatient Net Revenue Per Discharge	\$7,661	\$11,778
Inpatient Net Revenue Per Day	\$1,228	\$584
Outpatient Net Revenue Per Visit	\$746	\$110
Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.		

GROUP AVERAGES FOR SELECTED MEASURES OF UTILIZATION

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS
TABLES 30-31**

GROUP AVERAGES FOR SELECTED MEASURES OF FINANCE

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS
TABLES 32-33**

Table 30. GMS Hospital Averages for Selected Utilization Statistics, by Volume Group, Wisconsin, FY 2020							
	Volume Group						
	1	2	3	4	5	6	7
Occupancy Rate (%)							
Adult Medical-Surgical	11.2	17.7	32.9	40.5	44.9	51.7	64.6
Obstetrical	0.0	19.7	19.7	24.6	25.5	29.4	49.9
Pediatrics	43.7	0.0	0.0	0.0	98.6	6.1	38.2
Total Hospital	15.7	19.6	33.0	42.0	52.8	48.2	63.5
Average Census (Patients)							
Adult Medical-Surgical	1.7	2.7	6.4	10.2	15.7	30.8	106.5
Obstetrical	0.0	0.6	0.9	1.7	2.3	5.1	14.6
Pediatrics	0.2	0.0	0.0	0.0	4.7	0.0	3.2
Total Hospital	2.5	3.6	8.6	17.9	36.1	57.5	204.5
Average Length of Stay (Days)							
Adult Medical-Surgical	3.3	3.3	3.0	3.3	3.7	4.2	4.8
Obstetrical	0.0	2.1	2.0	2.2	2.2	2.1	2.6
Pediatrics	2.7	0.0	0.0	2.4	3.6	1.9	3.4
Total Hospital	4.2	3.0	3.2	3.5	4.4	4.3	5.2
Surgical Operations:							
Inpatient	75	228	247	482	711	1,247	5,196
Outpatient	1,365	1,022	1,277	1,905	2,960	4,177	15,397
Inpatient as % of All Surgeries	5.2	18.2	16.2	20.2	19.4	23.0	25.2
Outpatient Visits							
Non-Emergency Visits	21,938	29,970	57,441	69,880	117,985	195,436	396,336
Emergency Visits	2,721	3,972	8,355	11,349	14,651	26,485	41,684
Full Time Equivalents (FTEs)							
Administrators	2.2	5.2	11.6	14.9	17.3	24.9	64.4
Nurses, Licensed	40.9	42.2	84.6	112.6	217.2	338.1	945.5
Ancillary Nursing Personnel	7.0	6.8	14.7	19.7	30.0	60.0	159.2
All Other Personnel	77.4	106.2	194.6	239.6	363.9	661.2	1,851.4
Total FTEs	127.5	160.3	305.5	386.8	628.4	1,084.2	3,020.5
FTEs Per 100 Patient Census (Adjusted)							
Administrators	17.3	30.2	28.7	21.9	16.4	12.8	13.4
Nurses, Licensed	323.2	246.1	210.0	165.1	206.1	174.4	197.1
Ancillary Nursing Personnel	55.3	39.6	36.4	28.9	28.5	31.0	33.2
All Other Personnel	611.6	618.8	483.0	351.3	345.3	341.1	386.0
Total FTEs	1,007.4	934.7	758.1	567.2	596.3	559.3	629.7

Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 31. GMS Hospital Averages for Selected Utilization Statistics, by Analysis Area, Wisconsin, FY 2020									
	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Occupancy Rate (%)									
Adult Medical-Surgical	55.7	54.8	66.4	46.3	50.1	40.8	37.7	47.5	22.5
Obstetrical	41.0	30.8	43.0	29.1	30.3	24.1	46.9	52.9	24.8
Pediatrics	50.3	0.0	98.6	14.0	19.9	0.0	29.6	78.6	0.0
Total Hospital	56.6	53.0	66.2	45.8	46.7	42.0	42.5	55.7	25.0
Average Census (Patients)									
Adult Medical-Surgical	23.1	31.6	111.5	21.6	23.5	10.7	16.4	18.9	4.2
Obstetrical	4.5	4.9	16.3	4.5	3.8	2.0	4.3	3.6	1.1
Pediatrics	1.9	0.0	7.3	0.3	0.5	0.0	0.7	0.6	0.0
Total Hospital	49.2	61.1	162.1	35.1	41.3	17.5	27.5	36.1	5.8
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.0	5.4	3.8	4.0	3.9	4.0	3.9	3.0
Obstetrical	2.6	2.2	2.4	2.3	2.2	2.2	3.2	2.6	2.4
Pediatrics	3.9	2.3	3.6	2.6	3.0	0.0	2.9	2.5	0.0
Total Hospital	4.6	4.2	5.8	4.1	4.1	4.1	4.9	4.2	3.5
Surgical Operations:									
Inpatient	1,943	1,268	2,762	1,093	912	403	733	1,491	122
Outpatient	7,094	3,637	4,604	4,901	4,561	2,235	2,362	3,438	777
Inpatient as % of All Surgeries	21.5	25.9	37.5	18.2	16.7	15.3	23.7	30.3	13.5
Outpatient Visits									
Non-Emergency Visits	157,467	151,601	235,708	75,740	178,054	76,192	116,152	103,283	31,162
Emergency Visits	15,287	22,748	39,022	13,956	16,398	7,621	11,771	11,943	6,476
Full Time Equivalents (FTEs)									
Administrators	20.1	22.1	58.5	15.8	15.2	12.1	15.2	22.1	2.4
Nurses, Licensed	268.4	293.4	773.0	188.9	279.4	128.5	154.7	178.4	68.9
Ancillary Nursing Personnel	43.3	53.2	167.4	18.4	41.9	19.1	21.1	23.0	8.9
All Other Personnel	633.6	528.6	1,237.1	307.4	501.4	251.7	402.4	456.9	169.3
Total FTEs	965.4	897.3	2,235.9	530.5	837.9	411.5	593.5	680.4	249.6
FTEs Per 100 Patient Census (Adjusted)									
Administrators	16.1	12.5	17.2	14.2	9.9	18.7	13.5	20.6	6.5
Nurses, Licensed	214.6	166.3	226.9	169.9	181.6	197.9	138.1	166.5	185.7
Ancillary Nursing Personnel	34.6	30.2	49.1	16.5	27.2	29.5	18.9	21.4	24.1
All Other Personnel	506.6	299.6	363.1	276.5	325.9	387.8	359.4	426.5	456.1
Total FTEs	771.8	508.6	656.3	477.2	544.7	634.0	529.9	635.1	672.4

Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2020 (Page 1 of 2)

	Volume Group						
	1	2	3	4	5	6	7
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	46.3	47.7	47.5	49.5	41.7	47.1	46.9
Medical Assistance	11.7	11.0	12.8	11.6	18.4	15.8	12.7
Commercial	37.5	37.9	35.0	34.7	36.0	32.3	34.7
All Other	4.5	3.4	4.8	4.2	4.0	4.8	5.7
Deductions as % of Total Gross Patient Revenue							
Medicare	23.9	26.3	30.4	36.2	30.1	36.7	36.0
Medical Assistance	7.7	7.6	8.9	8.8	12.3	12.3	9.8
Commercial	10.2	13.5	12.0	13.9	12.1	13.5	15.7
Charity Care	1.1	0.7	0.9	0.9	0.8	1.1	1.0
Bad Debt	1.7	1.3	2.0	1.5	1.1	1.4	1.0
All Other	2.2	2.2	2.3	2.2	2.3	2.6	2.7
Total Deductions	46.7	51.6	56.5	63.5	58.8	67.4	66.2
Other Revenue and Net Gains or Losses							
Other Revenue as % of Total Revenue	7.5	8.0	10.2	7.3	6.4	10.8	8.0
Net Gains/Losses as % of Net Income	10.6	14.0	22.7	12.9	N/A	21.2	13.7
Expenses as % of Total Expenses							
Salary/Fringe Benefits	50.8	45.5	51.7	45.1	41.7	45.0	42.2
Supplies and Services	42.0	47.2	40.6	46.8	50.0	48.5	52.0
Capital Component	7.2	7.3	7.7	8.1	8.3	6.6	5.8

Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2020 (Page 2 of 2)

	Volume Group						
	1	2	3	4	5	6	7
Fiscal Statistics							
Operating Margin (%)	7.8	10.9	7.4	3.1	6.6	6.5	8.5
Total Hospital Net Income (%)	8.7	12.4	9.3	3.5	6.2	8.1	9.7
Return on Equity (%)	11.1	1.2	7.6	2.0	3.0	2.9	6.1
Current Ratio	2.1	2.4	4.8	4.6	3.4	3.6	4.7
Days in Net Patient Accounts Receivable	58.4	397.6	49.1	47.2	48.8	95.9	56.5
Average Payment Period	80.3	577.7	46.4	73.5	63.5	121.9	66.2
Equity Financing (%)	38.8	46.0	79.0	66.1	75.1	60.0	67.7
Long-Term Debt to Equity Ratio	0.3	0.8	0.2	0.2	0.2	0.4	0.2
Times Interest Earned	10.1	17.3	13.2	4.2	7.4	10.0	16.4
Total Asset Turnover	1.3	0.1	0.8	0.6	0.5	0.4	0.6
Average Age of Plant (Years)	9.7	60.0	8.8	10.5	9.8	17.7	12.4
Increase (Decrease) Total Net Patient Revenue (%)	-0.9	-3.0	-1.2	-6.0	-5.0	-3.7	-0.7
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	80.0	79.2	78.9	72.9	64.9	69.7	57.1
Patient Statistics - excludes newborns, includes swing-bed stays							
Inpatient Net Revenue Per Discharge	\$21,599	\$16,342	\$14,147	\$11,149	\$18,057	\$13,747	\$20,210
Inpatient Net Revenue Per Day	\$2,988	\$4,448	\$4,080	\$3,062	\$3,961	\$3,163	\$3,871
Outpatient Net Revenue Per Visit	\$759	\$767	\$677	\$705	\$669	\$688	\$898
Patient Statistics - excludes newborns and swing-bed stays							
Inpatient Net Revenue Per Discharge	\$30,123	\$17,928	\$14,805	\$11,253	\$18,156	\$13,747	\$20,210
Inpatient Net Revenue Per Day	\$7,199	\$6,043	\$4,700	\$3,144	\$4,022	\$3,163	\$3,871
Outpatient Net Revenue Per Visit	\$759	\$767	\$677	\$705	\$669	\$688	\$898

Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2020 (Page 1 of 2)

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Gross Revenue as % of Total Gross Patient Revenue									
Medicare	41.8	51.7	44.2	49.0	47.2	50.9	46.1	51.5	49.5
Medical Assistance	11.5	10.4	20.8	10.8	11.7	11.8	9.6	12.9	17.2
Commercial	38.1	35.0	31.0	37.1	36.7	33.0	36.6	30.6	27.4
All Other	8.5	2.9	4.0	3.1	4.4	4.3	7.7	5.0	5.9
Deductions as % of Total Gross Patient Revenue									
Medicare	31.1	41.3	35.0	34.7	36.0	34.0	32.6	36.8	26.0
Medical Assistance	8.7	8.2	15.7	8.0	9.0	8.2	7.4	9.7	11.1
Commercial	18.1	15.9	13.8	14.1	15.2	9.2	16.1	9.1	5.3
Charity Care	0.7	1.1	1.3	0.7	0.8	0.9	0.8	1.0	1.2
Bad Debt	1.3	1.0	1.0	1.5	1.1	1.5	1.5	0.9	1.8
All Other	4.4	1.4	1.2	2.0	2.7	2.1	5.2	2.8	2.4
Total Deductions	64.3	69.0	68.0	60.9	64.6	55.8	63.7	60.3	47.8
Other Revenue and Net Gains or Losses									
Other Revenue as % of Total Revenue	7.9	8.1	8.2	5.8	6.6	5.2	23.6	5.2	5.0
Net Gains/Losses as % of Net Income	48.7	N/A	N/A	15.0	12.8	29.1	79.9	N/A	5.2
Expenses as % of Total Expenses									
Salary/Fringe Benefits	46.6	38.6	35.4	40.0	45.2	52.0	55.4	43.5	52.9
Supplies and Services	46.2	52.7	58.6	52.8	47.8	42.8	39.7	51.3	39.9
Capital Component	7.3	8.6	6.0	7.2	7.0	5.2	4.9	5.3	7.2

Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2020 (Page 2 of 2)

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Fiscal Statistics									
Operating Margin (%)	5.4	10.4	10.3	11.9	7.5	1.9	1.2	8.6	9.6
Total Hospital Net Income (%)	9.9	7.5	9.9	13.7	8.5	2.7	5.7	8.2	10.1
Return on Equity (%)	6.1	4.7	6.2	11.6	5.4	0.4	4.1	3.5	6.2
Current Ratio	3.1	6.8	6.7	5.7	3.5	2.4	18.3	2.4	3.6
Days in Net Patient Accounts Receivable	48.3	46.9	49.7	57.0	54.3	254.1	57.6	82.7	47.2
Average Payment Period	71.6	50.2	51.9	36.6	79.8	354.1	22.0	127.5	92.6
Equity Financing (%)	54.8	78.6	81.7	86.7	71.2	48.0	85.1	51.2	72.6
Long-Term Debt to Equity Ratio	0.3	0.1	0.1	0.1	0.2	0.7	0.1	0.6	0.1
Times Interest Earned	10.5	7.0	14.2	28.5	11.3	10.3	14.9	21.3	24.0
Total Asset Turnover	0.6	0.6	0.6	0.8	0.6	0.1	0.7	0.4	0.6
Average Age of Plant (Years)	11.5	10.1	11.0	6.8	10.9	51.2	9.0	17.5	9.6
Increase (Decrease) Total Net Patient Revenue (%)	-1.0	-4.2	-1.8	-4.6	-1.9	-1.1	-4.8	-2.0	4.5
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	60.3	63.8	51.0	68.8	72.6	73.1	78.6	66.3	85.2
Patient Statistics - excludes newborns, includes swing-bed stays									
Inpatient Net Revenue Per Discharge	\$20,439	\$12,198	\$24,215	\$12,208	\$14,359	\$15,718	\$17,756	\$15,397	\$13,212
Inpatient Net Revenue Per Day	\$4,396	\$2,790	\$4,018	\$2,930	\$3,457	\$3,586	\$3,811	\$3,651	\$3,475
Outpatient Net Revenue Per Visit	\$707	\$754	\$850	\$917	\$649	\$840	\$835	\$850	\$981
Patient Statistics - excludes newborns and swing-bed stays									
Inpatient Net Revenue Per Discharge	\$20,581	\$12,198	\$24,215	\$12,309	\$14,410	\$16,313	\$18,471	\$15,451	\$13,904
Inpatient Net Revenue Per Day	\$4,461	\$2,790	\$4,018	\$3,003	\$3,491	\$4,013	\$4,287	\$3,688	\$4,269
Outpatient Net Revenue Per Visit	\$707	\$754	\$850	\$917	\$649	\$840	\$835	\$850	\$981
Source: 2020 Annual Survey of Hospitals, FY 2020 Hospital Fiscal Survey, WHA Information Center, LLC.									