

198 OakLeaf Surgical Hospital
 1000 OakLeaf Way
 Altoona, WI 54720
 715-831-8130

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Corporation

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	13.3%	52.4%	0.25	40.8%	0.32	11.2%	1.18	16.5%	0.80
Obstetrics	0.0%	36.2%	N/A	24.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	13.3%	53.9%	0.25	42.0%	0.32	15.7%	0.84	16.5%	0.80
Average Census (Patients)									
Adult Medical-Surgical	1.7	25.5	0.07	10.7	0.16	1.7	0.99	2.1	0.80
Obstetrics	0.0	4.7	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.7	47.4	0.04	17.5	0.10	2.5	0.68	2.1	0.80
Average Length of Stay (Days)									
Adult Medical-Surgical	2.1	4.3	0.48	3.9	0.53	3.3	0.62	1.9	1.08
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.7	N/A	0.0	N/A
Total Hospital	2.1	4.7	0.44	4.1	0.51	4.2	0.49	1.9	1.08
Surgical Operations									
Inpatient	306	1,280	0.24	403	0.76	75	4.07	408	0.75
Outpatient	12,262	4,115	2.98	2,235	5.49	1,365	8.98	11,397	1.08
Inpatient as % of All Surgeries	2.4%	23.7%	0.10	15.3%	0.16	5.2%	0.47	3.5%	0.70
Outpatient Visits									
Non-Emergency Visits	12,262	127,898	0.10	76,192	0.16	21,938	0.56	11,397	1.08
Emergency Visits	0	15,799	N/A	7,621	N/A	2,721	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	5.9	20.3	0.29	12.1	0.48	2.2	2.67	6.0	0.98
Nurses, Licensed	87.3	255.1	0.34	128.5	0.68	40.9	2.13	88.5	0.99
Ancillary Nursing Personnel	7.4	42.6	0.17	19.1	0.39	7.0	1.06	7.1	1.05
All Other Personnel	123.4	501.2	0.25	251.7	0.49	77.4	1.59	125.9	0.98
Total FTEs	223.9	819.2	0.27	411.5	0.54	127.5	1.76	227.4	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	52.3	15.7	3.34	18.7	2.80	17.3	3.02	52.6	1.00
Nurses, Licensed	780.3	197.1	3.96	197.9	3.94	323.2	2.41	775.2	1.01
Ancillary Nursing Personnel	66.2	33.0	2.01	29.5	2.24	55.3	1.20	61.8	1.07
All Other Personnel	1,103.6	387.2	2.85	387.8	2.85	611.6	1.80	1,103.0	1.00
Total FTEs	2,002.4	633.0	3.16	634.0	3.16	1,007.4	1.99	1,992.5	1.00

Total Hospital:

Beds Set Up & Staffed 13
 Discharges 306
 Inpatient Days 631

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

198 OakLeaf Surgical Hospital
Altoona, WI 54720

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	306	631	13.3%	1.7	2.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	4	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	1	5.9	Surgical Personnel	15	5	18.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	6	7.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	37	67	87.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	6	7.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	65	23	81.2
Pharmacy Personnel	7	3	9.2				
Clinical Laboratory Personnel	1	1	1.8				
				Total	141	112	223.9

198 OakLeaf Surgical Hospital
Altoona, WI 54720

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$56,804,379	35.3%	46.6%	0.76	50.9%	0.69	46.3%	0.76	33.0%	1.07
Medical Assistance	\$12,526,599	7.8%	13.8%	0.57	11.8%	0.66	11.7%	0.66	7.2%	1.08
Commercial	\$86,407,763	53.7%	34.5%	1.56	33.0%	1.63	37.5%	1.43	57.5%	0.93
All Other	\$5,228,373	3.2%	5.1%	0.63	4.3%	0.75	4.5%	0.73	2.3%	1.39
Deductions as % of Total Gross Patient Revenue										
Medicare	\$41,704,992	25.9%	35.0%	0.74	34.0%	0.76	23.9%	1.09	24.9%	1.04
Medical Assistance	\$11,341,573	7.0%	10.4%	0.68	8.2%	0.86	7.7%	0.92	6.5%	1.08
Commercial	\$24,247,843	15.1%	14.5%	1.04	9.2%	1.64	10.2%	1.47	13.9%	1.08
Charity Care	\$0	0.0%	1.0%	N/A	0.9%	N/A	1.1%	N/A	0.0%	N/A
Bad Debt	\$45,388	0.0%	1.2%	0.02	1.5%	0.02	1.7%	0.02	0.4%	0.06
All Other	\$3,173,572	2.0%	2.6%	0.77	2.1%	0.94	2.2%	0.89	1.4%	1.45
Total Deductions	\$80,513,368	50.0%	64.6%	0.77	55.8%	0.90	46.7%	1.07	47.1%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.1%	8.4%	0.01	5.2%	0.01	7.5%	0.01	0.2%	0.49
Net Gains/Losses as % of Net Income		4.0%	13.8%	0.29	29.1%	0.14	10.6%	0.38	0.3%	12.02
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$19,039,638	34.5%	43.5%	0.79	52.0%	0.66	50.8%	0.68	35.5%	0.97
Supplies & Services	\$29,398,329	53.3%	49.9%	1.07	42.8%	1.24	42.0%	1.27	52.1%	1.02
Capital Component	\$6,762,181	12.3%	6.6%	1.86	5.2%	2.35	7.2%	1.71	12.4%	0.99
Fiscal Statistics										
Operating Margin (%)		31.4%	7.5%	4.17	1.9%	16.22	7.8%	4.03	31.3%	1.00
Total Hospital Net Income (%)		32.3%	8.6%	3.74	2.7%	11.92	8.7%	3.74	31.4%	1.03
Return on Equity (%)		49.9%	4.1%	12.10	0.4%	132.08	11.1%	4.52	52.7%	0.95
Current Ratio		2.0	3.9	0.52	2.4	0.86	2.1	0.97	2.5	0.81
Days in Net Patient Accounts Receivable		69.4	71.5	0.97	254.1	0.27	58.4	1.19	63.8	1.09
Average Payment Period		90.2	90.1	1.00	354.1	0.25	80.3	1.12	54.0	1.67
Equity Financing (%)		66.3%	63.6%	1.04	48.0%	1.38	38.8%	1.71	68.9%	0.96
Long-Term Debt to Equity Ratio		0.1	0.3	0.47	0.7	0.19	0.3	0.41	0.2	0.65
Times Interest Earned		104.4	12.2	8.53	10.3	10.12	10.1	10.30	65.6	1.59
Total Asset Turnover		1.5	0.5	3.23	0.1	11.02	1.3	1.20	1.7	0.91
Average Age of Plant (Years)		7.1	14.1	0.50	51.2	0.14	9.7	0.73	6.6	1.08
Increase (Decrease) Total Net Patient Revenue		2.9%	-2.2%	N/A	-1.1%	N/A	-0.9%	N/A	-0.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.6%	63.0%	1.34	73.1%	1.16	80.0%	1.06	81.2%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$39,199		\$17,652	2.22	\$15,718	2.49	\$21,599	1.81	\$33,447	1.17
Inpatient Net Revenue per Day	\$19,009		\$3,704	5.13	\$3,586	5.30	\$2,988	6.36	\$17,493	1.09
Outpatient Net Revenue per Visit	\$5,587		\$780	7.16	\$840	6.65	\$759	7.36	\$5,717	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$160,967,114	Cash & Cash Equivalents	\$8,168,951	Current Liabilities	\$12,910,152
Less Deductions	\$80,513,368	Net Patient Receivables	\$15,261,462	Long-Term Debt	\$4,883,372
Net Patient Revenue	\$80,453,746	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$61,622			Subtotal	\$17,793,524
Total Revenue	\$80,515,367	Land, Buildings & Equipment (Net)	\$13,110,593	Unrestricted Fund Balance	\$35,020,588
Less Expenses	\$55,200,148	Other Assets	\$16,273,106	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,058,250			Total Liabilities & Fund Balance	\$52,814,112
Net Income	\$26,373,469	Total Assets	\$52,814,112		

001 Amery Regional Medical Center
 265 Griffin Street East
 Amery, WI 54001
 715-268-8000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	43.1%	52.4%	0.82	40.8%	1.05	32.9%	1.31	53.0%	0.81
Obstetrics	0.0%	36.2%	N/A	24.1%	0.02	19.7%	N/A	48.8%	0.00
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	71.7%	53.9%	1.33	42.0%	1.71	33.0%	2.17	74.7%	0.96
Average Census (Patients)									
Adult Medical-Surgical	5.6	25.5	0.22	10.7	0.52	6.4	0.87	5.3	1.06
Obstetrics	0.5	4.7	0.11	2.0	0.26	0.9	0.57	0.5	1.06
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.5	47.4	0.24	17.5	0.66	8.6	1.33	12.7	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.75	3.9	0.83	3.0	1.09	2.9	1.11
Obstetrics	1.8	2.4	0.73	2.2	0.80	2.0	0.89	1.9	0.92
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.9	4.7	0.84	4.1	0.96	3.2	1.23	4.1	0.96
Surgical Operations									
Inpatient	125	1,280	0.10	403	0.31	247	0.51	198	0.63
Outpatient	1,244	4,115	0.30	2,235	0.56	1,277	0.97	1,470	0.85
Inpatient as % of All Surgeries	9.1%	23.7%	0.38	15.3%	0.60	16.2%	0.56	11.9%	0.77
Outpatient Visits									
Non-Emergency Visits	94,684	127,898	0.74	76,192	1.24	57,441	1.65	105,812	0.89
Emergency Visits	6,086	15,799	0.39	7,621	0.80	8,355	0.73	8,058	0.76
Full-Time Equivalents (FTEs)									
Administrators	4.0	20.3	0.20	12.1	0.33	11.6	0.35	4.0	1.00
Nurses, Licensed	82.9	255.1	0.32	128.5	0.65	84.6	0.98	83.1	1.00
Ancillary Nursing Personnel	15.4	42.6	0.36	19.1	0.80	14.7	1.05	16.7	0.92
All Other Personnel	175.0	501.2	0.35	251.7	0.70	194.6	0.90	209.7	0.83
Total FTEs	277.3	819.2	0.34	411.5	0.67	305.5	0.91	313.4	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.6	15.7	0.42	18.7	0.35	28.7	0.23	6.2	1.06
Nurses, Licensed	136.6	197.1	0.69	197.9	0.69	210.0	0.65	128.8	1.06
Ancillary Nursing Personnel	25.4	33.0	0.77	29.5	0.86	36.4	0.70	25.8	0.98
All Other Personnel	288.2	387.2	0.74	387.8	0.74	483.0	0.60	324.9	0.89
Total FTEs	456.7	633.0	0.72	634.0	0.72	758.1	0.60	485.8	0.94

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	16	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	1,070	Preferred Provider Organization (PPO)	Yes	Discharges	55	Total Births	108
Inpatient Days	4,201			Inpatient Days	465	Newborn Days	190

001 Amery Regional Medical Center
Amery, WI 54001

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	638	2,049	43.1%	5.6	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	108	190	0.0%	0.5	1.8
Psychiatric	1	3	332	1,962	178.7%	5.4	5.9
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	2	3	3.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	0	11.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.9
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.4
Registered Nurses	55	37	77.1	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	0	6.0
Licensed Practical Nurses	0	1	0.6	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	9	11	15.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	5	1	5.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	26	4	28.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	62	21	71.7
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	10	1	10.7				
				Total	228	87	277.3

001 Amery Regional Medical Center

Amery, WI 54001

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$55,276,132	48.1%	46.6%	1.03	50.9%	0.95	47.5%	1.01	51.2%	0.94
Medical Assistance	\$17,471,605	15.2%	13.8%	1.11	11.8%	1.29	12.8%	1.19	13.6%	1.12
Commercial	\$37,695,730	32.8%	34.5%	0.95	33.0%	0.99	35.0%	0.94	31.5%	1.04
All Other	\$4,418,980	3.8%	5.1%	0.75	4.3%	0.89	4.8%	0.81	3.8%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$27,552,177	24.0%	35.0%	0.68	34.0%	0.71	30.4%	0.79	24.6%	0.97
Medical Assistance	\$10,139,503	8.8%	10.4%	0.85	8.2%	1.08	8.9%	0.99	7.7%	1.15
Commercial	\$11,434,534	10.0%	14.5%	0.68	9.2%	1.09	12.0%	0.83	9.1%	1.10
Charity Care	\$644,715	0.6%	1.0%	0.58	0.9%	0.66	0.9%	0.59	1.0%	0.55
Bad Debt	\$2,354,515	2.0%	1.2%	1.75	1.5%	1.39	2.0%	1.03	1.9%	1.08
All Other	\$3,997,818	3.5%	2.6%	1.36	2.1%	1.66	2.3%	1.53	4.9%	0.72
Total Deductions	\$56,123,260	48.9%	64.6%	0.76	55.8%	0.88	56.5%	0.86	49.2%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.1%	8.4%	0.13	5.2%	0.21	10.2%	0.11	1.9%	0.57
Net Gains/Losses as % of Net Income		168.1%	13.8%	12.15	29.1%	5.77	22.7%	7.40	51.1%	3.29
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$40,045,848	64.7%	43.5%	1.49	52.0%	1.24	51.7%	1.25	63.9%	1.01
Supplies & Services	\$17,430,511	28.2%	49.9%	0.56	42.8%	0.66	40.6%	0.69	28.9%	0.98
Capital Component	\$4,436,197	7.2%	6.6%	1.09	5.2%	1.37	7.7%	0.93	7.3%	0.98
Fiscal Statistics										
Operating Margin (%)		-4.2%	7.5%	N/A	1.9%	N/A	7.4%	N/A	1.6%	N/A
Total Hospital Net Income (%)		5.6%	8.6%	0.65	2.7%	2.08	9.3%	0.61	3.3%	1.71
Return on Equity (%)		5.5%	4.1%	1.34	0.4%	14.58	7.6%	0.72	4.0%	1.39
Current Ratio		1.9	3.9	0.50	2.4	0.82	4.8	0.41	3.2	0.61
Days in Net Patient Accounts Receivable		41.4	71.5	0.58	254.1	0.16	49.1	0.84	43.2	0.96
Average Payment Period		105.2	90.1	1.17	354.1	0.30	46.4	2.27	33.8	3.12
Equity Financing (%)		40.9%	63.6%	0.64	48.0%	0.85	79.0%	0.52	45.0%	0.91
Long-Term Debt to Equity Ratio		0.8	0.3	2.63	0.7	1.08	0.2	4.66	1.0	0.82
Times Interest Earned		5.9	12.2	0.48	10.3	0.57	13.2	0.45	3.7	1.61
Total Asset Turnover		0.9	0.5	1.87	0.1	6.40	0.8	1.10	1.2	0.75
Average Age of Plant (Years)		12.0	14.1	0.85	51.2	0.23	8.8	1.36	12.1	0.99
Increase (Decrease) Total Net Patient Revenue		-4.3%	-2.2%	1.92	-1.1%	4.05	-1.2%	3.67	3.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		81.2%	63.0%	1.29	73.1%	1.11	78.9%	1.03	80.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,769		\$17,652	0.67	\$15,718	0.75	\$14,147	0.83	\$11,557	1.02
Inpatient Net Revenue per Day	\$2,843		\$3,704	0.77	\$3,586	0.79	\$4,080	0.70	\$2,677	1.06
Outpatient Net Revenue per Visit	\$474		\$780	0.61	\$840	0.56	\$677	0.70	\$436	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$114,862,448	Cash & Cash Equivalents	\$24,597,436	Current Liabilities	\$16,826,154
Less Deductions	\$56,123,260	Net Patient Receivables	\$6,642,463	Long-Term Debt	\$21,528,435
Net Patient Revenue	\$58,739,188	Other Receivables	\$297,714	Other Liabilities	\$1,327,037
Plus Other Revenue	\$652,600			Subtotal	\$39,681,626
Total Revenue	\$59,391,788	Land, Buildings & Equipment (Net)	\$19,492,605	Unrestricted Fund Balance	\$27,479,087
Less Expenses	\$61,912,556	Other Assets	\$16,130,493	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,222,822			Total Liabilities & Fund Balance	\$67,160,711
Net Income	\$3,702,053	Total Assets	\$67,160,711		

002 Aspirus Langlade Hospital
 112 East Fifth Avenue
 Antigo, WI 54409
 715-623-2331

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Langlade
 Analysis Area: North Central (6)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	47.0%	52.4%	0.90	47.5%	0.99	44.9%	1.05	56.6%	0.83
Obstetrics	25.7%	36.2%	0.71	52.9%	0.03	25.5%	1.01	24.2%	1.06
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	40.5%	53.9%	0.75	55.7%	0.73	52.8%	0.77	46.5%	0.87
Average Census (Patients)									
Adult Medical-Surgical	7.5	25.5	0.29	18.9	0.40	15.7	0.48	9.0	0.83
Obstetrics	1.5	4.7	0.33	3.6	0.43	2.3	0.68	1.5	1.06
Pediatrics	0.0	1.1	N/A	0.6	N/A	4.7	N/A	0.0	N/A
Total Hospital	9.7	47.4	0.21	36.1	0.27	36.1	0.27	11.2	0.87
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.77	3.9	0.85	3.7	0.89	3.5	0.94
Obstetrics	2.1	2.4	0.86	2.6	0.81	2.2	0.94	2.0	1.04
Pediatrics	0.0	3.5	N/A	2.5	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.1	4.7	0.67	4.2	0.74	4.4	0.70	3.2	0.98
Surgical Operations									
Inpatient	244	1,280	0.19	1,491	0.16	711	0.34	271	0.90
Outpatient	1,722	4,115	0.42	3,438	0.50	2,960	0.58	2,297	0.75
Inpatient as % of All Surgeries	12.4%	23.7%	0.52	30.3%	0.41	19.4%	0.64	10.6%	1.18
Outpatient Visits									
Non-Emergency Visits	94,156	127,898	0.74	103,283	0.91	117,985	0.80	100,124	0.94
Emergency Visits	9,940	15,799	0.63	11,943	0.83	14,651	0.68	10,630	0.94
Full-Time Equivalents (FTEs)									
Administrators	32.3	20.3	1.59	22.1	1.46	17.3	1.87	36.7	0.88
Nurses, Licensed	91.9	255.1	0.36	178.4	0.51	217.2	0.42	92.4	0.99
Ancillary Nursing Personnel	14.4	42.6	0.34	23.0	0.63	30.0	0.48	17.1	0.84
All Other Personnel	217.0	501.2	0.43	456.9	0.47	363.9	0.60	242.3	0.90
Total FTEs	355.5	819.2	0.43	680.4	0.52	628.4	0.57	388.5	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	33.3	15.7	2.12	20.6	1.61	16.4	2.03	35.9	0.93
Nurses, Licensed	94.6	197.1	0.48	166.5	0.57	206.1	0.46	90.5	1.04
Ancillary Nursing Personnel	14.8	33.0	0.45	21.4	0.69	28.5	0.52	16.7	0.89
All Other Personnel	223.4	387.2	0.58	426.5	0.52	345.3	0.65	237.3	0.94
Total FTEs	366.0	633.0	0.58	635.1	0.58	596.3	0.61	380.5	0.96

Total Hospital:
 Beds Set Up & Staffed 24
 Discharges 1,145
 Inpatient Days 3,556

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

Medicare-certified Swing Beds:
 Average Beds Used 7
 Discharges 7
 Inpatient Days 77

Newborn Nursery:
 Bassinets 5
 Total Births 267
 Newborn Days 482

002 Aspirus Langlade Hospital
Antigo, WI 54409

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	836	2,754	47.0%	7.5	3.3
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	273	565	25.7%	1.5	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	2	30	237	32.4%	0.6	7.9
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	31	3	32.3	Surgical Personnel	2	3	3.6
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	10	10	13.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	3	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	3	3.5
Registered Nurses	56	88	88.2	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	1	5.0
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	1	1.6
Ancillary Nursing Personnel	3	25	14.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.0	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	1	5	1.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	29	36	43.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	54	61	83.0
Pharmacy Personnel	5	4	7.0				
Clinical Laboratory Personnel	14	1	14.6				
				Total	243	269	355.5

002 Aspirus Langlade Hospital

Antigo, WI 54409

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$112,342,341	50.6%	46.6%	1.09	51.5%	0.98	41.7%	1.22	51.2%	0.99
Medical Assistance	\$31,508,860	14.2%	13.8%	1.03	12.9%	1.10	18.4%	0.77	15.2%	0.93
Commercial	\$64,915,610	29.3%	34.5%	0.85	30.6%	0.96	36.0%	0.81	29.0%	1.01
All Other	\$13,065,327	5.9%	5.1%	1.15	5.0%	1.18	4.0%	1.47	4.6%	1.28
Deductions as % of Total Gross Patient Revenue										
Medicare	\$69,650,381	31.4%	35.0%	0.90	36.8%	0.85	30.1%	1.04	31.2%	1.01
Medical Assistance	\$23,329,071	10.5%	10.4%	1.01	9.7%	1.09	12.3%	0.85	10.7%	0.98
Commercial	\$16,085,232	7.3%	14.5%	0.50	9.1%	0.80	12.1%	0.60	6.7%	1.08
Charity Care	\$3,395,594	1.5%	1.0%	1.59	1.0%	1.55	0.8%	1.87	1.2%	1.26
Bad Debt	\$908,252	0.4%	1.2%	0.35	0.9%	0.47	1.1%	0.37	1.5%	0.27
All Other	\$6,955,159	3.1%	2.6%	1.23	2.8%	1.10	2.3%	1.34	2.2%	1.40
Total Deductions	\$120,323,688	54.2%	64.6%	0.84	60.3%	0.90	58.8%	0.92	53.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	9.9%	8.4%	1.18	5.2%	1.90	6.4%	1.55	9.0%	1.10	
Net Gains/Losses as % of Net Income	15.2%	13.8%	1.10	N/A	N/A	N/A	N/A	28.1%	0.54	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$46,489,351	48.2%	43.5%	1.11	43.5%	1.11	41.7%	1.16	47.3%	1.02
Supplies & Services	\$43,921,707	45.5%	49.9%	0.91	51.3%	0.89	50.0%	0.91	46.1%	0.99
Capital Component	\$6,097,899	6.3%	6.6%	0.96	5.3%	1.20	8.3%	0.76	6.6%	0.96
Fiscal Statistics										
Operating Margin (%)	14.3%	7.5%	1.90	8.6%	1.67	6.6%	2.18	12.6%	1.14	
Total Hospital Net Income (%)	16.5%	8.6%	1.91	8.2%	2.00	6.2%	2.64	16.7%	0.99	
Return on Equity (%)	7.7%	4.1%	1.87	3.5%	2.18	3.0%	2.57	9.0%	0.86	
Current Ratio	5.0	3.9	1.29	2.4	2.09	3.4	1.48	7.4	0.68	
Days in Net Patient Accounts Receivable	46.2	71.5	0.65	82.7	0.56	48.8	0.95	53.5	0.86	
Average Payment Period	80.6	90.1	0.89	127.5	0.63	63.5	1.27	31.8	2.53	
Equity Financing (%)	81.9%	63.6%	1.29	51.2%	1.60	75.1%	1.09	84.8%	0.97	
Long-Term Debt to Equity Ratio	0.1	0.3	0.38	0.6	0.19	0.2	0.65	0.1	0.88	
Times Interest Earned	20.3	12.2	1.66	21.3	0.95	7.4	2.76	20.2	1.01	
Total Asset Turnover	0.5	0.5	0.97	0.4	1.06	0.5	0.94	0.5	0.89	
Average Age of Plant (Years)	10.8	14.1	0.77	17.5	0.62	9.8	1.10	9.7	1.12	
Increase (Decrease) Total Net Patient Revenue	0.6%	-2.2%	N/A	-2.0%	N/A	-5.0%	N/A	5.7%	0.11	
Outpatient Gross Revenue (% of Total GPR)	86.8%	63.0%	1.38	66.3%	1.31	64.9%	1.34	85.6%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,259	\$17,652	0.86	\$15,397	0.99	\$18,057	0.85	\$14,762	1.03	
Inpatient Net Revenue per Day	\$3,671	\$3,704	0.99	\$3,651	1.01	\$3,961	0.93	\$3,528	1.04	
Outpatient Net Revenue per Visit	\$815	\$780	1.04	\$850	0.96	\$669	1.22	\$770	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$221,832,138	Cash & Cash Equivalents	\$81,493,742	Current Liabilities	\$20,171,287
Less Deductions	\$120,323,688	Net Patient Receivables	\$12,826,027	Long-Term Debt	\$22,823,924
Net Patient Revenue	\$101,508,450	Other Receivables	\$0	Other Liabilities	\$1,668,708
Plus Other Revenue	\$11,135,795			Subtotal	\$44,663,919
Total Revenue	\$112,644,244	Land, Buildings & Equipment (Net)	\$49,079,722	Unrestricted Fund Balance	\$201,647,584
Less Expenses	\$96,508,957	Other Assets	\$102,912,012	Restricted Fund Balance	\$503,544
Non-Operating Gains/Losses	\$2,898,924			Total Liabilities & Fund Balance	\$246,311,503
Net Income	\$19,034,211	Total Assets	\$246,311,503		

004 Ascension NE Wisconsin - St. Elizabeth Campus
 1506 South Oneida Street
 Appleton, WI 54915
 920-738-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Outagamie
 Analysis Area: Lake Winnebago (3)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	54.9%	52.4%	1.05	46.3%	1.19	64.6%	0.85	56.5%	0.97
Obstetrics	35.4%	36.2%	0.98	29.1%	0.27	49.9%	0.71	35.6%	1.00
Pediatrics	4.2%	53.2%	0.08	14.0%	0.30	38.2%	0.11	4.7%	0.89
Total Hospital	47.8%	53.9%	0.89	45.8%	1.04	63.5%	0.75	50.1%	0.95
Average Census (Patients)									
Adult Medical-Surgical	33.0	25.5	1.29	21.6	1.52	106.5	0.31	33.9	0.97
Obstetrics	7.8	4.7	1.65	4.5	1.72	14.6	0.53	7.8	1.00
Pediatrics	0.8	1.1	0.68	0.3	2.30	3.2	0.68	0.8	0.89
Total Hospital	91.3	47.4	1.93	35.1	2.60	204.5	0.45	95.2	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.3	0.91	3.8	1.01	4.8	0.82	4.0	0.98
Obstetrics	2.5	2.4	1.03	2.3	1.09	2.6	0.93	2.5	1.00
Pediatrics	2.3	3.5	0.67	2.6	0.89	3.4	0.68	2.4	0.95
Total Hospital	4.3	4.7	0.92	4.1	1.03	5.2	0.82	4.3	0.99
Surgical Operations									
Inpatient	1,937	1,280	1.51	1,093	1.77	5,196	0.37	2,085	0.93
Outpatient	10,220	4,115	2.48	4,901	2.09	15,397	0.66	11,811	0.87
Inpatient as % of All Surgeries	15.9%	23.7%	0.67	18.2%	0.87	25.2%	0.63	15.0%	1.06
Outpatient Visits									
Non-Emergency Visits	246,116	127,898	1.92	75,740	3.25	396,336	0.62	225,800	1.09
Emergency Visits	29,257	15,799	1.85	13,956	2.10	41,684	0.70	31,230	0.94
Full-Time Equivalents (FTEs)									
Administrators	27.5	20.3	1.36	15.8	1.74	64.4	0.43	31.1	0.89
Nurses, Licensed	346.8	255.1	1.36	188.9	1.84	945.5	0.37	353.2	0.98
Ancillary Nursing Personnel	5.7	42.6	0.13	18.4	0.31	159.2	0.04	7.2	0.79
All Other Personnel	402.4	501.2	0.80	307.4	1.31	1,851.4	0.22	390.5	1.03
Total FTEs	782.5	819.2	0.96	530.5	1.48	3,020.5	0.26	782.0	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.5	15.7	0.73	14.2	0.81	13.4	0.86	12.2	0.94
Nurses, Licensed	144.6	197.1	0.73	169.9	0.85	197.1	0.73	138.7	1.04
Ancillary Nursing Personnel	2.4	33.0	0.07	16.5	0.14	33.2	0.07	2.8	0.84
All Other Personnel	167.8	387.2	0.43	276.5	0.61	386.0	0.43	153.4	1.09
Total FTEs	326.2	633.0	0.52	477.2	0.68	629.7	0.52	307.1	1.06

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	191	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	25
Discharges	7,823	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,166
Inpatient Days	33,432			Inpatient Days	0	Newborn Days	2,076

004 Ascension NE Wisconsin - St. Elizabeth Campus
 Appleton, WI 54915

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	60	3,093	12,065	54.9%	33.0	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	18	119	275	4.2%	0.8	2.3
Obstetrics	1	22	1,155	2,850	35.4%	7.8	2.5
Psychiatric	1	46	2,086	8,317	49.4%	22.7	4.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	30	1,201	7,363	67.1%	20.1	6.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	15	169	2,562	46.7%	7.0	15.2
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	27	3	27.5	Surgical Personnel	35	16	41.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	21	41	35.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	6	11.1
Dental Hygienists	0	0	0.0	Occupational Therapists	5	16	9.9
Registered Nurses	238	230	344.2	Occupational Therapy Assistants/Aides	2	7	2.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	23	11	26.2
Licensed Practical Nurses	2	1	2.5	Physical Therapy Assistants/Aides	3	1	3.0
Ancillary Nursing Personnel	4	5	5.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	1	3.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	93	118	138.2
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	29	20	38.6
Pharmacy Personnel	28	8	29.3				
Clinical Laboratory Personnel	47	10	50.6				
				Total	580	503	782.5

004 Ascension NE Wisconsin - St. Elizabeth Campus
 Appleton, WI 54915

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$297,849,440	50.3%	46.6%	1.08	49.0%	1.03	46.9%	1.07	48.8%	1.03
Medical Assistance	\$69,249,769	11.7%	13.8%	0.85	10.8%	1.08	12.7%	0.92	12.2%	0.96
Commercial	\$197,324,844	33.3%	34.5%	0.97	37.1%	0.90	34.7%	0.96	35.6%	0.94
All Other	\$28,045,738	4.7%	5.1%	0.92	3.1%	1.54	5.7%	0.84	3.4%	1.38
Deductions as % of Total Gross Patient Revenue										
Medicare	\$210,025,235	35.4%	35.0%	1.01	34.7%	1.02	36.0%	0.99	33.5%	1.06
Medical Assistance	\$40,431,754	6.8%	10.4%	0.66	8.0%	0.85	9.8%	0.69	7.5%	0.91
Commercial	\$67,965,691	11.5%	14.5%	0.79	14.1%	0.82	15.7%	0.73	12.3%	0.93
Charity Care	\$7,053,185	1.2%	1.0%	1.24	0.7%	1.77	1.0%	1.23	0.9%	1.28
Bad Debt	\$6,717,493	1.1%	1.2%	0.97	1.5%	0.75	1.0%	1.12	1.2%	0.94
All Other	\$22,659,837	3.8%	2.6%	1.50	2.0%	1.93	2.7%	1.43	4.0%	0.96
Total Deductions	\$354,853,196	59.9%	64.6%	0.93	60.9%	0.98	66.2%	0.90	59.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.0%	8.4%	0.23	5.8%	0.33	8.0%	0.24	1.4%	1.44
Net Gains/Losses as % of Net Income		0.1%	13.8%	0.01	15.0%	0.00	13.7%	0.01	0.0%	3.91
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$72,272,914	34.0%	43.5%	0.78	40.0%	0.85	42.2%	0.81	34.5%	0.98
Supplies & Services	\$126,404,094	59.4%	49.9%	1.19	52.8%	1.13	52.0%	1.14	58.0%	1.02
Capital Component	\$14,093,533	6.6%	6.6%	1.01	7.2%	0.92	5.8%	1.13	7.5%	0.88
Fiscal Statistics										
Operating Margin (%)		12.2%	7.5%	1.62	11.9%	1.02	8.5%	1.43	12.0%	1.02
Total Hospital Net Income (%)		12.2%	8.6%	1.41	13.7%	0.89	9.7%	1.26	12.0%	1.02
Return on Equity (%)		15.2%	4.1%	3.69	11.6%	1.31	6.1%	2.48	13.3%	1.14
Current Ratio		1.2	3.9	0.30	5.7	0.21	4.7	0.25	3.8	0.31
Days in Net Patient Accounts Receivable		46.9	71.5	0.66	57.0	0.82	56.5	0.83	61.5	0.76
Average Payment Period		61.4	90.1	0.68	36.6	1.68	66.2	0.93	23.6	2.60
Equity Financing (%)		68.0%	63.6%	1.07	86.7%	0.78	67.7%	1.00	81.2%	0.84
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		2,844.8	12.2	232.28	28.5	99.68	16.4	173.37	0.0	N/A
Total Asset Turnover		1.2	0.5	2.64	0.8	1.50	0.6	2.00	1.1	1.12
Average Age of Plant (Years)		6.6	14.1	0.47	6.8	0.97	12.4	0.53	5.2	1.26
Increase (Decrease) Total Net Patient Revenue		4.6%	-2.2%	N/A	-4.6%	N/A	-0.7%	N/A	4.5%	1.01
Outpatient Gross Revenue (% of Total GPR)		64.8%	63.0%	1.03	68.8%	0.94	57.1%	1.13	62.9%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,006		\$17,652	0.68	\$12,208	0.98	\$20,210	0.59	\$11,784	1.02
Inpatient Net Revenue per Day	\$3,038		\$3,704	0.82	\$2,930	1.04	\$3,871	0.78	\$2,757	1.10
Outpatient Net Revenue per Visit	\$546		\$780	0.70	\$917	0.60	\$898	0.61	\$541	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$592,469,791	Cash & Cash Equivalents	\$143,073	Current Liabilities	\$33,643,253
Less Deductions	\$354,853,196	Net Patient Receivables	\$30,428,122	Long-Term Debt	\$0
Net Patient Revenue	\$237,616,595	Other Receivables	\$23,302	Other Liabilities	\$28,650,149
Plus Other Revenue	\$4,739,799			Subtotal	\$62,293,402
Total Revenue	\$242,356,395	Land, Buildings & Equipment (Net)	\$148,527,384	Unrestricted Fund Balance	\$132,256,225
Less Expenses	\$212,770,541	Other Assets	\$15,427,746	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$20,553			Total Liabilities & Fund Balance	\$194,549,627
Net Income	\$29,606,407	Total Assets	\$194,549,627		

003 ThedaCare Regional Medical Center - Appleton, Inc.
 1818 North Meade Street
 Appleton, WI 54911
 920-731-4101

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Outagamie
 Analysis Area: Lake Winnebago (3)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	62.2%	52.4%	1.19	46.3%	1.34	64.6%	0.96	63.9%	0.97
Obstetrics	20.8%	36.2%	0.57	29.1%	0.16	49.9%	0.42	25.7%	0.81
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	53.2%	53.9%	0.99	45.8%	1.16	63.5%	0.84	55.8%	0.95
Average Census (Patients)									
Adult Medical-Surgical	69.0	25.5	2.70	21.6	3.19	106.5	0.65	70.9	0.97
Obstetrics	4.8	4.7	1.01	4.5	1.05	14.6	0.33	5.9	0.81
Pediatrics	0.0	1.1	N/A	0.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	83.0	47.4	1.75	35.1	2.36	204.5	0.41	87.0	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.3	0.92	3.8	1.03	4.8	0.83	3.5	1.13
Obstetrics	1.9	2.4	0.78	2.3	0.82	2.6	0.70	2.1	0.89
Pediatrics	0.0	3.5	N/A	2.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.0	4.7	0.86	4.1	0.96	5.2	0.77	3.6	1.10
Surgical Operations									
Inpatient	2,872	1,280	2.24	1,093	2.63	5,196	0.55	3,074	0.93
Outpatient	16,098	4,115	3.91	4,901	3.28	15,397	1.05	17,902	0.90
Inpatient as % of All Surgeries	15.1%	23.7%	0.64	18.2%	0.83	25.2%	0.60	14.7%	1.03
Outpatient Visits									
Non-Emergency Visits	100,505	127,898	0.79	75,740	1.33	396,336	0.25	162,968	0.62
Emergency Visits	28,129	15,799	1.78	13,956	2.02	41,684	0.67	32,233	0.87
Full-Time Equivalents (FTEs)									
Administrators	65.0	20.3	3.21	15.8	4.12	64.4	1.01	65.0	1.00
Nurses, Licensed	401.4	255.1	1.57	188.9	2.12	945.5	0.42	401.4	1.00
Ancillary Nursing Personnel	24.1	42.6	0.57	18.4	1.31	159.2	0.15	24.1	1.00
All Other Personnel	636.9	501.2	1.27	307.4	2.07	1,851.4	0.34	636.9	1.00
Total FTEs	1,127.3	819.2	1.38	530.5	2.13	3,020.5	0.37	1,127.3	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.8	15.7	1.58	14.2	1.75	13.4	1.85	24.0	1.04
Nurses, Licensed	153.2	197.1	0.78	169.9	0.90	197.1	0.78	147.9	1.04
Ancillary Nursing Personnel	9.2	33.0	0.28	16.5	0.56	33.2	0.28	8.9	1.04
All Other Personnel	243.1	387.2	0.63	276.5	0.88	386.0	0.63	234.7	1.04
Total FTEs	430.4	633.0	0.68	477.2	0.90	629.7	0.68	415.5	1.04

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	156	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	7,590	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	919
Inpatient Days	30,383			Inpatient Days	0	Newborn Days	1,515

003 ThedaCare Regional Medical Center - Appleton, Inc.
 Appleton, WI 54911

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	111	6,366	25,259	62.2%	69.0	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	941	1,748	20.8%	4.8	1.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	22	283	3,376	41.9%	9.2	11.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	65	0	65.0	Surgical Personnel	23	33	43.5
Physicians & Dentists	23	3	25.2	Radiological Services Personnel	38	53	68.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	19	17.5
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.6
Registered Nurses	181	307	366.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	4	5.8
Licensed Practical Nurses	10	25	24.1	Physical Therapy Assistants/Aides	9	15	14.8
Ancillary Nursing Personnel	7	53	24.1	Recreational Therapists	0	0	0.0
Physician Assistants	9	0	9.0	Dietitians & Nutritionists	8	15	17.0
Nurse Practitioners	10	0	10.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	4	4.3
Clinical Nurse Specialists	0	2	0.7	All Other Health Professionals	18	21	26.7
Health Info Mgmt-Administrators/Technicians	29	4	31.2	All Other Personnel	217	133	290.4
Pharmacy Personnel	25	12	32.0				
Clinical Laboratory Personnel	22	10	28.7				
				Total	717	732	1,127.3

003 ThedaCare Regional Medical Center - Appleton, Inc.
 Appleton, WI 54911

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$390,775,488	52.3%	46.6%	1.12	49.0%	1.07	46.9%	1.11	52.2%	1.00
Medical Assistance	\$53,902,535	7.2%	13.8%	0.52	10.8%	0.67	12.7%	0.57	6.6%	1.09
Commercial	\$292,238,313	39.1%	34.5%	1.13	37.1%	1.05	34.7%	1.13	39.5%	0.99
All Other	\$10,602,704	1.4%	5.1%	0.28	3.1%	0.46	5.7%	0.25	1.7%	0.84
Deductions as % of Total Gross Patient Revenue										
Medicare	\$269,590,422	36.1%	35.0%	1.03	34.7%	1.04	36.0%	1.00	35.5%	1.02
Medical Assistance	\$40,969,141	5.5%	10.4%	0.53	8.0%	0.68	9.8%	0.56	5.1%	1.08
Commercial	\$120,130,743	16.1%	14.5%	1.10	14.1%	1.14	15.7%	1.02	13.9%	1.15
Charity Care	\$3,088,487	0.4%	1.0%	0.43	0.7%	0.61	1.0%	0.43	0.5%	0.87
Bad Debt	\$8,487,875	1.1%	1.2%	0.97	1.5%	0.75	1.0%	1.12	0.7%	1.67
All Other	\$4,358,465	0.6%	2.6%	0.23	2.0%	0.29	2.7%	0.22	1.4%	0.42
Total Deductions	\$446,625,133	59.7%	64.6%	0.92	60.9%	0.98	66.2%	0.90	57.0%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.7%	8.4%	0.55	5.8%	0.80	8.0%	0.58	0.4%	11.88
Net Gains/Losses as % of Net Income		0.1%	13.8%	0.01	15.0%	0.01	13.7%	0.01	0.0%	2.59
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$95,747,615	36.9%	43.5%	0.85	40.0%	0.92	42.2%	0.88	37.0%	1.00
Supplies & Services	\$148,504,457	57.3%	49.9%	1.15	52.8%	1.08	52.0%	1.10	58.2%	0.98
Capital Component	\$15,100,582	5.8%	6.6%	0.89	7.2%	0.81	5.8%	1.00	4.9%	1.20
Fiscal Statistics										
Operating Margin (%)		17.8%	7.5%	2.37	11.9%	1.50	8.5%	2.10	23.2%	0.77
Total Hospital Net Income (%)		17.8%	8.6%	2.07	13.7%	1.30	9.7%	1.84	23.2%	0.77
Return on Equity (%)		26.0%	4.1%	6.31	11.6%	2.23	6.1%	4.24	31.8%	0.82
Current Ratio		101.8	3.9	26.22	5.7	17.84	4.7	21.68	12.8	7.96
Days in Net Patient Accounts Receivable		51.5	71.5	0.72	57.0	0.90	56.5	0.91	45.6	1.13
Average Payment Period		1.8	90.1	0.02	36.6	0.05	66.2	0.03	15.3	0.11
Equity Financing (%)		99.4%	63.6%	1.56	86.7%	1.15	67.7%	1.47	95.7%	1.04
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.01	0.2	0.00	0.0	0.74
Times Interest Earned		3,370.6	12.2	275.22	28.5	118.11	16.4	205.42	4,382.9	0.77
Total Asset Turnover		1.5	0.5	3.09	0.8	1.75	0.6	2.34	1.4	1.07
Average Age of Plant (Years)		8.3	14.1	0.59	6.8	1.22	12.4	0.67	18.2	0.45
Increase (Decrease) Total Net Patient Revenue		-4.1%	-2.2%	1.86	-4.6%	0.89	-0.7%	6.23	8.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		68.3%	63.0%	1.08	68.8%	0.99	57.1%	1.20	67.9%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,830	\$17,652	0.67	\$12,208	0.97	\$20,210	0.59	\$12,659	0.93	
Inpatient Net Revenue per Day	\$2,955	\$3,704	0.80	\$2,930	1.01	\$3,871	0.76	\$3,490	0.85	
Outpatient Net Revenue per Visit	\$1,707	\$780	2.19	\$917	1.86	\$898	1.90	\$1,066	1.60	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$747,519,040	Cash & Cash Equivalents	\$72,284,619	Current Liabilities	\$1,180,676
Less Deductions	\$446,625,133	Net Patient Receivables	\$42,331,357	Long-Term Debt	\$161,475
Net Patient Revenue	\$300,893,907	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$14,719,787			Subtotal	\$1,342,151
Total Revenue	\$315,613,694	Land, Buildings & Equipment (Net)	\$95,570,145	Unrestricted Fund Balance	\$215,063,464
Less Expenses	\$259,352,654	Other Assets	\$6,219,495	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$64,990			Total Liabilities & Fund Balance	\$216,405,615
Net Income	\$56,326,030	Total Assets	\$216,405,616		

006 Memorial Medical Center
 1615 Maple Lane
 Ashland, WI 54806
 715-685-5500

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Ashland
 Analysis Area: Western Lake Superior (7)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.0%	52.4%	1.01	22.5%	2.36	44.9%	1.18	48.4%	1.10
Obstetrics	29.2%	36.2%	0.81	24.8%	0.06	25.5%	1.15	30.0%	0.97
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	57.5%	53.9%	1.07	25.0%	2.31	52.8%	1.09	54.4%	1.06
Average Census (Patients)									
Adult Medical-Surgical	10.6	25.5	0.41	4.2	2.52	15.7	0.68	9.7	1.10
Obstetrics	1.5	4.7	0.31	1.1	1.31	2.3	0.64	1.5	0.97
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	20.1	47.4	0.43	5.8	3.46	36.1	0.56	19.0	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.3	0.59	3.0	0.85	3.7	0.69	2.2	1.18
Obstetrics	2.6	2.4	1.08	2.4	1.07	2.2	1.17	2.7	0.96
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.78	3.5	1.06	4.4	0.83	3.3	1.12
Surgical Operations									
Inpatient	462	1,280	0.36	122	3.80	711	0.65	499	0.93
Outpatient	1,386	4,115	0.34	777	1.78	2,960	0.47	1,619	0.86
Inpatient as % of All Surgeries	25.0%	23.7%	1.05	13.5%	1.85	19.4%	1.29	23.6%	1.06
Outpatient Visits									
Non-Emergency Visits	81,320	127,898	0.64	31,162	2.61	117,985	0.69	6,364	12.78
Emergency Visits	8,819	15,799	0.56	6,476	1.36	14,651	0.60	9,758	0.90
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	2.4	1.24	17.3	0.17	3.0	1.00
Nurses, Licensed	123.4	255.1	0.48	68.9	1.79	217.2	0.57	139.3	0.89
Ancillary Nursing Personnel	19.5	42.6	0.46	8.9	2.18	30.0	0.65	18.4	1.06
All Other Personnel	328.4	501.2	0.66	169.3	1.94	363.9	0.90	319.5	1.03
Total FTEs	474.2	819.2	0.58	249.6	1.90	628.4	0.75	480.2	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	3.6	15.7	0.23	6.5	0.54	16.4	0.22	3.5	1.03
Nurses, Licensed	146.1	197.1	0.74	185.7	0.79	206.1	0.71	160.7	0.91
Ancillary Nursing Personnel	23.1	33.0	0.70	24.1	0.96	28.5	0.81	21.3	1.09
All Other Personnel	388.9	387.2	1.00	456.1	0.85	345.3	1.13	368.6	1.06
Total FTEs	561.6	633.0	0.89	672.4	0.84	596.3	0.94	554.0	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	35	Health Maintenance		Average Beds Used	0	Bassinets	8
Discharges	2,019	Organization (HMO)	No	Discharges	0	Total Births	199
Inpatient Days	7,371	Preferred Provider		Inpatient Days	0	Newborn Days	434
		Organization (PPO)	No				

006 Memorial Medical Center
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	1,520	3,879	53.0%	10.6	2.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	207	534	29.2%	1.5	2.6
Psychiatric	1	10	499	2,958	80.8%	8.1	5.9
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	7	4	7.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	9	1	9.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	1	5.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	102	39	116.8	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	1	9.5
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	4	4	4.7
Ancillary Nursing Personnel	15	7	19.5	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	4	0	4.0	Psychologists	1	1	1.2
Certified Registered Nurse Anesthetists	1	1	1.6	Social Workers	3	1	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	4	24.9
Health Info Mgmt-Administrators/Technicians	3	1	3.4	All Other Personnel	219	42	236.7
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	5	1	5.2				
				Total	428	111	474.2

006 Memorial Medical Center

Ashland, WI 54806

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$92,858,176	47.7%	46.6%	1.02	49.5%	0.96	41.7%	1.14	47.3%	1.01
Medical Assistance	\$37,196,675	19.1%	13.8%	1.39	17.2%	1.11	18.4%	1.04	19.4%	0.99
Commercial	\$52,658,793	27.1%	34.5%	0.79	27.4%	0.99	36.0%	0.75	29.3%	0.92
All Other	\$11,912,558	6.1%	5.1%	1.19	5.9%	1.04	4.0%	1.53	4.1%	1.51
Deductions as % of Total Gross Patient Revenue										
Medicare	\$52,561,335	27.0%	35.0%	0.77	26.0%	1.04	30.1%	0.90	26.6%	1.02
Medical Assistance	\$22,725,889	11.7%	10.4%	1.12	11.1%	1.05	12.3%	0.95	12.2%	0.96
Commercial	\$5,851,773	3.0%	14.5%	0.21	5.3%	0.57	12.1%	0.25	2.9%	1.03
Charity Care	\$1,101,806	0.6%	1.0%	0.59	1.2%	0.46	0.8%	0.69	0.7%	0.81
Bad Debt	\$3,680,205	1.9%	1.2%	1.61	1.8%	1.03	1.1%	1.71	2.2%	0.85
All Other	\$6,461,156	3.3%	2.6%	1.30	2.4%	1.41	2.3%	1.42	3.1%	1.08
Total Deductions	\$92,382,164	47.5%	64.6%	0.73	47.8%	0.99	58.8%	0.81	47.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.1%	8.4%	0.61	5.0%	1.02	6.4%	0.80	1.1%	4.56	
Net Gains/Losses as % of Net Income	18.1%	13.8%	1.31	5.2%	3.46	N/A	N/A	12.2%	1.48	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$49,140,407	49.8%	43.5%	1.14	52.9%	0.94	41.7%	1.20	47.6%	1.05
Supplies & Services	\$42,607,050	43.2%	49.9%	0.87	39.9%	1.08	50.0%	0.86	45.1%	0.96
Capital Component	\$6,934,052	7.0%	6.6%	1.07	7.2%	0.97	8.3%	0.85	7.2%	0.98
Fiscal Statistics										
Operating Margin (%)	8.4%	7.5%	1.12	9.6%	0.88	6.6%	1.28	8.1%	1.05	
Total Hospital Net Income (%)	10.1%	8.6%	1.17	10.1%	1.00	6.2%	1.62	9.1%	1.11	
Return on Equity (%)	5.6%	4.1%	1.35	6.2%	0.90	3.0%	1.85	6.0%	0.93	
Current Ratio	4.9	3.9	1.27	3.6	1.37	3.4	1.46	5.8	0.86	
Days in Net Patient Accounts Receivable	49.0	71.5	0.68	47.2	1.04	48.8	1.00	50.0	0.98	
Average Payment Period	76.3	90.1	0.85	92.6	0.82	63.5	1.20	54.4	1.40	
Equity Financing (%)	71.9%	63.6%	1.13	72.6%	0.99	75.1%	0.96	84.9%	0.85	
Long-Term Debt to Equity Ratio	0.2	0.3	0.55	0.1	1.15	0.2	0.95	0.0	4.00	
Times Interest Earned	173.7	12.2	14.18	24.0	7.24	7.4	23.59	49.3	3.52	
Total Asset Turnover	0.5	0.5	1.14	0.6	0.89	0.5	1.11	0.6	0.83	
Average Age of Plant (Years)	7.7	14.1	0.55	9.6	0.80	9.8	0.78	7.1	1.08	
Increase (Decrease) Total Net Patient Revenue	2.4%	-2.2%	N/A	4.5%	0.53	-5.0%	N/A	19.7%	0.12	
Outpatient Gross Revenue (% of Total GPR)	78.5%	63.0%	1.25	85.2%	0.92	64.9%	1.21	77.2%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,220	\$17,652	0.75	\$13,212	1.00	\$18,057	0.73	\$12,708	1.04	
Inpatient Net Revenue per Day	\$4,015	\$3,704	1.08	\$3,475	1.16	\$3,961	1.01	\$3,740	1.07	
Outpatient Net Revenue per Visit	\$879	\$780	1.13	\$981	0.90	\$669	1.31	\$4,783	0.18	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$194,626,202	Cash & Cash Equivalents	\$75,759,416	Current Liabilities	\$19,186,330
Less Deductions	\$92,382,164	Net Patient Receivables	\$13,686,686	Long-Term Debt	\$23,534,141
Net Patient Revenue	\$102,244,038	Other Receivables	\$542,095	Other Liabilities	\$13,400,000
Plus Other Revenue	\$5,518,317			Subtotal	\$56,120,471
Total Revenue	\$107,762,356	Land, Buildings & Equipment (Net)	\$73,029,639	Unrestricted Fund Balance	\$143,340,038
Less Expenses	\$98,681,509	Other Assets	\$36,442,673	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,000,593			Total Liabilities & Fund Balance	\$199,460,509
Net Income	\$11,081,439	Total Assets	\$199,460,509		

007 Western Wisconsin Health
 1100 Bergslien St
 Baldwin, WI 54002
 715-684-3311

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.1%	52.4%	0.48	40.8%	0.61	32.9%	0.76	17.9%	1.40
Obstetrics	26.6%	36.2%	0.74	24.1%	0.04	19.7%	1.35	29.7%	0.90
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.5%	53.9%	0.47	42.0%	0.61	33.0%	0.77	21.0%	1.21
Average Census (Patients)									
Adult Medical-Surgical	2.8	25.5	0.11	10.7	0.26	6.4	0.43	2.0	1.40
Obstetrics	1.1	4.7	0.23	2.0	0.54	0.9	1.18	1.2	0.90
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	47.4	0.08	17.5	0.22	8.6	0.44	3.2	1.21
Average Length of Stay (Days)									
Adult Medical-Surgical	2.1	4.3	0.49	3.9	0.54	3.0	0.70	2.8	0.75
Obstetrics	1.8	2.4	0.75	2.2	0.82	2.0	0.91	2.0	0.88
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.7	0.62	4.1	0.71	3.2	0.90	2.4	1.22
Surgical Operations									
Inpatient	73	1,280	0.06	403	0.18	247	0.30	57	1.28
Outpatient	483	4,115	0.12	2,235	0.22	1,277	0.38	522	0.93
Inpatient as % of All Surgeries	13.1%	23.7%	0.55	15.3%	0.86	16.2%	0.81	9.8%	1.33
Outpatient Visits									
Non-Emergency Visits	60,821	127,898	0.48	76,192	0.80	57,441	1.06	59,837	1.02
Emergency Visits	4,360	15,799	0.28	7,621	0.57	8,355	0.52	4,464	0.98
Full-Time Equivalents (FTEs)									
Administrators	12.8	20.3	0.63	12.1	1.06	11.6	1.11	11.8	1.08
Nurses, Licensed	56.4	255.1	0.22	128.5	0.44	84.6	0.67	50.5	1.12
Ancillary Nursing Personnel	10.9	42.6	0.25	19.1	0.57	14.7	0.74	12.4	0.88
All Other Personnel	192.4	501.2	0.38	251.7	0.76	194.6	0.99	185.9	1.03
Total FTEs	272.6	819.2	0.33	411.5	0.66	305.5	0.89	260.7	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	61.8	15.7	3.95	18.7	3.31	28.7	2.16	41.6	1.49
Nurses, Licensed	271.8	197.1	1.38	197.9	1.37	210.0	1.29	177.3	1.53
Ancillary Nursing Personnel	52.3	33.0	1.59	29.5	1.77	36.4	1.44	43.5	1.20
All Other Personnel	926.6	387.2	2.39	387.8	2.39	483.0	1.92	653.2	1.42
Total FTEs	1,312.6	633.0	2.07	634.0	2.07	758.1	1.73	915.6	1.43

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	4
Discharges	486	Preferred Provider Organization (PPO)	Yes	Discharges	40	Total Births	213
Inpatient Days	1,400			Inpatient Days	453	Newborn Days	326

007 Western Wisconsin Health
Baldwin, WI 54002

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	11	485	1,010	25.1%	2.8	2.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	217	390	26.6%	1.1	1.8
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	1	12.8	Surgical Personnel	2	3	3.8
Physicians & Dentists	9	8	14.4	Radiological Services Personnel	3	4	4.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	6	1.6
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.0
Registered Nurses	15	61	46.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	3	2.4	Physical Therapists	3	1	3.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	7	8	10.9	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	2.8	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	6	4	7.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	9	18.6
Health Info Mgmt-Administrators/Technicians	13	0	13.0	All Other Personnel	65	58	84.9
Pharmacy Personnel	1	2	2.2				
Clinical Laboratory Personnel	5	7	8.4				
				Total	181	196	272.6

007 Western Wisconsin Health
Baldwin, WI 54002

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,267,771	39.7%	46.6%	0.85	50.9%	0.78	47.5%	0.84	39.1%	1.01
Medical Assistance	\$10,426,118	14.1%	13.8%	1.03	11.8%	1.20	12.8%	1.10	13.7%	1.03
Commercial	\$32,763,455	44.4%	34.5%	1.29	33.0%	1.35	35.0%	1.27	45.0%	0.99
All Other	\$1,254,754	1.7%	5.1%	0.33	4.3%	0.39	4.8%	0.36	2.2%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,008,193	13.6%	35.0%	0.39	34.0%	0.40	30.4%	0.45	15.4%	0.88
Medical Assistance	\$3,760,227	5.1%	10.4%	0.49	8.2%	0.62	8.9%	0.57	1.7%	3.07
Commercial	\$10,058,858	13.6%	14.5%	0.94	9.2%	1.49	12.0%	1.13	19.0%	0.72
Charity Care	\$576,728	0.8%	1.0%	0.81	0.9%	0.92	0.9%	0.83	0.4%	1.91
Bad Debt	\$849,369	1.2%	1.2%	0.98	1.5%	0.78	2.0%	0.58	3.3%	0.35
All Other	\$465,544	0.6%	2.6%	0.25	2.1%	0.30	2.3%	0.28	0.0%	26.10
Total Deductions	\$25,718,919	34.9%	64.6%	0.54	55.8%	0.63	56.5%	0.62	39.8%	0.88
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.4%	8.4%	0.89	5.2%	1.42	10.2%	0.73	5.9%	1.27
Net Gains/Losses as % of Net Income		22.9%	13.8%	1.66	29.1%	0.79	22.7%	1.01	31.1%	0.74
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,800,916	53.7%	43.5%	1.23	52.0%	1.03	51.7%	1.04	53.8%	1.00
Supplies & Services	\$18,830,186	37.7%	49.9%	0.76	42.8%	0.88	40.6%	0.93	36.6%	1.03
Capital Component	\$4,314,331	8.6%	6.6%	1.31	5.2%	1.66	7.7%	1.12	9.7%	0.90
Fiscal Statistics										
Operating Margin (%)		3.7%	7.5%	0.49	1.9%	1.90	7.4%	0.50	-1.0%	N/A
Total Hospital Net Income (%)		4.7%	8.6%	0.55	2.7%	1.74	9.3%	0.51	-1.4%	N/A
Return on Equity (%)		3.5%	4.1%	0.84	0.4%	9.17	7.6%	0.45	-1.1%	N/A
Current Ratio		2.7	3.9	0.69	2.4	1.14	4.8	0.56	3.3	0.81
Days in Net Patient Accounts Receivable		37.7	71.5	0.53	254.1	0.15	49.1	0.77	67.8	0.56
Average Payment Period		66.3	90.1	0.74	354.1	0.19	46.4	1.43	39.7	1.67
Equity Financing (%)		35.0%	63.6%	0.55	48.0%	0.73	79.0%	0.44	36.7%	0.95
Long-Term Debt to Equity Ratio		1.3	0.3	4.50	0.7	1.85	0.2	7.97	1.5	0.91
Times Interest Earned		3.8	12.2	0.31	10.3	0.37	13.2	0.29	0.2	15.16
Total Asset Turnover		0.7	0.5	1.54	0.1	5.24	0.8	0.90	0.7	0.97
Average Age of Plant (Years)		8.6	14.1	0.61	51.2	0.17	8.8	0.98	7.7	1.12
Increase (Decrease) Total Net Patient Revenue		12.1%	-2.2%	N/A	-1.1%	N/A	-1.2%	N/A	10.2%	1.18
Outpatient Gross Revenue (% of Total GPR)		83.3%	63.0%	1.32	73.1%	1.14	78.9%	1.06	89.0%	0.94
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,179		\$17,652	0.86	\$15,718	0.97	\$14,147	1.07	\$14,961	1.01
Inpatient Net Revenue per Day	\$4,589		\$3,704	1.24	\$3,586	1.28	\$4,080	1.12	\$5,253	0.87
Outpatient Net Revenue per Visit	\$625		\$780	0.80	\$840	0.74	\$677	0.92	\$580	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$73,712,097	Cash & Cash Equivalents	\$11,980,300	Current Liabilities	\$8,457,204
Less Deductions	\$25,718,919	Net Patient Receivables	\$4,938,647	Long-Term Debt	\$33,493,455
Net Patient Revenue	\$47,993,178	Other Receivables	\$665,200	Other Liabilities	\$4,550,453
Plus Other Revenue	\$3,863,237			Subtotal	\$46,501,112
Total Revenue	\$51,856,415	Land, Buildings & Equipment (Net)	\$37,212,286	Unrestricted Fund Balance	\$25,001,425
Less Expenses	\$49,945,433	Other Assets	\$16,706,104	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$567,566			Total Liabilities & Fund Balance	\$71,502,537
Net Income	\$2,478,548	Total Assets	\$71,502,537		

008 SSM Health St. Clare Hospital – Baraboo
 707 Fourteenth Street
 Baraboo, WI 53913
 608-356-1400

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.3%	52.4%	0.85	55.7%	0.79	32.9%	1.35	47.9%	0.92
Obstetrics	9.8%	36.2%	0.27	41.0%	0.03	19.7%	0.50	12.8%	0.77
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	29.2%	53.9%	0.54	56.6%	0.52	33.0%	0.88	32.0%	0.91
Average Census (Patients)									
Adult Medical-Surgical	11.5	25.5	0.45	23.1	0.50	6.4	1.79	12.5	0.92
Obstetrics	1.1	4.7	0.23	4.5	0.24	0.9	1.20	1.4	0.77
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	15.8	47.4	0.33	49.2	0.32	8.6	1.83	17.3	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.76	4.1	0.79	3.0	1.10	2.9	1.12
Obstetrics	2.1	2.4	0.87	2.6	0.80	2.0	1.05	2.3	0.92
Pediatrics	0.0	3.5	N/A	3.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.79	4.6	0.80	3.2	1.15	3.2	1.13
Surgical Operations									
Inpatient	199	1,280	0.16	1,943	0.10	247	0.81	328	0.61
Outpatient	1,144	4,115	0.28	7,094	0.16	1,277	0.90	1,495	0.77
Inpatient as % of All Surgeries	14.8%	23.7%	0.62	21.5%	0.69	16.2%	0.92	18.0%	0.82
Outpatient Visits									
Non-Emergency Visits	49,571	127,898	0.39	157,467	0.31	57,441	0.86	78,870	0.63
Emergency Visits	18,381	15,799	1.16	15,287	1.20	8,355	2.20	22,589	0.81
Full-Time Equivalents (FTEs)									
Administrators	16.6	20.3	0.82	20.1	0.82	11.6	1.44	21.0	0.79
Nurses, Licensed	90.6	255.1	0.36	268.4	0.34	84.6	1.07	80.6	1.12
Ancillary Nursing Personnel	8.0	42.6	0.19	43.3	0.18	14.7	0.55	8.7	0.92
All Other Personnel	160.4	501.2	0.32	633.6	0.25	194.6	0.82	168.5	0.95
Total FTEs	275.6	819.2	0.34	965.4	0.29	305.5	0.90	278.8	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.6	15.7	1.89	16.1	1.84	28.7	1.03	35.2	0.84
Nurses, Licensed	161.7	197.1	0.82	214.6	0.75	210.0	0.77	135.0	1.20
Ancillary Nursing Personnel	14.3	33.0	0.43	34.6	0.41	36.4	0.39	14.7	0.97
All Other Personnel	286.3	387.2	0.74	506.6	0.57	483.0	0.59	282.4	1.01
Total FTEs	492.0	633.0	0.78	771.8	0.64	758.1	0.65	467.3	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	54	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	11
Discharges	1,578	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	159
Inpatient Days	5,772			Inpatient Days	0	Newborn Days	304

008 SSM Health St. Clare Hospital – Baraboo
Baraboo, WI 53913

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	26	1,289	4,212	44.3%	11.5	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	11	156	304	0.0%	0.8	1.9
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	11	191	396	9.8%	1.1	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	6	149	860	39.2%	2.3	5.8
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	2	16.6	Surgical Personnel	7	3	9.4
Physicians & Dentists	6	3	6.0	Radiological Services Personnel	15	6	16.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	6.4
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.5
Registered Nurses	53	59	83.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	4	7.1
Licensed Practical Nurses	0	1	0.8	Physical Therapy Assistants/Aides	2	1	2.0
Ancillary Nursing Personnel	5	6	8.0	Recreational Therapists	6	7	9.2
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.0
Nurse Practitioners	0	1	0.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	3	5.6	Social Workers	1	2	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	7	5.0
Health Info Mgmt-Administrators/Technicians	5	1	5.5	All Other Personnel	44	35	61.0
Pharmacy Personnel	4	2	4.5				
Clinical Laboratory Personnel	14	11	20.0				
				Total	200	164	275.6

008 SSM Health St. Clare Hospital – Baraboo
Baraboo, WI 53913

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$100,478,852	53.5%	46.6%	1.15	41.8%	1.28	47.5%	1.13	53.7%	1.00
Medical Assistance	\$25,043,967	13.3%	13.8%	0.97	11.5%	1.16	12.8%	1.04	13.2%	1.01
Commercial	\$52,147,985	27.8%	34.5%	0.81	38.1%	0.73	35.0%	0.79	29.0%	0.96
All Other	\$10,016,265	5.3%	5.1%	1.04	8.5%	0.63	4.8%	1.12	4.1%	1.30
Deductions as % of Total Gross Patient Revenue										
Medicare	\$78,556,273	41.9%	35.0%	1.19	31.1%	1.35	30.4%	1.38	41.8%	1.00
Medical Assistance	\$18,757,176	10.0%	10.4%	0.96	8.7%	1.15	8.9%	1.12	9.8%	1.02
Commercial	\$20,142,401	10.7%	14.5%	0.74	18.1%	0.59	12.0%	0.89	10.3%	1.05
Charity Care	\$1,095,436	0.6%	1.0%	0.61	0.7%	0.87	0.9%	0.62	2.2%	0.27
Bad Debt	\$5,853,248	3.1%	1.2%	2.66	1.3%	2.40	2.0%	1.57	1.9%	1.62
All Other	\$3,442,745	1.8%	2.6%	0.72	4.4%	0.42	2.3%	0.81	1.6%	1.17
Total Deductions	\$127,847,279	68.1%	64.6%	1.05	64.3%	1.06	56.5%	1.20	67.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.4%	8.4%	1.24	7.9%	1.32	10.2%	1.02	3.1%	3.32	
Net Gains/Losses as % of Net Income	52.0%	13.8%	3.76	48.7%	1.07	22.7%	2.29	39.4%	1.32	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,884,610	47.8%	43.5%	1.10	46.6%	1.03	51.7%	0.93	46.3%	1.03
Supplies & Services	\$27,442,891	45.4%	49.9%	0.91	46.2%	0.98	40.6%	1.12	46.9%	0.97
Capital Component	\$4,102,766	6.8%	6.6%	1.03	7.3%	0.94	7.7%	0.88	6.8%	1.00
Fiscal Statistics										
Operating Margin (%)	9.5%	7.5%	1.26	5.4%	1.77	7.4%	1.29	15.4%	0.62	
Total Hospital Net Income (%)	17.9%	8.6%	2.08	9.9%	1.80	9.3%	1.93	23.1%	0.78	
Return on Equity (%)	11.5%	4.1%	2.78	6.1%	1.87	7.6%	1.50	14.8%	0.77	
Current Ratio	-1.0	3.9	N/A	3.1	N/A	4.8	N/A	2.4	N/A	
Days in Net Patient Accounts Receivable	42.0	71.5	0.59	48.3	0.87	49.1	0.85	43.5	0.97	
Average Payment Period	-58.6	90.1	N/A	71.6	N/A	46.4	N/A	51.6	N/A	
Equity Financing (%)	120.7%	63.6%	1.90	54.8%	2.20	79.0%	1.53	89.2%	1.35	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	10.5	N/A	13.2	N/A	0.0	N/A	
Total Asset Turnover	0.6	0.5	1.23	0.6	0.99	0.8	0.72	0.6	0.99	
Average Age of Plant (Years)	13.1	14.1	0.93	11.5	1.14	8.8	1.49	13.2	1.00	
Increase (Decrease) Total Net Patient Revenue	-8.5%	-2.2%	3.81	-1.0%	8.16	-1.2%	7.28	9.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	73.3%	63.0%	1.16	60.3%	1.22	78.9%	0.93	72.9%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,611	\$17,652	0.77	\$20,439	0.67	\$14,147	0.96	\$10,990	1.24	
Inpatient Net Revenue per Day	\$3,928	\$3,704	1.06	\$4,396	0.89	\$4,080	0.96	\$3,638	1.08	
Outpatient Net Revenue per Visit	\$651	\$780	0.83	\$707	0.92	\$677	0.96	\$471	1.38	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$187,687,069	Cash & Cash Equivalents	\$207,026	Current Liabilities	-\$9,108,553
Less Deductions	\$127,847,279	Net Patient Receivables	\$6,861,115	Long-Term Debt	\$0
Net Patient Revenue	\$59,839,790	Other Receivables	\$260,462	Other Liabilities	-\$14,703,841
Plus Other Revenue	\$6,938,611			Subtotal	-\$23,812,394
Total Revenue	\$66,778,401	Land, Buildings & Equipment (Net)	\$31,705,232	Unrestricted Fund Balance	\$139,043,659
Less Expenses	\$60,430,267	Other Assets	\$76,197,431	Restricted Fund Balance	\$2,562,838
Non-Operating Gains/Losses	\$6,864,862			Total Liabilities & Fund Balance	\$115,231,265
Net Income	\$13,212,996	Total Assets	\$115,231,266		

009 Mayo Clinic Health System - Northland in Barron
 1222 E Woodland Avenue
 Barron, WI 54812
 715-537-3186

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Barron
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	33.1%	52.4%	0.63	40.8%	0.81	32.9%	1.01	32.9%	1.01
Obstetrics	15.4%	36.2%	0.42	24.1%	0.03	19.7%	0.78	31.2%	0.49
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.1%	53.9%	0.56	42.0%	0.72	33.0%	0.91	32.7%	0.92
Average Census (Patients)									
Adult Medical-Surgical	6.6	25.5	0.26	10.7	0.62	6.4	1.03	6.9	0.96
Obstetrics	0.6	4.7	0.13	2.0	0.31	0.9	0.68	0.6	0.98
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.2	47.4	0.15	17.5	0.41	8.6	0.84	7.5	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.3	0.81	3.9	0.90	3.0	1.18	3.4	1.04
Obstetrics	1.9	2.4	0.80	2.2	0.87	2.0	0.97	2.0	0.94
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.7	0.70	4.1	0.80	3.2	1.02	3.2	1.02
Surgical Operations									
Inpatient	89	1,280	0.07	403	0.22	247	0.36	99	0.90
Outpatient	515	4,115	0.13	2,235	0.23	1,277	0.40	611	0.84
Inpatient as % of All Surgeries	14.7%	23.7%	0.62	15.3%	0.96	16.2%	0.91	13.9%	1.06
Outpatient Visits									
Non-Emergency Visits	55,122	127,898	0.43	76,192	0.72	57,441	0.96	59,122	0.93
Emergency Visits	8,204	15,799	0.52	7,621	1.08	8,355	0.98	8,301	0.99
Full-Time Equivalents (FTEs)									
Administrators	1.0	20.3	0.05	12.1	0.08	11.6	0.09	1.5	0.67
Nurses, Licensed	95.3	255.1	0.37	128.5	0.74	84.6	1.13	93.7	1.02
Ancillary Nursing Personnel	8.6	42.6	0.20	19.1	0.45	14.7	0.59	7.9	1.10
All Other Personnel	150.7	501.2	0.30	251.7	0.60	194.6	0.77	158.6	0.95
Total FTEs	255.6	819.2	0.31	411.5	0.62	305.5	0.84	261.7	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.5	15.7	0.16	18.7	0.13	28.7	0.09	3.2	0.76
Nurses, Licensed	236.7	197.1	1.20	197.9	1.20	210.0	1.13	203.0	1.17
Ancillary Nursing Personnel	21.4	33.0	0.65	29.5	0.73	36.4	0.59	17.1	1.26
All Other Personnel	374.6	387.2	0.97	387.8	0.97	483.0	0.78	343.6	1.09
Total FTEs	635.3	633.0	1.00	634.0	1.00	758.1	0.84	566.9	1.12

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	7	Bassinets	4
Discharges	812	Preferred Provider Organization (PPO)	Yes	Discharges	198	Total Births	107
Inpatient Days	2,647			Inpatient Days	2,398	Newborn Days	167

009 Mayo Clinic Health System - Northland in Barron
Barron, WI 54812

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	694	2,422	33.1%	6.6	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	118	225	15.4%	0.6	1.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	2	7	5.5
Physicians & Dentists	10	43	18.8	Radiological Services Personnel	7	17	15.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	5	5.4
Dental Hygienists	0	0	0.0	Occupational Therapists	1	3	2.6
Registered Nurses	24	102	81.1	Occupational Therapy Assistants/Aides	0	2	0.7
Certified Nurse Midwives	0	1	0.4	Physical Therapists	6	4	8.9
Licensed Practical Nurses	1	10	3.9	Physical Therapy Assistants/Aides	2	5	4.2
Ancillary Nursing Personnel	2	14	8.6	Recreational Therapists	0	0	0.0
Physician Assistants	7	11	11.3	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	6	6.7	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	3	1	3.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	14	9.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	18	16	27.1
Pharmacy Personnel	3	14	6.2				
Clinical Laboratory Personnel	10	5	14.0				
				Total	115	325	255.6

009 Mayo Clinic Health System - Northland in Barron

Barron, WI 54812

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$81,430,855	53.8%	46.6%	1.15	50.9%	1.06	47.5%	1.13	53.7%	1.00
Medical Assistance	\$20,520,990	13.6%	13.8%	0.98	11.8%	1.15	12.8%	1.06	13.7%	0.99
Commercial	\$45,174,299	29.8%	34.5%	0.87	33.0%	0.90	35.0%	0.85	30.0%	0.99
All Other	\$4,315,355	2.8%	5.1%	0.56	4.3%	0.66	4.8%	0.60	2.5%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$48,219,086	31.8%	35.0%	0.91	34.0%	0.94	30.4%	1.05	32.2%	0.99
Medical Assistance	\$14,217,224	9.4%	10.4%	0.90	8.2%	1.15	8.9%	1.06	9.9%	0.95
Commercial	\$10,757,423	7.1%	14.5%	0.49	9.2%	0.77	12.0%	0.59	6.8%	1.05
Charity Care	\$2,381,750	1.6%	1.0%	1.64	0.9%	1.85	0.9%	1.66	1.2%	1.28
Bad Debt	\$2,592,265	1.7%	1.2%	1.46	1.5%	1.16	2.0%	0.86	1.6%	1.04
All Other	\$1,449,116	1.0%	2.6%	0.37	2.1%	0.46	2.3%	0.42	0.9%	1.09
Total Deductions	\$79,616,864	52.6%	64.6%	0.81	55.8%	0.94	56.5%	0.93	52.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.7%	8.4%	0.32	5.2%	0.52	10.2%	0.26	0.6%	4.88
Net Gains/Losses as % of Net Income		0.0%	13.8%	0.00	29.1%	0.00	22.7%	0.00	9.5%	0.00
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,638,067	48.6%	43.5%	1.12	52.0%	0.93	51.7%	0.94	49.4%	0.98
Supplies & Services	\$31,167,067	45.0%	49.9%	0.90	42.8%	1.05	40.6%	1.11	44.2%	1.02
Capital Component	\$4,397,276	6.4%	6.6%	0.97	5.2%	1.22	7.7%	0.82	6.4%	0.99
Fiscal Statistics										
Operating Margin (%)		6.3%	7.5%	0.83	1.9%	3.23	7.4%	0.85	7.6%	0.83
Total Hospital Net Income (%)		6.3%	8.6%	0.72	2.7%	2.31	9.3%	0.67	8.3%	0.75
Return on Equity (%)		8.5%	4.1%	2.07	0.4%	22.60	7.6%	1.12	12.9%	0.66
Current Ratio		11.1	3.9	2.85	2.4	4.70	4.8	2.32	5.3	2.08
Days in Net Patient Accounts Receivable		47.8	71.5	0.67	254.1	0.19	49.1	0.97	50.8	0.94
Average Payment Period		15.4	90.1	0.17	354.1	0.04	46.4	0.33	23.5	0.66
Equity Financing (%)		69.0%	63.6%	1.09	48.0%	1.44	79.0%	0.87	72.7%	0.95
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		813.9	12.2	66.46	10.3	78.87	13.2	61.83	1,016.2	0.80
Total Asset Turnover		1.4	0.5	2.89	0.1	9.88	0.8	1.70	1.5	0.89
Average Age of Plant (Years)		8.8	14.1	0.62	51.2	0.17	8.8	1.00	8.1	1.09
Increase (Decrease) Total Net Patient Revenue		-2.9%	-2.2%	1.30	-1.1%	2.74	-1.2%	2.48	10.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		81.9%	63.0%	1.30	73.1%	1.12	78.9%	1.04	83.8%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,653		\$17,652	1.00	\$15,718	1.12	\$14,147	1.25	\$15,154	1.16
Inpatient Net Revenue per Day	\$3,344		\$3,704	0.90	\$3,586	0.93	\$4,080	0.82	\$3,277	1.02
Outpatient Net Revenue per Visit	\$879		\$780	1.13	\$840	1.05	\$677	1.30	\$894	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$151,441,501	Cash & Cash Equivalents	\$39,348	Current Liabilities	\$2,764,677
Less Deductions	\$79,616,864	Net Patient Receivables	\$9,388,831	Long-Term Debt	\$0
Net Patient Revenue	\$71,824,637	Other Receivables	\$27,319	Other Liabilities	\$13,961,865
Plus Other Revenue	\$1,995,638			Subtotal	\$16,726,542
Total Revenue	\$73,820,274	Land, Buildings & Equipment (Net)	\$21,684,443		
Less Expenses	\$69,202,410	Other Assets	\$22,898,110	Unrestricted Fund Balance	\$37,311,509
Non-Operating Gains/Losses	\$267			Restricted Fund Balance	\$57,860
Net Income	\$4,618,131	Total Assets	\$54,038,051	Total Liabilities & Fund Balance	\$54,038,051

010 Marshfield Medical Center – Beaver Dam
 707 South University Avenue
 Beaver Dam, WI 53916
 920-887-7181

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	23.8%	52.4%	0.46	55.7%	0.43	40.5%	0.59	25.2%	0.95
Obstetrics	29.3%	36.2%	0.81	41.0%	0.04	24.6%	1.19	30.5%	0.96
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	23.3%	53.9%	0.43	56.6%	0.41	42.0%	0.55	24.5%	0.95
Average Census (Patients)									
Adult Medical-Surgical	8.6	25.5	0.34	23.1	0.37	10.2	0.84	9.1	0.95
Obstetrics	1.8	4.7	0.37	4.5	0.39	1.7	1.03	1.8	0.96
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.2	47.4	0.24	49.2	0.23	17.9	0.62	11.7	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.3	0.69	4.1	0.71	3.3	0.89	2.8	1.06
Obstetrics	2.4	2.4	1.02	2.6	0.94	2.2	1.12	2.5	0.98
Pediatrics	0.0	3.5	N/A	3.9	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.1	4.7	0.67	4.6	0.68	3.5	0.89	2.8	1.09
Surgical Operations									
Inpatient	321	1,280	0.25	1,943	0.17	482	0.67	340	0.94
Outpatient	1,439	4,115	0.35	7,094	0.20	1,905	0.76	1,769	0.81
Inpatient as % of All Surgeries	18.2%	23.7%	0.77	21.5%	0.85	20.2%	0.90	16.1%	1.13
Outpatient Visits									
Non-Emergency Visits	64,951	127,898	0.51	157,467	0.41	69,880	0.93	73,116	0.89
Emergency Visits	13,978	15,799	0.88	15,287	0.91	11,349	1.23	16,049	0.87
Full-Time Equivalents (FTEs)									
Administrators	0.9	20.3	0.04	20.1	0.04	14.9	0.06	2.0	0.43
Nurses, Licensed	99.1	255.1	0.39	268.4	0.37	112.6	0.88	104.0	0.95
Ancillary Nursing Personnel	31.4	42.6	0.74	43.3	0.73	19.7	1.59	39.4	0.80
All Other Personnel	345.9	501.2	0.69	633.6	0.55	239.6	1.44	380.4	0.91
Total FTEs	477.3	819.2	0.58	965.4	0.49	386.8	1.23	525.7	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.4	15.7	0.09	16.1	0.09	21.9	0.06	3.1	0.46
Nurses, Licensed	165.9	197.1	0.84	214.6	0.77	165.1	1.00	161.2	1.03
Ancillary Nursing Personnel	52.6	33.0	1.60	34.6	1.52	28.9	1.82	61.1	0.86
All Other Personnel	579.1	387.2	1.50	506.6	1.14	351.3	1.65	589.7	0.98
Total FTEs	799.0	633.0	1.26	771.8	1.04	567.2	1.41	815.1	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	48	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	1,320	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	262
Inpatient Days	4,087			Inpatient Days	0	Newborn Days	546

010 Marshfield Medical Center – Beaver Dam
 Beaver Dam, WI 53916

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	36	1,068	3,141	23.8%	8.6	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	264	643	29.3%	1.8	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	40	303	13.8%	0.8	7.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	1	0.9	Surgical Personnel	1	6	4.7
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	16	23	29.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	4	6.1
Dental Hygienists	0	0	0.0	Occupational Therapists	2	4	3.6
Registered Nurses	49	67	88.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	8	8.9
Licensed Practical Nurses	0	2	1.7	Physical Therapy Assistants/Aides	3	4	5.0
Ancillary Nursing Personnel	20	21	31.4	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	2	1	2.6
Nurse Practitioners	6	3	8.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	17	5	19.4
Health Info Mgmt-Administrators/Technicians	18	0	18.0	All Other Personnel	177	82	212.2
Pharmacy Personnel	14	7	18.7				
Clinical Laboratory Personnel	0	0	0.0				
				Total	347	246	477.3

010 Marshfield Medical Center – Beaver Dam

Beaver Dam, WI 53916

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$96,930,085	43.2%	46.6%	0.93	41.8%	1.03	49.5%	0.87	43.7%	0.99
Medical Assistance	\$27,028,123	12.1%	13.8%	0.88	11.5%	1.04	11.6%	1.04	12.3%	0.98
Commercial	\$88,749,877	39.6%	34.5%	1.15	38.1%	1.04	34.7%	1.14	39.2%	1.01
All Other	\$11,476,565	5.1%	5.1%	1.00	8.5%	0.60	4.2%	1.22	4.8%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$76,369,776	34.1%	35.0%	0.97	31.1%	1.09	36.2%	0.94	34.6%	0.98
Medical Assistance	\$22,740,718	10.1%	10.4%	0.98	8.7%	1.17	8.8%	1.15	10.6%	0.96
Commercial	\$40,344,193	18.0%	14.5%	1.24	18.1%	0.99	13.9%	1.29	17.1%	1.05
Charity Care	\$2,945,808	1.3%	1.0%	1.37	0.7%	1.97	0.9%	1.51	2.0%	0.67
Bad Debt	\$3,832,565	1.7%	1.2%	1.46	1.3%	1.31	1.5%	1.16	1.5%	1.16
All Other	\$1,361,030	0.6%	2.6%	0.24	4.4%	0.14	2.2%	0.28	0.3%	1.93
Total Deductions	\$147,594,090	65.8%	64.6%	1.02	64.3%	1.02	63.5%	1.04	66.1%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	14.8%	8.4%	1.76	7.9%	1.88	7.3%	2.03	9.4%	1.57	
Net Gains/Losses as % of Net Income	220.5%	13.8%	15.94	48.7%	4.53	12.9%	17.09	337.1%	0.65	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$44,171,560	47.6%	43.5%	1.09	46.6%	1.02	45.1%	1.06	45.4%	1.05
Supplies & Services	\$38,346,422	41.4%	49.9%	0.83	46.2%	0.90	46.8%	0.88	43.1%	0.96
Capital Component	\$10,215,622	11.0%	6.6%	1.68	7.3%	1.52	8.1%	1.36	11.5%	0.96
Fiscal Statistics										
Operating Margin (%)	-3.2%	7.5%	N/A	5.4%	N/A	3.1%	N/A	-4.5%	0.71	
Total Hospital Net Income (%)	2.5%	8.6%	0.29	9.9%	0.25	3.5%	0.71	1.8%	1.41	
Return on Equity (%)	1.4%	4.1%	0.33	6.1%	0.22	2.0%	0.69	1.0%	1.41	
Current Ratio	2.3	3.9	0.60	3.1	0.75	4.6	0.51	2.0	1.16	
Days in Net Patient Accounts Receivable	50.5	71.5	0.71	48.3	1.05	47.2	1.07	52.2	0.97	
Average Payment Period	54.0	90.1	0.60	71.6	0.75	73.5	0.73	55.0	0.98	
Equity Financing (%)	57.6%	63.6%	0.91	54.8%	1.05	66.1%	0.87	55.3%	1.04	
Long-Term Debt to Equity Ratio	0.5	0.3	1.65	0.3	1.79	0.2	2.41	0.6	0.85	
Times Interest Earned	3.6	12.2	0.30	10.5	0.35	4.2	0.86	1.7	2.08	
Total Asset Turnover	0.5	0.5	1.10	0.6	0.88	0.6	0.92	0.5	1.01	
Average Age of Plant (Years)	14.1	14.1	1.00	11.5	1.23	10.5	1.34	14.2	0.99	
Increase (Decrease) Total Net Patient Revenue	-6.7%	-2.2%	3.03	-1.0%	6.49	-6.0%	1.11	3.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	81.3%	63.0%	1.29	60.3%	1.35	72.9%	1.12	81.8%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,732	\$17,652	0.66	\$20,439	0.57	\$11,149	1.05	\$10,031	1.17	
Inpatient Net Revenue per Day	\$3,790	\$3,704	1.02	\$4,396	0.86	\$3,062	1.24	\$3,547	1.07	
Outpatient Net Revenue per Visit	\$823	\$780	1.05	\$707	1.16	\$705	1.17	\$791	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$224,184,650	Cash & Cash Equivalents	\$14,743,981	Current Liabilities	\$12,477,277
Less Deductions	\$147,594,090	Net Patient Receivables	\$10,571,235	Long-Term Debt	\$49,134,677
Net Patient Revenue	\$76,590,560	Other Receivables	\$221,777	Other Liabilities	\$12,106,712
Plus Other Revenue	\$13,283,646			Subtotal	\$73,718,666
Total Revenue	\$89,874,207	Land, Buildings & Equipment (Net)	\$58,185,044	Unrestricted Fund Balance	\$100,057,344
Less Expenses	\$92,733,604	Other Assets	\$90,053,972	Restricted Fund Balance	\$11,582,024
Non-Operating Gains/Losses	\$5,232,045			Total Liabilities & Fund Balance	\$173,776,010
Net Income	\$2,372,649	Total Assets	\$173,776,009		

011 Beloit Health System
 1969 West Hart Road
 Beloit, WI 53511
 608-324-5011

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	55.3%	52.4%	1.06	55.7%	0.99	51.7%	1.07	61.7%	0.90
Obstetrics	19.5%	36.2%	0.54	41.0%	0.07	29.4%	0.66	20.8%	0.94
Pediatrics	6.1%	53.2%	0.12	50.3%	0.12	6.1%	1.00	14.5%	0.42
Total Hospital	46.0%	53.9%	0.85	56.6%	0.81	48.2%	0.95	45.8%	1.00
Average Census (Patients)									
Adult Medical-Surgical	13.3	25.5	0.52	23.1	0.58	30.8	0.43	14.8	0.90
Obstetrics	2.9	4.7	0.62	4.5	0.65	5.1	0.57	3.1	0.94
Pediatrics	0.1	1.1	0.11	1.9	0.06	0.0	0.11	0.3	0.42
Total Hospital	44.7	47.4	0.94	49.2	0.91	57.5	0.78	44.4	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.3	1.03	4.1	1.07	4.2	1.04	3.8	1.15
Obstetrics	2.3	2.4	0.96	2.6	0.89	2.1	1.09	2.3	0.99
Pediatrics	2.0	3.5	0.59	3.9	0.53	1.9	1.08	1.7	1.18
Total Hospital	4.3	4.7	0.92	4.6	0.94	4.3	1.01	3.5	1.23
Surgical Operations									
Inpatient	979	1,280	0.76	1,943	0.50	1,247	0.79	1,026	0.95
Outpatient	3,613	4,115	0.88	7,094	0.51	4,177	0.86	4,231	0.85
Inpatient as % of All Surgeries	21.3%	23.7%	0.90	21.5%	0.99	23.0%	0.93	19.5%	1.09
Outpatient Visits									
Non-Emergency Visits	281,669	127,898	2.20	157,467	1.79	195,436	1.44	315,302	0.89
Emergency Visits	25,977	15,799	1.64	15,287	1.70	26,485	0.98	32,024	0.81
Full-Time Equivalents (FTEs)									
Administrators	5.0	20.3	0.25	20.1	0.25	24.9	0.20	4.0	1.25
Nurses, Licensed	383.1	255.1	1.50	268.4	1.43	338.1	1.13	404.7	0.95
Ancillary Nursing Personnel	43.5	42.6	1.02	43.3	1.01	60.0	0.72	55.6	0.78
All Other Personnel	863.7	501.2	1.72	633.6	1.36	661.2	1.31	898.5	0.96
Total FTEs	1,295.3	819.2	1.58	965.4	1.34	1,084.2	1.19	1,362.9	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.8	15.7	0.18	16.1	0.17	12.8	0.22	2.1	1.35
Nurses, Licensed	212.2	197.1	1.08	214.6	0.99	174.4	1.22	207.9	1.02
Ancillary Nursing Personnel	24.1	33.0	0.73	34.6	0.70	31.0	0.78	28.6	0.84
All Other Personnel	478.4	387.2	1.24	506.6	0.94	341.1	1.40	461.6	1.04
Total FTEs	717.4	633.0	1.13	771.8	0.93	559.3	1.28	700.2	1.02

Total Hospital:
 Beds Set Up & Staffed 97
 Discharges 3,806
 Inpatient Days 16,343

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

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

Newborn Nursery:
 Bassinets 10
 Total Births 383
 Newborn Days 819

011 Beloit Health System
Beloit, WI 53511

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	24	1,101	4,858	55.3%	13.3	4.4
Orthopedic	1	8	175	666	22.7%	1.8	3.8
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	7	298	1,438	0.0%	3.9	4.8
Pediatric, acute	1	2	22	45	6.1%	0.1	2.0
Obstetrics	1	15	464	1,071	19.5%	2.9	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	8	232	961	32.8%	2.6	4.1
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	171	1,341	36.6%	3.7	7.8
Step-Down (Special Care)	1	23	1,343	5,963	70.8%	16.3	4.4
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	4	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	5	6	7.5
Physicians & Dentists	73	9	78.2	Radiological Services Personnel	42	37	55.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	16	10.5
Dental Hygienists	0	0	0.0	Occupational Therapists	2	3	3.8
Registered Nurses	254	125	362.9	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	14	1	14.3
Licensed Practical Nurses	8	3	9.2	Physical Therapy Assistants/Aides	3	3	5.0
Ancillary Nursing Personnel	21	92	43.5	Recreational Therapists	0	0	0.0
Physician Assistants	8	0	8.0	Dietitians & Nutritionists	1	6	3.8
Nurse Practitioners	11	0	11.0	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	11	4	13.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	68	44	89.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	411	113	464.2
Pharmacy Personnel	14	8	16.3				
Clinical Laboratory Personnel	28	9	33.3				
				Total	1,036	504	1,295.3

011 Beloit Health System

Beloit, WI 53511

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$491,980,534	52.2%	46.6%	1.12	41.8%	1.25	47.1%	1.11	52.3%	1.00
Medical Assistance	\$161,024,413	17.1%	13.8%	1.24	11.5%	1.48	15.8%	1.08	15.7%	1.09
Commercial	\$273,521,247	29.0%	34.5%	0.84	38.1%	0.76	32.3%	0.90	30.1%	0.96
All Other	\$15,674,606	1.7%	5.1%	0.32	8.5%	0.20	4.8%	0.35	1.9%	0.86
Deductions as % of Total Gross Patient Revenue										
Medicare	\$411,450,534	43.7%	35.0%	1.25	31.1%	1.40	36.7%	1.19	43.2%	1.01
Medical Assistance	\$133,912,506	14.2%	10.4%	1.37	8.7%	1.63	12.3%	1.16	13.2%	1.08
Commercial	\$140,906,494	15.0%	14.5%	1.03	18.1%	0.82	13.5%	1.11	15.8%	0.95
Charity Care	\$137,429	0.0%	1.0%	0.02	0.7%	0.02	1.1%	0.01	0.0%	0.96
Bad Debt	\$20,384,736	2.2%	1.2%	1.84	1.3%	1.66	1.4%	1.58	2.1%	1.05
All Other	\$10,972,223	1.2%	2.6%	0.46	4.4%	0.27	2.6%	0.46	0.0%	N/A
Total Deductions	\$717,763,922	76.2%	64.6%	1.18	64.3%	1.19	67.4%	1.13	74.2%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.9%	8.4%	0.34	7.9%	0.37	10.8%	0.27	3.2%	0.89	
Net Gains/Losses as % of Net Income	213.4%	13.8%	15.43	48.7%	4.38	21.2%	10.08	98.4%	2.17	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$131,384,506	54.4%	43.5%	1.25	46.6%	1.17	45.0%	1.21	55.6%	0.98
Supplies & Services	\$92,180,170	38.2%	49.9%	0.77	46.2%	0.83	48.5%	0.79	37.0%	1.03
Capital Component	\$17,980,586	7.4%	6.6%	1.13	7.3%	1.03	6.6%	1.13	7.3%	1.01
Fiscal Statistics										
Operating Margin (%)	-4.5%	7.5%	N/A	5.4%	N/A	6.5%	N/A	0.1%	N/A	
Total Hospital Net Income (%)	3.7%	8.6%	0.43	9.9%	0.37	8.1%	0.45	4.1%	0.90	
Return on Equity (%)	2.9%	4.1%	0.70	6.1%	0.47	2.9%	0.98	3.8%	0.76	
Current Ratio	1.7	3.9	0.44	3.1	0.54	3.6	0.46	2.4	0.71	
Days in Net Patient Accounts Receivable	63.8	71.5	0.89	48.3	1.32	95.9	0.67	68.4	0.93	
Average Payment Period	104.8	90.1	1.16	71.6	1.46	121.9	0.86	44.7	2.35	
Equity Financing (%)	47.5%	63.6%	0.75	54.8%	0.87	60.0%	0.79	51.0%	0.93	
Long-Term Debt to Equity Ratio	0.5	0.3	1.59	0.3	1.72	0.4	1.25	0.5	0.89	
Times Interest Earned	3.4	12.2	0.28	10.5	0.33	10.0	0.34	3.6	0.95	
Total Asset Turnover	0.7	0.5	1.53	0.6	1.23	0.4	2.02	0.9	0.81	
Average Age of Plant (Years)	12.8	14.1	0.91	11.5	1.12	17.7	0.72	11.8	1.09	
Increase (Decrease) Total Net Patient Revenue	-7.8%	-2.2%	3.49	-1.0%	7.48	-3.7%	2.10	2.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	75.2%	63.0%	1.20	60.3%	1.25	69.7%	1.08	77.2%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,327	\$17,652	0.81	\$20,439	0.70	\$13,747	1.04	\$11,144	1.29	
Inpatient Net Revenue per Day	\$3,334	\$3,704	0.90	\$4,396	0.76	\$3,163	1.05	\$3,188	1.05	
Outpatient Net Revenue per Visit	\$619	\$780	0.79	\$707	0.88	\$688	0.90	\$607	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$942,200,800	Cash & Cash Equivalents	\$61,569,911	Current Liabilities	\$65,673,310
Less Deductions	\$717,763,922	Net Patient Receivables	\$39,117,657	Long-Term Debt	\$72,082,116
Net Patient Revenue	\$224,436,878	Other Receivables	\$3,276,214	Other Liabilities	\$30,775,629
Plus Other Revenue	\$6,661,891			Subtotal	\$168,531,055
Total Revenue	\$231,098,768	Land, Buildings & Equipment (Net)	\$121,872,539	Unrestricted Fund Balance	\$152,323,673
Less Expenses	\$241,545,262	Other Assets	\$95,018,407	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$19,655,555			Total Liabilities & Fund Balance	\$320,854,728
Net Income	\$9,209,061	Total Assets	\$320,854,728		

013 ThedaCare Medical Center - Berlin, Inc.
 225 Memorial Drive
 Berlin, WI 54923
 920-361-1313

Fiscal Year: 01/01 to 12/31
 Type: **GMS**
 Critical Access Hospital
 Control: **Other Not-For-Profit**

County: **Green Lake**
 Analysis Area: **Lake Winnebago (3)**
 Volume Group: **3**

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	35.0%	52.4%	0.67	46.3%	0.76	32.9%	1.07	37.3%	0.94
Obstetrics	21.2%	36.2%	0.59	29.1%	0.02	19.7%	1.08	18.7%	1.13
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.2%	53.9%	0.69	45.8%	0.81	33.0%	1.13	38.3%	0.97
Average Census (Patients)									
Adult Medical-Surgical	5.9	25.5	0.23	21.6	0.27	6.4	0.92	6.3	0.94
Obstetrics	0.6	4.7	0.14	4.5	0.14	0.9	0.70	0.6	1.13
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.3	47.4	0.20	35.1	0.26	8.6	1.08	9.6	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.3	0.87	3.8	0.97	3.0	1.26	3.1	1.20
Obstetrics	2.0	2.4	0.85	2.3	0.90	2.0	1.04	2.4	0.85
Pediatrics	0.0	3.5	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.79	4.1	0.89	3.2	1.15	3.3	1.12
Surgical Operations									
Inpatient	397	1,280	0.31	1,093	0.36	247	1.61	502	0.79
Outpatient	2,926	4,115	0.71	4,901	0.60	1,277	2.29	3,389	0.86
Inpatient as % of All Surgeries	11.9%	23.7%	0.50	18.2%	0.66	16.2%	0.74	12.9%	0.93
Outpatient Visits									
Non-Emergency Visits	28,467	127,898	0.22	75,740	0.38	57,441	0.50	55,196	0.52
Emergency Visits	7,153	15,799	0.45	13,956	0.51	8,355	0.86	7,746	0.92
Full-Time Equivalents (FTEs)									
Administrators	12.0	20.3	0.59	15.8	0.76	11.6	1.04	12.0	1.00
Nurses, Licensed	74.8	255.1	0.29	188.9	0.40	84.6	0.88	74.8	1.00
Ancillary Nursing Personnel	5.7	42.6	0.13	18.4	0.31	14.7	0.39	5.7	1.00
All Other Personnel	168.5	501.2	0.34	307.4	0.55	194.6	0.87	168.5	1.00
Total FTEs	261.0	819.2	0.32	530.5	0.49	305.5	0.85	261.0	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.9	15.7	1.72	14.2	1.89	28.7	0.94	27.3	0.99
Nurses, Licensed	167.7	197.1	0.85	169.9	0.99	210.0	0.80	170.2	0.99
Ancillary Nursing Personnel	12.8	33.0	0.39	16.5	0.77	36.4	0.35	13.0	0.99
All Other Personnel	377.6	387.2	0.98	276.5	1.37	483.0	0.78	383.2	0.99
Total FTEs	584.9	633.0	0.92	477.2	1.23	758.1	0.77	593.6	0.99

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 926
 Inpatient Days 3,403

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

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

Newborn Nursery:
 Bassinets 6
 Total Births 111
 Newborn Days 198

013 ThedaCare Medical Center - Berlin, Inc.
Berlin, WI 54923

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	582	2,177	35.0%	5.9	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	114	233	21.2%	0.6	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	5	230	993	54.3%	2.7	4.3
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	0	12.0	Surgical Personnel	6	3	8.4
Physicians & Dentists	12	0	12.0	Radiological Services Personnel	9	6	11.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	2	8.7
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	30	61	64.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	3	4.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	9	4	11.9
Ancillary Nursing Personnel	0	11	5.7	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	3	4.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	2	0.7	All Other Health Professionals	5	1	5.1
Health Info Mgmt-Administrators/Technicians	8	3	10.2	All Other Personnel	42	41	65.0
Pharmacy Personnel	6	0	6.0				
Clinical Laboratory Personnel	5	12	12.5				
				Total	171	160	261.0

013 ThedaCare Medical Center - Berlin, Inc.

Berlin, WI 54923

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$67,735,505	52.0%	46.6%	1.11	49.0%	1.06	47.5%	1.09	51.5%	1.01
Medical Assistance	\$14,043,253	10.8%	13.8%	0.78	10.8%	1.00	12.8%	0.84	9.5%	1.14
Commercial	\$46,075,890	35.3%	34.5%	1.03	37.1%	0.95	35.0%	1.01	37.2%	0.95
All Other	\$2,511,333	1.9%	5.1%	0.38	3.1%	0.63	4.8%	0.40	1.8%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$48,228,805	37.0%	35.0%	1.06	34.7%	1.07	30.4%	1.22	34.7%	1.07
Medical Assistance	\$10,709,088	8.2%	10.4%	0.79	8.0%	1.03	8.9%	0.92	6.5%	1.26
Commercial	\$18,565,306	14.2%	14.5%	0.98	14.1%	1.01	12.0%	1.18	15.9%	0.90
Charity Care	\$633,670	0.5%	1.0%	0.51	0.7%	0.72	0.9%	0.51	0.5%	1.03
Bad Debt	\$2,116,565	1.6%	1.2%	1.38	1.5%	1.07	2.0%	0.82	1.5%	1.11
All Other	\$1,011,888	0.8%	2.6%	0.30	2.0%	0.39	2.3%	0.34	1.3%	0.62
Total Deductions	\$81,265,322	62.3%	64.6%	0.96	60.9%	1.02	56.5%	1.10	60.3%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.9%	8.4%	1.30	5.8%	1.87	10.2%	1.07	0.4%	25.36	
Net Gains/Losses as % of Net Income	0.1%	13.8%	0.01	15.0%	0.01	22.7%	0.00	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,877,917	44.9%	43.5%	1.03	40.0%	1.12	51.7%	0.87	46.8%	0.96
Supplies & Services	\$22,232,086	47.8%	49.9%	0.96	52.8%	0.91	40.6%	1.18	45.0%	1.06
Capital Component	\$3,407,881	7.3%	6.6%	1.11	7.2%	1.02	7.7%	0.95	8.2%	0.89
Fiscal Statistics										
Operating Margin (%)	15.6%	7.5%	2.07	11.9%	1.31	7.4%	2.13	26.1%	0.60	
Total Hospital Net Income (%)	15.6%	8.6%	1.81	13.7%	1.14	9.3%	1.68	26.0%	0.60	
Return on Equity (%)	16.3%	4.1%	3.96	11.6%	1.40	7.6%	2.14	26.5%	0.62	
Current Ratio	11.0	3.9	2.84	5.7	1.93	4.8	2.31	17.6	0.62	
Days in Net Patient Accounts Receivable	49.9	71.5	0.70	57.0	0.88	49.1	1.02	53.3	0.94	
Average Payment Period	11.1	90.1	0.12	36.6	0.30	46.4	0.24	13.5	0.82	
Equity Financing (%)	97.5%	63.6%	1.53	86.7%	1.13	79.0%	1.24	97.4%	1.00	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	28.5	N/A	13.2	N/A	0.0	N/A	
Total Asset Turnover	1.0	0.5	2.21	0.8	1.26	0.8	1.30	1.0	1.03	
Average Age of Plant (Years)	8.4	14.1	0.60	6.8	1.24	8.8	0.96	12.8	0.66	
Increase (Decrease) Total Net Patient Revenue	-9.7%	-2.2%	4.38	-4.6%	2.10	-1.2%	8.36	15.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	79.2%	63.0%	1.26	68.8%	1.15	78.9%	1.00	78.2%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,424	\$17,652	0.59	\$12,208	0.85	\$14,147	0.74	\$12,854	0.81	
Inpatient Net Revenue per Day	\$2,836	\$3,704	0.77	\$2,930	0.97	\$4,080	0.70	\$3,914	0.72	
Outpatient Net Revenue per Visit	\$1,167	\$780	1.50	\$917	1.27	\$677	1.72	\$678	1.72	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$130,365,979	Cash & Cash Equivalents	\$5,721,543	Current Liabilities	\$1,310,069
Less Deductions	\$81,265,322	Net Patient Receivables	\$6,698,987	Long-Term Debt	\$0
Net Patient Revenue	\$49,100,657	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$6,032,043			Subtotal	\$1,310,069
Total Revenue	\$55,132,701	Land, Buildings & Equipment (Net)	\$38,361,509	Unrestricted Fund Balance	\$51,482,703
Less Expenses	\$46,517,884	Other Assets	\$2,010,732	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,686	Total Assets	\$52,792,771	Total Liabilities & Fund Balance	\$52,792,772
Net Income	\$8,621,503				

014 Black River Memorial Hospital
 711 West Adams Street
 Black River Falls, WI 54615
 715-284-5361

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Jackson
 Analysis Area: Southwestern (5B)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.6%	52.4%	0.51	37.7%	0.71	32.9%	0.81	25.6%	1.04
Obstetrics	14.1%	36.2%	0.39	46.9%	0.01	19.7%	0.71	31.0%	0.45
Pediatrics	0.0%	53.2%	N/A	29.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	24.9%	53.9%	0.46	42.5%	0.59	33.0%	0.76	27.5%	0.91
Average Census (Patients)									
Adult Medical-Surgical	5.6	25.5	0.22	16.4	0.34	6.4	0.87	5.4	1.04
Obstetrics	0.6	4.7	0.12	4.3	0.13	0.9	0.62	1.2	0.45
Pediatrics	0.0	1.1	N/A	0.7	N/A	0.0	N/A	0.0	0.00
Total Hospital	6.2	47.4	0.13	27.5	0.23	8.6	0.72	6.9	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.3	0.72	4.0	0.77	3.0	1.04	3.1	1.00
Obstetrics	1.9	2.4	0.80	3.2	0.60	2.0	0.98	2.9	0.67
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	1.4	0.00
Total Hospital	3.6	4.7	0.77	4.9	0.72	3.2	1.12	3.7	0.96
Surgical Operations									
Inpatient	64	1,280	0.05	733	0.09	247	0.26	164	0.39
Outpatient	969	4,115	0.24	2,362	0.41	1,277	0.76	817	1.19
Inpatient as % of All Surgeries	6.2%	23.7%	0.26	23.7%	0.26	16.2%	0.38	16.7%	0.37
Outpatient Visits									
Non-Emergency Visits	3,873	127,898	0.03	116,152	0.03	57,441	0.07	6,437	0.60
Emergency Visits	6,039	15,799	0.38	11,771	0.51	8,355	0.72	5,374	1.12
Full-Time Equivalents (FTEs)									
Administrators	27.0	20.3	1.33	15.2	1.78	11.6	2.34	27.0	1.00
Nurses, Licensed	75.2	255.1	0.29	154.7	0.49	84.6	0.89	76.3	0.99
Ancillary Nursing Personnel	28.4	42.6	0.67	21.1	1.34	14.7	1.94	24.7	1.15
All Other Personnel	194.8	501.2	0.39	402.4	0.48	194.6	1.00	194.1	1.00
Total FTEs	325.5	819.2	0.40	593.5	0.55	305.5	1.07	322.1	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	74.0	15.7	4.73	13.5	5.46	28.7	2.58	76.3	0.97
Nurses, Licensed	206.1	197.1	1.05	138.1	1.49	210.0	0.98	215.4	0.96
Ancillary Nursing Personnel	77.9	33.0	2.36	18.9	4.13	36.4	2.14	69.6	1.12
All Other Personnel	534.1	387.2	1.38	359.4	1.49	483.0	1.11	548.3	0.97
Total FTEs	892.1	633.0	1.41	529.9	1.68	758.1	1.18	909.5	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	5
Discharges	638	Preferred Provider Organization (PPO)	Yes	Discharges	57	Total Births	105
Inpatient Days	2,281			Inpatient Days	705	Newborn Days	188

014 Black River Memorial Hospital
Black River Falls, WI 54615

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	664	2,046	26.6%	5.6	3.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	8	29	0.0%	0.1	3.6
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	107	206	14.1%	0.6	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	27	0	27.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	1	12	6.0	Radiological Services Personnel	9	4	12.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	1	8.6
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.8
Registered Nurses	59	21	69.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	1	6.6
Licensed Practical Nurses	1	1	1.6	Physical Therapy Assistants/Aides	2	1	2.8
Ancillary Nursing Personnel	25	6	28.4	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.0	Dietitians & Nutritionists	0	1	0.3
Nurse Practitioners	2	4	4.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	4.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	7	17.1
Health Info Mgmt-Administrators/Technicians	5	2	6.7	All Other Personnel	89	17	100.1
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	12	1	12.4				
				Total	279	84	325.5

014 Black River Memorial Hospital

Black River Falls, WI 54615

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$34,006,398	35.6%	46.6%	0.76	46.1%	0.77	47.5%	0.75	32.5%	1.10
Medical Assistance	\$13,714,056	14.4%	13.8%	1.04	9.6%	1.49	12.8%	1.12	10.7%	1.34
Commercial	\$46,129,288	48.3%	34.5%	1.40	36.6%	1.32	35.0%	1.38	54.5%	0.89
All Other	\$1,709,835	1.8%	5.1%	0.35	7.7%	0.23	4.8%	0.37	2.3%	0.78
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,455,262	12.0%	35.0%	0.34	32.6%	0.37	30.4%	0.39	12.6%	0.95
Medical Assistance	\$8,580,276	9.0%	10.4%	0.86	7.4%	1.21	8.9%	1.01	7.0%	1.28
Commercial	\$7,382,940	7.7%	14.5%	0.53	16.1%	0.48	12.0%	0.64	12.1%	0.64
Charity Care	\$5,352,599	5.6%	1.0%	5.83	0.8%	7.39	0.9%	5.93	5.7%	0.98
Bad Debt	\$1,879,111	2.0%	1.2%	1.67	1.5%	1.30	2.0%	0.99	3.2%	0.62
All Other	\$604,294	0.6%	2.6%	0.25	5.2%	0.12	2.3%	0.28	0.6%	0.99
Total Deductions	\$35,254,481	36.9%	64.6%	0.57	63.7%	0.58	56.5%	0.65	41.2%	0.89
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		10.3%	8.4%	1.22	23.6%	0.43	10.2%	1.00	2.1%	4.89
Net Gains/Losses as % of Net Income		21.9%	13.8%	1.59	79.9%	0.27	22.7%	0.97	40.8%	0.54
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$35,811,583	61.0%	43.5%	1.40	55.4%	1.10	51.7%	1.18	55.2%	1.10
Supplies & Services	\$18,654,537	31.8%	49.9%	0.64	39.7%	0.80	40.6%	0.78	38.9%	0.82
Capital Component	\$4,203,003	7.2%	6.6%	1.09	4.9%	1.47	7.7%	0.93	5.9%	1.22
Fiscal Statistics										
Operating Margin (%)		12.7%	7.5%	1.69	1.2%	10.59	7.4%	1.73	5.0%	2.55
Total Hospital Net Income (%)		15.7%	8.6%	1.82	5.7%	2.76	9.3%	1.69	8.1%	1.93
Return on Equity (%)		11.3%	4.1%	2.75	4.1%	2.78	7.6%	1.48	6.4%	1.77
Current Ratio		4.3	3.9	1.10	18.3	0.23	4.8	0.89	3.8	1.12
Days in Net Patient Accounts Receivable		47.7	71.5	0.67	57.6	0.83	49.1	0.97	53.2	0.90
Average Payment Period		71.1	90.1	0.79	22.0	3.23	46.4	1.53	59.9	1.19
Equity Financing (%)		63.2%	63.6%	0.99	85.1%	0.74	79.0%	0.80	61.3%	1.03
Long-Term Debt to Equity Ratio		0.4	0.3	1.24	0.1	6.04	0.2	2.19	0.4	0.90
Times Interest Earned		34.9	12.2	2.85	14.9	2.34	13.2	2.65	17.7	1.97
Total Asset Turnover		0.7	0.5	1.47	0.7	1.02	0.8	0.87	0.8	0.92
Average Age of Plant (Years)		10.3	14.1	0.73	9.0	1.14	8.8	1.16	11.3	0.91
Increase (Decrease) Total Net Patient Revenue		-8.9%	-2.2%	4.01	-4.8%	1.84	-1.2%	7.66	10.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.9%	63.0%	1.32	78.6%	1.05	78.9%	1.05	84.2%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$25,260		\$17,652	1.43	\$17,756	1.42	\$14,147	1.79	\$23,934	1.06
Inpatient Net Revenue per Day	\$5,854		\$3,704	1.58	\$3,811	1.54	\$4,080	1.43	\$6,620	0.88
Outpatient Net Revenue per Visit	\$4,480		\$780	5.74	\$835	5.37	\$677	6.62	\$4,441	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$95,559,577	Cash & Cash Equivalents	\$22,872,729	Current Liabilities	\$10,724,904
Less Deductions	\$35,254,481	Net Patient Receivables	\$7,855,373	Long-Term Debt	\$22,464,796
Net Patient Revenue	\$60,305,096	Other Receivables	\$766,618	Other Liabilities	\$2,350,823
Plus Other Revenue	\$6,905,113			Subtotal	\$35,540,523
Total Revenue	\$67,210,209	Land, Buildings & Equipment (Net)	\$33,783,033	Unrestricted Fund Balance	\$61,047,436
Less Expenses	\$58,669,123	Other Assets	\$31,310,207	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,400,786			Total Liabilities & Fund Balance	\$96,587,959
Net Income	\$10,941,871	Total Assets	\$96,587,960		

015 Mayo Clinic Health System - Chippewa Valley in Bloomer
 1501 Thompson Street
 Bloomer, WI 54724
 715-568-2000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Chippewa
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	10.3%	52.4%	0.20	40.8%	0.25	11.2%	0.92	9.0%	1.15
Obstetrics	0.0%	36.2%	N/A	24.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	10.3%	53.9%	0.19	42.0%	0.25	15.7%	0.66	9.0%	1.15
Average Census (Patients)									
Adult Medical-Surgical	2.0	25.5	0.08	10.7	0.18	1.7	1.13	1.6	1.22
Obstetrics	0.0	4.7	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.0	47.4	0.04	17.5	0.11	2.5	0.77	1.6	1.22
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.3	0.94	3.9	1.04	3.3	1.21	3.5	1.17
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.7	N/A	0.0	N/A
Total Hospital	4.0	4.7	0.87	4.1	0.99	4.2	0.96	3.5	1.17
Surgical Operations									
Inpatient	0	1,280	N/A	403	N/A	75	N/A	0	N/A
Outpatient	0	4,115	N/A	2,235	N/A	1,365	N/A	1	0.00
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	15.3%	N/A	5.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	36,246	127,898	0.28	76,192	0.48	21,938	1.65	40,528	0.89
Emergency Visits	2,324	15,799	0.15	7,621	0.30	2,721	0.85	2,640	0.88
Full-Time Equivalents (FTEs)									
Administrators	0.0	20.3	N/A	12.1	N/A	2.2	N/A	0.5	0.00
Nurses, Licensed	61.6	255.1	0.24	128.5	0.48	40.9	1.50	61.4	1.00
Ancillary Nursing Personnel	12.4	42.6	0.29	19.1	0.65	7.0	1.77	14.0	0.89
All Other Personnel	110.1	501.2	0.22	251.7	0.44	77.4	1.42	108.2	1.02
Total FTEs	184.1	819.2	0.22	411.5	0.45	127.5	1.44	184.1	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	15.7	N/A	18.7	N/A	17.3	N/A	6.9	0.00
Nurses, Licensed	803.0	197.1	4.07	197.9	4.06	323.2	2.48	850.1	0.94
Ancillary Nursing Personnel	161.7	33.0	4.91	29.5	5.48	55.3	2.93	193.4	0.84
All Other Personnel	1,435.6	387.2	3.71	387.8	3.70	611.6	2.35	1,497.1	0.96
Total FTEs	2,400.3	633.0	3.79	634.0	3.79	1,007.4	2.38	2,547.5	0.94

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	19	Health Maintenance Organization (HMO)	Yes	Average Beds Used	12	Bassinets	0
Discharges	178	Preferred Provider Organization (PPO)	Yes	Discharges	249	Total Births	0
Inpatient Days	719			Inpatient Days	4,309	Newborn Days	0

015 Mayo Clinic Health System - Chippewa Valley in Bloomer
 Bloomer, WI 54724

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	178	719	10.3%	2.0	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	0	3	0.6
Physicians & Dentists	8	22	14.6	Radiological Services Personnel	2	7	7.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	6	5.9
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.6
Registered Nurses	12	77	53.4	Occupational Therapy Assistants/Aides	0	5	1.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	5	7.3
Licensed Practical Nurses	2	2	3.3	Physical Therapy Assistants/Aides	3	6	5.7
Ancillary Nursing Personnel	3	19	12.4	Recreational Therapists	0	0	0.0
Physician Assistants	4	6	7.0	Dietitians & Nutritionists	0	1	0.3
Nurse Practitioners	2	3	3.4	Psychologists	1	1	1.1
Certified Registered Nurse Anesthetists	1	2	1.5	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	12	12.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	11	18	19.7
Pharmacy Personnel	0	13	2.5				
Clinical Laboratory Personnel	8	5	12.0				
				Total	79	226	184.1

015 Mayo Clinic Health System - Chippewa Valley in Bloomer

Bloomer, WI 54724

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$37,065,360	59.5%	46.6%	1.28	50.9%	1.17	46.3%	1.29	56.9%	1.05
Medical Assistance	\$4,995,834	8.0%	13.8%	0.58	11.8%	0.68	11.7%	0.68	7.4%	1.09
Commercial	\$18,664,688	30.0%	34.5%	0.87	33.0%	0.91	37.5%	0.80	33.5%	0.89
All Other	\$1,558,632	2.5%	5.1%	0.49	4.3%	0.58	4.5%	0.56	2.1%	1.17
Deductions as % of Total Gross Patient Revenue										
Medicare	\$15,426,973	24.8%	35.0%	0.71	34.0%	0.73	23.9%	1.04	26.1%	0.95
Medical Assistance	\$2,876,598	4.6%	10.4%	0.44	8.2%	0.56	7.7%	0.60	4.6%	1.00
Commercial	\$4,958,313	8.0%	14.5%	0.55	9.2%	0.87	10.2%	0.78	8.4%	0.94
Charity Care	\$1,485,028	2.4%	1.0%	2.48	0.9%	2.80	1.1%	2.25	2.5%	0.95
Bad Debt	\$996,038	1.6%	1.2%	1.36	1.5%	1.08	1.7%	0.96	0.6%	2.59
All Other	\$346,711	0.6%	2.6%	0.22	2.1%	0.26	2.2%	0.25	1.0%	0.55
Total Deductions	\$26,089,661	41.9%	64.6%	0.65	55.8%	0.75	46.7%	0.90	43.3%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.4%	8.4%	0.29	5.2%	0.46	7.5%	0.32	0.4%	6.49
Net Gains/Losses as % of Net Income		0.1%	13.8%	0.01	29.1%	0.00	10.6%	0.01	20.5%	0.01
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,137,374	59.0%	43.5%	1.35	52.0%	1.13	50.8%	1.16	57.6%	1.02
Supplies & Services	\$14,063,999	37.5%	49.9%	0.75	42.8%	0.88	42.0%	0.89	38.8%	0.97
Capital Component	\$1,326,769	3.5%	6.6%	0.54	5.2%	0.68	7.2%	0.49	3.6%	0.98
Fiscal Statistics										
Operating Margin (%)		-1.2%	7.5%	N/A	1.9%	N/A	7.8%	N/A	3.3%	N/A
Total Hospital Net Income (%)		-1.2%	8.6%	N/A	2.7%	N/A	8.7%	N/A	4.2%	N/A
Return on Equity (%)		-1.9%	4.1%	N/A	0.4%	N/A	11.1%	N/A	7.7%	N/A
Current Ratio		7.5	3.9	1.93	2.4	3.18	2.1	3.59	14.7	0.51
Days in Net Patient Accounts Receivable		43.3	71.5	0.61	254.1	0.17	58.4	0.74	47.5	0.91
Average Payment Period		21.1	90.1	0.23	354.1	0.06	80.3	0.26	8.6	2.47
Equity Financing (%)		50.1%	63.6%	0.79	48.0%	1.04	38.8%	1.29	70.1%	0.71
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		-179.4	12.2	N/A	10.3	N/A	10.1	N/A	410.1	N/A
Total Asset Turnover		1.6	0.5	3.37	0.1	11.51	1.3	1.26	1.8	0.86
Average Age of Plant (Years)		13.9	14.1	0.98	51.2	0.27	9.7	1.43	12.0	1.15
Increase (Decrease) Total Net Patient Revenue		-4.2%	-2.2%	1.88	-1.1%	3.96	-0.9%	4.51	6.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		74.1%	63.0%	1.18	73.1%	1.01	80.0%	0.93	78.2%	0.95
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$29,642	\$17,652	1.68	\$15,718	1.89	\$21,599	1.37	\$29,956	0.99
Inpatient Net Revenue per Day		\$2,408	\$3,704	0.65	\$3,586	0.67	\$2,988	0.81	\$2,334	1.03
Outpatient Net Revenue per Visit		\$598	\$780	0.77	\$840	0.71	\$759	0.79	\$590	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$62,284,514	Cash & Cash Equivalents	\$507	Current Liabilities	\$2,095,237
Less Deductions	\$26,089,661	Net Patient Receivables	\$4,285,002	Long-Term Debt	\$0
Net Patient Revenue	\$36,194,853	Other Receivables	\$693	Other Liabilities	\$9,537,203
Plus Other Revenue	\$889,143			Subtotal	\$11,632,440
Total Revenue	\$37,083,996	Land, Buildings & Equipment (Net)	\$7,504,103	Unrestricted Fund Balance	\$11,668,275
Less Expenses	\$37,528,142	Other Assets	\$11,510,410	Restricted Fund Balance	\$56,337
Non-Operating Gains/Losses	-\$499	Total Assets	\$23,300,715	Total Liabilities & Fund Balance	\$23,300,715
Net Income	-\$444,645				

016 Gundersen Boscobel Area Hospital and Clinics
 205 Parker Street
 Boscobel, WI 53805
 608-375-4112

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Grant
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	25.9%	52.4%	0.49	55.7%	0.46	17.7%	1.46	11.2%	2.30
Obstetrics	0.0%	36.2%	N/A	41.0%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.7%	53.9%	0.27	56.6%	0.26	19.6%	0.75	9.0%	1.62
Average Census (Patients)									
Adult Medical-Surgical	1.0	25.5	0.04	23.1	0.04	2.7	0.38	0.9	1.15
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.2	47.4	0.02	49.2	0.02	3.6	0.33	0.9	1.30
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.3	0.63	4.1	0.65	3.3	0.81	2.3	1.18
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.7	0.62	4.6	0.64	3.0	0.98	2.9	1.01
Surgical Operations									
Inpatient	2	1,280	0.00	1,943	0.00	228	0.01	13	0.15
Outpatient	111	4,115	0.03	7,094	0.02	1,022	0.11	120	0.93
Inpatient as % of All Surgeries	1.8%	23.7%	0.07	21.5%	0.08	18.2%	0.10	9.8%	0.18
Outpatient Visits									
Non-Emergency Visits	25,816	127,898	0.20	157,467	0.16	29,970	0.86	29,567	0.87
Emergency Visits	4,052	15,799	0.26	15,287	0.27	3,972	1.02	4,641	0.87
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	20.1	0.15	5.2	0.58	5.0	0.60
Nurses, Licensed	24.2	255.1	0.09	268.4	0.09	42.2	0.57	31.0	0.78
Ancillary Nursing Personnel	3.2	42.6	0.08	43.3	0.07	6.8	0.48	4.6	0.70
All Other Personnel	71.5	501.2	0.14	633.6	0.11	106.2	0.67	95.0	0.75
Total FTEs	101.9	819.2	0.12	965.4	0.11	160.3	0.64	135.6	0.75
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.5	15.7	0.99	16.1	0.96	30.2	0.51	26.8	0.58
Nurses, Licensed	124.4	197.1	0.63	214.6	0.58	246.1	0.51	166.2	0.75
Ancillary Nursing Personnel	16.6	33.0	0.50	34.6	0.48	39.6	0.42	24.7	0.67
All Other Personnel	368.4	387.2	0.95	506.6	0.73	618.8	0.60	509.2	0.72
Total FTEs	524.9	633.0	0.83	771.8	0.68	934.7	0.56	726.8	0.72

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	8	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	148	Preferred Provider Organization (PPO)	Yes	Discharges	38	Total Births	0
Inpatient Days	430			Inpatient Days	482	Newborn Days	0

016 Gundersen Boscobel Area Hospital and Clinics
Boscobel, WI 53805

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	4	141	379	25.9%	1.0	2.7
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	1	2	4	13	1.8%	0.0	3.3
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	1	2	9	38	0.0%	0.1	4.2
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	0	1	0.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	2	4.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	6	22	22.2	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	0	5	3.2	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	0	4.0
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	30	15	38.1
Pharmacy Personnel	2	2	3.7				
Clinical Laboratory Personnel	5	1	6.0				
				Total	67	51	101.9

016 Gundersen Boscobel Area Hospital and Clinics

Boscobel, WI 53805

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$20,858,628	46.6%	46.6%	1.00	41.8%	1.11	47.7%	0.98	41.8%	1.11
Medical Assistance	\$6,359,098	14.2%	13.8%	1.03	11.5%	1.23	11.0%	1.29	16.3%	0.87
Commercial	\$15,097,370	33.7%	34.5%	0.98	38.1%	0.88	37.9%	0.89	37.4%	0.90
All Other	\$2,475,642	5.5%	5.1%	1.08	8.5%	0.65	3.4%	1.62	4.5%	1.22
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,961,611	20.0%	35.0%	0.57	31.1%	0.64	26.3%	0.76	17.8%	1.12
Medical Assistance	\$4,663,314	10.4%	10.4%	1.00	8.7%	1.20	7.6%	1.36	6.6%	1.57
Commercial	\$6,515,678	14.5%	14.5%	1.00	18.1%	0.80	13.5%	1.08	18.8%	0.77
Charity Care	\$369,404	0.8%	1.0%	0.86	0.7%	1.24	0.7%	1.25	0.8%	1.03
Bad Debt	\$413,735	0.9%	1.2%	0.79	1.3%	0.71	1.3%	0.73	1.3%	0.69
All Other	\$1,291,433	2.9%	2.6%	1.13	4.4%	0.66	2.2%	1.31	2.2%	1.30
Total Deductions	\$22,215,176	49.6%	64.6%	0.77	64.3%	0.77	51.6%	0.96	47.6%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		8.6%	8.4%	1.03	7.9%	1.10	8.0%	1.09	6.2%	1.38
Net Gains/Losses as % of Net Income		6.1%	13.8%	0.44	48.7%	0.13	14.0%	0.44	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,811,947	40.9%	43.5%	0.94	46.6%	0.88	45.5%	0.90	44.2%	0.93
Supplies & Services	\$11,500,192	53.4%	49.9%	1.07	46.2%	1.16	47.2%	1.13	48.8%	1.09
Capital Component	\$1,225,372	5.7%	6.6%	0.87	7.3%	0.78	7.3%	0.78	7.0%	0.81
Fiscal Statistics										
Operating Margin (%)		12.8%	7.5%	1.70	5.4%	2.40	10.9%	1.18	14.2%	0.91
Total Hospital Net Income (%)		13.6%	8.6%	1.57	9.9%	1.36	12.4%	1.09	14.1%	0.96
Return on Equity (%)		10.4%	4.1%	2.53	6.1%	1.70	1.2%	8.72	14.5%	0.72
Current Ratio		3.7	3.9	0.95	3.1	1.18	2.4	1.53	7.5	0.49
Days in Net Patient Accounts Receivable		40.7	71.5	0.57	48.3	0.84	397.6	0.10	36.7	1.11
Average Payment Period		121.9	90.1	1.35	71.6	1.70	577.7	0.21	38.5	3.17
Equity Financing (%)		62.1%	63.6%	0.98	54.8%	1.13	46.0%	1.35	77.3%	0.80
Long-Term Debt to Equity Ratio		0.3	0.3	0.90	0.3	0.97	0.8	0.33	0.2	1.62
Times Interest Earned		22.7	12.2	1.85	10.5	2.16	17.3	1.31	19.6	1.16
Total Asset Turnover		0.8	0.5	1.62	0.6	1.30	0.1	8.08	1.0	0.74
Average Age of Plant (Years)		17.1	14.1	1.21	11.5	1.48	60.0	0.28	15.0	1.14
Increase (Decrease) Total Net Patient Revenue		7.7%	-2.2%	N/A	-1.0%	N/A	-3.0%	N/A	11.5%	0.67
Outpatient Gross Revenue (% of Total GPR)		94.1%	63.0%	1.49	60.3%	1.56	79.2%	1.19	95.2%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$22,348	\$17,652	1.27	\$20,439	1.09	\$16,342	1.37	\$6,869	3.25	
Inpatient Net Revenue per Day	\$4,608	\$3,704	1.24	\$4,396	1.05	\$4,448	1.04	\$1,556	2.96	
Outpatient Net Revenue per Visit	\$630	\$780	0.81	\$707	0.89	\$767	0.82	\$600	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$44,790,738	Cash & Cash Equivalents	\$21,602,363	Current Liabilities	\$6,884,822
Less Deductions	\$22,215,176	Net Patient Receivables	\$2,509,433	Long-Term Debt	\$5,389,099
Net Patient Revenue	\$22,575,562	Other Receivables	\$152,227	Other Liabilities	\$0
Plus Other Revenue	\$2,133,474			Subtotal	\$12,273,921
Total Revenue	\$24,709,035	Land, Buildings & Equipment (Net)	\$6,082,701	Unrestricted Fund Balance	\$20,139,253
Less Expenses	\$21,537,511	Other Assets	\$2,066,450	Restricted Fund Balance	\$771,075
Non-Operating Gains/Losses	\$207,247			Total Liabilities & Fund Balance	\$32,413,174
Net Income	\$3,378,771	Total Assets	\$32,413,174		

017 Ascension SE Wisconsin - Elmbrook Campus
 19333 West North Avenue
 Brookfield, WI 53045
 262-785-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	52.4%	N/A	54.8%	N/A	44.9%	N/A	0.0%	N/A
Obstetrics	108.7%	36.2%	3.00	30.8%	0.11	25.5%	4.27	63.2%	1.72
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	104.6%	53.9%	1.94	53.0%	1.97	52.8%	1.98	82.3%	1.27
Average Census (Patients)									
Adult Medical-Surgical	0.0	25.5	N/A	31.6	N/A	15.7	N/A	0.0	N/A
Obstetrics	3.3	4.7	0.69	4.9	0.67	2.3	1.43	3.2	1.03
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	42.9	47.4	0.91	61.1	0.70	36.1	1.19	49.4	0.87
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.3	N/A	4.0	N/A	3.7	N/A	0.0	N/A
Obstetrics	2.6	2.4	1.08	2.2	1.18	2.2	1.17	2.4	1.08
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.4	4.7	0.95	4.2	1.06	4.4	1.00	4.2	1.04
Surgical Operations									
Inpatient	1,257	1,280	0.98	1,268	0.99	711	1.77	1,733	0.73
Outpatient	5,114	4,115	1.24	3,637	1.41	2,960	1.73	5,895	0.87
Inpatient as % of All Surgeries	19.7%	23.7%	0.83	25.9%	0.76	19.4%	1.02	22.7%	0.87
Outpatient Visits									
Non-Emergency Visits	134,391	127,898	1.05	151,601	0.89	117,985	1.14	139,962	0.96
Emergency Visits	10,927	15,799	0.69	22,748	0.48	14,651	0.75	11,782	0.93
Full-Time Equivalents (FTEs)									
Administrators	25.7	20.3	1.27	22.1	1.16	17.3	1.49	28.4	0.91
Nurses, Licensed	203.6	255.1	0.80	293.4	0.69	217.2	0.94	201.1	1.01
Ancillary Nursing Personnel	22.6	42.6	0.53	53.2	0.43	30.0	0.75	18.3	1.24
All Other Personnel	256.9	501.2	0.51	528.6	0.49	363.9	0.71	292.2	0.88
Total FTEs	508.8	819.2	0.62	897.3	0.57	628.4	0.81	539.9	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	18.3	15.7	1.17	12.5	1.46	16.4	1.12	19.1	0.96
Nurses, Licensed	145.1	197.1	0.74	166.3	0.87	206.1	0.70	135.3	1.07
Ancillary Nursing Personnel	16.1	33.0	0.49	30.2	0.54	28.5	0.57	12.3	1.31
All Other Personnel	183.1	387.2	0.47	299.6	0.61	345.3	0.53	196.6	0.93
Total FTEs	362.7	633.0	0.57	508.6	0.71	596.3	0.61	363.2	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	41	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	3
Discharges	3,553	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	394
Inpatient Days	15,691			Inpatient Days	0	Newborn Days	708

017 Ascension SE Wisconsin - Elmbrook Campus
 Brookfield, WI 53045

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	0	0	0	0.0%	0.0	0.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	4	116	2,383	162.8%	6.5	20.5
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	462	1,194	108.7%	3.3	2.6
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	5	98	1,586	86.7%	4.3	16.2
Step-Down (Special Care)	1	29	2,876	10,528	99.2%	28.8	3.7
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	23	4	25.7	Surgical Personnel	37	17	46.3
Physicians & Dentists	0	1	0.0	Radiological Services Personnel	30	28	43.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	12	11.6
Dental Hygienists	0	0	0.0	Occupational Therapists	7	15	11.8
Registered Nurses	134	131	201.7	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	17	19	24.7
Licensed Practical Nurses	0	1	0.0	Physical Therapy Assistants/Aides	2	1	2.6
Ancillary Nursing Personnel	16	42	22.6	Recreational Therapists	0	1	0.7
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	1.9
Clinical Nurse Specialists	1	1	1.8	All Other Health Professionals	22	20	32.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	27	12	33.1
Pharmacy Personnel	10	8	14.6				
Clinical Laboratory Personnel	11	29	24.2				
				Total	349	350	508.8

017 Ascension SE Wisconsin - Elmbrook Campus

Brookfield, WI 53045

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$244,830,579	52.4%	46.6%	1.12	51.7%	1.01	41.7%	1.26	52.0%	1.01
Medical Assistance	\$41,027,244	8.8%	13.8%	0.64	10.4%	0.85	18.4%	0.48	9.3%	0.94
Commercial	\$165,600,119	35.5%	34.5%	1.03	35.0%	1.01	36.0%	0.99	35.4%	1.00
All Other	\$15,659,213	3.4%	5.1%	0.65	2.9%	1.14	4.0%	0.84	3.2%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$183,783,734	39.3%	35.0%	1.12	41.3%	0.95	30.1%	1.31	39.3%	1.00
Medical Assistance	\$36,994,652	7.9%	10.4%	0.76	8.2%	0.96	12.3%	0.64	7.1%	1.11
Commercial	\$69,745,469	14.9%	14.5%	1.03	15.9%	0.94	12.1%	1.24	15.7%	0.95
Charity Care	\$5,205,078	1.1%	1.0%	1.16	1.1%	0.99	0.8%	1.36	0.9%	1.31
Bad Debt	\$4,716,984	1.0%	1.2%	0.86	1.0%	1.00	1.1%	0.91	0.8%	1.28
All Other	\$10,300,741	2.2%	2.6%	0.86	1.4%	1.52	2.3%	0.94	1.5%	1.52
Total Deductions	\$310,746,658	66.5%	64.6%	1.03	69.0%	0.96	58.8%	1.13	65.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.4%	8.4%	0.29		8.1%	0.30	6.4%	0.38	0.7%	3.32
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,701,828	33.9%	43.5%	0.78	38.6%	0.88	41.7%	0.81	34.5%	0.98
Supplies & Services	\$90,339,962	59.3%	49.9%	1.19	52.7%	1.12	50.0%	1.19	59.2%	1.00
Capital Component	\$10,347,935	6.8%	6.6%	1.03	8.6%	0.79	8.3%	0.82	6.3%	1.08
Fiscal Statistics										
Operating Margin (%)	4.9%	7.5%	0.65		10.4%	0.47	6.6%	0.75	15.1%	0.33
Total Hospital Net Income (%)	4.8%	8.6%	0.56		7.5%	0.64	6.2%	0.77	15.1%	0.32
Return on Equity (%)	5.5%	4.1%	1.33		4.7%	1.18	3.0%	1.82	18.2%	0.30
Current Ratio	3.0	3.9	0.76		6.8	0.43	3.4	0.88	3.9	0.76
Days in Net Patient Accounts Receivable	41.2	71.5	0.58		46.9	0.88	48.8	0.85	43.1	0.96
Average Payment Period	29.2	90.1	0.32		50.2	0.58	63.5	0.46	29.2	1.00
Equity Financing (%)	79.2%	63.6%	1.25		78.6%	1.01	75.1%	1.06	82.0%	0.97
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	0.0	12.2	N/A		7.0	N/A	7.4	N/A	0.0	N/A
Total Asset Turnover	1.1	0.5	2.42		0.6	1.79	0.5	2.35	1.2	0.95
Average Age of Plant (Years)	4.5	14.1	0.32		10.1	0.44	9.8	0.46	3.6	1.24
Increase (Decrease) Total Net Patient Revenue	-12.2%	-2.2%	5.51		-4.2%	2.90	-5.0%	2.47	-0.2%	70.38
Outpatient Gross Revenue (% of Total GPR)	68.7%	63.0%	1.09		63.8%	1.08	64.9%	1.06	66.1%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,312	\$17,652	0.87		\$12,198	1.26	\$18,057	0.85	\$17,963	0.85
Inpatient Net Revenue per Day	\$3,385	\$3,704	0.91		\$2,790	1.21	\$3,961	0.85	\$4,153	0.81
Outpatient Net Revenue per Visit	\$734	\$780	0.94		\$754	0.97	\$669	1.10	\$698	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$467,117,157	Cash & Cash Equivalents	\$81,865	Current Liabilities	\$11,473,136
Less Deductions	\$310,746,658	Net Patient Receivables	\$17,614,948	Long-Term Debt	\$0
Net Patient Revenue	\$156,370,499	Other Receivables	\$36	Other Liabilities	\$17,691,286
Plus Other Revenue	\$3,909,924			Subtotal	\$29,164,422
Total Revenue	\$160,280,422	Land, Buildings & Equipment (Net)	\$103,874,225	Unrestricted Fund Balance	\$111,319,724
Less Expenses	\$152,389,724	Other Assets	\$18,913,071	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$185,334	Total Assets	\$140,484,145	Total Liabilities & Fund Balance	\$140,484,146
Net Income	\$7,705,363				

018 Aurora Medical Center Burlington
 252 McHenry Street
 Burlington, WI 53105
 262-767-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Racine
 Analysis Area: Southeastern (2A)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.6%	52.4%	1.10	54.8%	1.05	40.5%	1.42	56.3%	1.02
Obstetrics	0.0%	36.2%	N/A	30.8%	N/A	24.6%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	57.4%	53.9%	1.07	53.0%	1.08	42.0%	1.37	54.7%	1.05
Average Census (Patients)									
Adult Medical-Surgical	15.6	25.5	0.61	31.6	0.49	10.2	1.53	15.2	1.02
Obstetrics	0.0	4.7	N/A	4.9	N/A	1.7	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	21.8	47.4	0.46	61.1	0.36	17.9	1.22	20.8	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.3	0.81	4.0	0.87	3.3	1.06	3.3	1.05
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.3	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.9	4.7	0.85	4.2	0.94	3.5	1.14	3.7	1.07
Surgical Operations									
Inpatient	447	1,280	0.35	1,268	0.35	482	0.93	583	0.77
Outpatient	3,436	4,115	0.83	3,637	0.94	1,905	1.80	3,587	0.96
Inpatient as % of All Surgeries	11.5%	23.7%	0.49	25.9%	0.45	20.2%	0.57	14.0%	0.82
Outpatient Visits									
Non-Emergency Visits	70,300	127,898	0.55	151,601	0.46	69,880	1.01	85,851	0.82
Emergency Visits	13,127	15,799	0.83	22,748	0.58	11,349	1.16	14,710	0.89
Full-Time Equivalents (FTEs)									
Administrators	12.0	20.3	0.59	22.1	0.54	14.9	0.80	10.0	1.20
Nurses, Licensed	160.0	255.1	0.63	293.4	0.55	112.6	1.42	157.5	1.02
Ancillary Nursing Personnel	37.7	42.6	0.89	53.2	0.71	19.7	1.91	28.9	1.31
All Other Personnel	328.6	501.2	0.66	528.6	0.62	239.6	1.37	341.8	0.96
Total FTEs	538.3	819.2	0.66	897.3	0.60	386.8	1.39	538.1	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.7	15.7	0.81	12.5	1.02	21.9	0.58	10.0	1.28
Nurses, Licensed	170.0	197.1	0.86	166.3	1.02	165.1	1.03	157.3	1.08
Ancillary Nursing Personnel	40.1	33.0	1.22	30.2	1.33	28.9	1.39	28.8	1.39
All Other Personnel	349.1	387.2	0.90	299.6	1.17	351.3	0.99	341.4	1.02
Total FTEs	572.0	633.0	0.90	508.6	1.12	567.2	1.01	537.5	1.06

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	38	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,023	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	7,987			Inpatient Days	0	Newborn Days	0

018 Aurora Medical Center Burlington
Burlington, WI 53105

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	27	1,627	5,692	57.6%	15.6	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	1	77	175	47.8%	0.5	2.3
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	336	2,120	57.9%	5.8	6.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	0	12.0	Surgical Personnel	19	6	23.5
Physicians & Dentists	19	17	21.7	Radiological Services Personnel	20	21	32.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	5	7.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	5	5.5
Registered Nurses	108	70	150.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	5	13.7
Licensed Practical Nurses	0	1	0.7	Physical Therapy Assistants/Aides	5	4	7.3
Ancillary Nursing Personnel	20	32	37.7	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.4	Dietitians & Nutritionists	0	2	1.6
Nurse Practitioners	3	2	4.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.6	Social Workers	0	2	1.2
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	31	20	37.3
Health Info Mgmt-Administrators/Technicians	7	1	7.9	All Other Personnel	82	63	122.0
Pharmacy Personnel	5	7	8.9				
Clinical Laboratory Personnel	16	15	26.0				
				Total	378	286	538.3

018 Aurora Medical Center Burlington

Burlington, WI 53105

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$186,068,029	55.6%	46.6%	1.19	51.7%	1.08	49.5%	1.12	54.7%	1.02
Medical Assistance	\$31,966,069	9.6%	13.8%	0.69	10.4%	0.92	11.6%	0.82	9.2%	1.04
Commercial	\$106,097,428	31.7%	34.5%	0.92	35.0%	0.91	34.7%	0.91	33.1%	0.96
All Other	\$10,399,074	3.1%	5.1%	0.61	2.9%	1.06	4.2%	0.74	3.1%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$152,423,846	45.6%	35.0%	1.30	41.3%	1.10	36.2%	1.26	45.2%	1.01
Medical Assistance	\$27,512,402	8.2%	10.4%	0.79	8.2%	1.00	8.8%	0.93	7.9%	1.04
Commercial	\$45,636,067	13.6%	14.5%	0.94	15.9%	0.86	13.9%	0.98	14.4%	0.95
Charity Care	\$4,402,588	1.3%	1.0%	1.37	1.1%	1.17	0.9%	1.51	1.5%	0.90
Bad Debt	\$3,678,063	1.1%	1.2%	0.94	1.0%	1.09	1.5%	0.75	1.0%	1.06
All Other	\$4,173,395	1.2%	2.6%	0.49	1.4%	0.86	2.2%	0.57	1.0%	1.20
Total Deductions	\$237,826,361	71.1%	64.6%	1.10	69.0%	1.03	63.5%	1.12	71.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		9.3%	8.4%	1.11	8.1%	1.15	7.3%	1.28	1.8%	5.26
Net Gains/Losses as % of Net Income		0.3%	13.8%	0.02	N/A	N/A	12.9%	0.02	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$33,200,097	37.1%	43.5%	0.85	38.6%	0.96	45.1%	0.82	41.4%	0.90
Supplies & Services	\$45,271,801	50.7%	49.9%	1.02	52.7%	0.96	46.8%	1.08	46.3%	1.09
Capital Component	\$10,906,651	12.2%	6.6%	1.86	8.6%	1.41	8.1%	1.51	12.2%	1.00
Fiscal Statistics										
Operating Margin (%)		16.2%	7.5%	2.15	10.4%	1.56	3.1%	5.27	21.9%	0.74
Total Hospital Net Income (%)		16.2%	8.6%	1.88	7.5%	2.16	3.5%	4.62	21.9%	0.74
Return on Equity (%)		5.6%	4.1%	1.37	4.7%	1.21	2.0%	2.85	8.2%	0.69
Current Ratio		20.9	3.9	5.40	6.8	3.06	4.6	4.60	26.3	0.80
Days in Net Patient Accounts Receivable		55.0	71.5	0.77	46.9	1.17	47.2	1.16	49.3	1.12
Average Payment Period		44.5	90.1	0.49	50.2	0.89	73.5	0.61	32.9	1.35
Equity Financing (%)		94.9%	63.6%	1.49	78.6%	1.21	66.1%	1.44	97.6%	0.97
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		8.3	12.2	0.68	7.0	1.18	4.2	1.97	19.5	0.42
Total Asset Turnover		0.3	0.5	0.74	0.6	0.54	0.6	0.62	0.4	0.93
Average Age of Plant (Years)		6.9	14.1	0.49	10.1	0.68	10.5	0.65	5.6	1.24
Increase (Decrease) Total Net Patient Revenue		-6.5%	-2.2%	2.93	-4.2%	1.54	-6.0%	1.08	8.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		75.7%	63.0%	1.20	63.8%	1.19	72.9%	1.04	77.6%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$12,815	\$17,652	0.73	\$12,198	1.05	\$11,149	1.15	\$11,600	1.10
Inpatient Net Revenue per Day		\$3,098	\$3,704	0.84	\$2,790	1.11	\$3,062	1.01	\$2,928	1.06
Outpatient Net Revenue per Visit		\$892	\$780	1.14	\$754	1.18	\$705	1.27	\$828	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$334,530,599	Cash & Cash Equivalents	\$190,117,707	Current Liabilities	\$9,894,778
Less Deductions	\$237,826,361	Net Patient Receivables	\$14,524,412	Long-Term Debt	\$0
Net Patient Revenue	\$96,704,238	Other Receivables	\$125,483	Other Liabilities	\$5,853,517
Plus Other Revenue	\$9,959,261			Subtotal	\$15,748,295
Total Revenue	\$106,663,501	Land, Buildings & Equipment (Net)	\$97,118,315	Unrestricted Fund Balance	\$291,471,260
Less Expenses	\$89,378,549	Other Assets	\$5,333,639	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$44,708			Total Liabilities & Fund Balance	\$307,219,555
Net Income	\$17,329,660	Total Assets	\$307,219,556		

019 Ascension Calumet Hospital
 614 Memorial Drive
 Chilton, WI 53014
 920-849-2386

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Calumet
 Analysis Area: Lake Winnebago (3)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.0%	52.4%	0.17	46.3%	0.19	17.7%	0.51	9.1%	0.99
Obstetrics	0.0%	36.2%	N/A	29.1%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	9.0%	53.9%	0.17	45.8%	0.20	19.6%	0.46	9.1%	0.99
Average Census (Patients)									
Adult Medical-Surgical	1.3	25.5	0.05	21.6	0.06	2.7	0.50	1.4	0.99
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.3	47.4	0.03	35.1	0.04	3.6	0.38	1.4	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	2.0	4.3	0.46	3.8	0.51	3.3	0.59	2.3	0.87
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.0	4.7	0.42	4.1	0.47	3.0	0.66	2.3	0.86
Surgical Operations									
Inpatient	84	1,280	0.07	1,093	0.08	228	0.37	95	0.88
Outpatient	1,128	4,115	0.27	4,901	0.23	1,022	1.10	1,491	0.76
Inpatient as % of All Surgeries	6.9%	23.7%	0.29	18.2%	0.38	18.2%	0.38	6.0%	1.16
Outpatient Visits									
Non-Emergency Visits	56,325	127,898	0.44	75,740	0.74	29,970	1.88	58,451	0.96
Emergency Visits	4,537	15,799	0.29	13,956	0.33	3,972	1.14	4,615	0.98
Full-Time Equivalents (FTEs)									
Administrators	5.0	20.3	0.25	15.8	0.32	5.2	0.96	5.0	1.00
Nurses, Licensed	29.6	255.1	0.12	188.9	0.16	42.2	0.70	32.1	0.92
Ancillary Nursing Personnel	1.3	42.6	0.03	18.4	0.07	6.8	0.19	2.1	0.62
All Other Personnel	63.7	501.2	0.13	307.4	0.21	106.2	0.60	62.8	1.01
Total FTEs	99.6	819.2	0.12	530.5	0.19	160.3	0.62	101.9	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	34.7	15.7	2.22	14.2	2.44	30.2	1.15	38.4	0.90
Nurses, Licensed	205.8	197.1	1.04	169.9	1.21	246.1	0.84	246.5	0.83
Ancillary Nursing Personnel	8.8	33.0	0.27	16.5	0.53	39.6	0.22	15.8	0.56
All Other Personnel	442.3	387.2	1.14	276.5	1.60	618.8	0.71	482.7	0.92
Total FTEs	691.6	633.0	1.09	477.2	1.45	934.7	0.74	783.5	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	10	Bassinets	0
Discharges	252	Preferred Provider Organization (PPO)	Yes	Discharges	60	Total Births	0
Inpatient Days	493			Inpatient Days	734	Newborn Days	0

019 Ascension Calumet Hospital
Chilton, WI 53014

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	252	493	9.0%	1.3	2.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	2	4	3.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	9	7.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.0
Registered Nurses	19	21	27.6	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	0	3.0
Licensed Practical Nurses	2	1	2.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	1	2	1.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	13	7.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	9	3	10.7
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	9	2	10.3				
				Total	79	61	99.6

019 Ascension Calumet Hospital

Chilton, WI 53014

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$33,946,756	56.1%	46.6%	1.20	49.0%	1.14	47.7%	1.17	56.3%	1.00
Medical Assistance	\$5,540,212	9.1%	13.8%	0.66	10.8%	0.85	11.0%	0.83	7.4%	1.24
Commercial	\$18,931,712	31.3%	34.5%	0.91	37.1%	0.84	37.9%	0.83	33.4%	0.94
All Other	\$2,139,030	3.5%	5.1%	0.69	3.1%	1.15	3.4%	1.03	2.9%	1.21
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,113,313	28.3%	35.0%	0.81	34.7%	0.81	26.3%	1.07	30.3%	0.93
Medical Assistance	\$3,971,076	6.6%	10.4%	0.63	8.0%	0.82	7.6%	0.86	5.5%	1.19
Commercial	\$4,885,743	8.1%	14.5%	0.55	14.1%	0.57	13.5%	0.60	5.6%	1.43
Charity Care	\$610,294	1.0%	1.0%	1.05	0.7%	1.50	0.7%	1.53	0.7%	1.49
Bad Debt	\$923,283	1.5%	1.2%	1.30	1.5%	1.01	1.3%	1.20	2.0%	0.77
All Other	\$2,256,109	3.7%	2.6%	1.46	2.0%	1.88	2.2%	1.69	3.2%	1.16
Total Deductions	\$29,759,818	49.1%	64.6%	0.76	60.9%	0.81	51.6%	0.95	47.3%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		12.7%	8.4%	1.51	5.8%	2.18	8.0%	1.60	0.5%	26.23
Net Gains/Losses as % of Net Income		0.0%	13.8%	0.00	15.0%	0.00	14.0%	0.00	0.8%	0.04
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,195,047	31.3%	43.5%	0.72	40.0%	0.78	45.5%	0.69	31.0%	1.01
Supplies & Services	\$18,423,531	62.7%	49.9%	1.26	52.8%	1.19	47.2%	1.33	62.6%	1.00
Capital Component	\$1,759,084	6.0%	6.6%	0.91	7.2%	0.83	7.3%	0.82	6.4%	0.93
Fiscal Statistics										
Operating Margin (%)		16.8%	7.5%	2.22	11.9%	1.41	10.9%	1.54	14.4%	1.16
Total Hospital Net Income (%)		16.8%	8.6%	1.94	13.7%	1.22	12.4%	1.35	14.5%	1.15
Return on Equity (%)		29.1%	4.1%	7.05	11.6%	2.50	1.2%	24.35	17.8%	1.64
Current Ratio		2.3	3.9	0.58	5.7	0.40	2.4	0.94	6.3	0.36
Days in Net Patient Accounts Receivable		52.8	71.5	0.74	57.0	0.93	397.6	0.13	64.8	0.82
Average Payment Period		29.7	90.1	0.33	36.6	0.81	577.7	0.05	23.3	1.28
Equity Financing (%)		74.7%	63.6%	1.18	86.7%	0.86	46.0%	1.62	83.6%	0.89
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.8	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	28.5	N/A	17.3	N/A	0.0	N/A
Total Asset Turnover		1.7	0.5	3.68	0.8	2.09	0.1	18.41	1.2	1.42
Average Age of Plant (Years)		5.8	14.1	0.41	6.8	0.85	60.0	0.10	4.5	1.27
Increase (Decrease) Total Net Patient Revenue		-6.3%	-2.2%	2.85	-4.6%	1.37	-3.0%	2.09	11.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		90.3%	63.0%	1.43	68.8%	1.31	79.2%	1.14	90.1%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,059		\$17,652	0.97	\$12,208	1.40	\$16,342	1.04	\$12,355	1.38
Inpatient Net Revenue per Day	\$4,099		\$3,704	1.11	\$2,930	1.40	\$4,448	0.92	\$2,907	1.41
Outpatient Net Revenue per Visit	\$431		\$780	0.55	\$917	0.47	\$767	0.56	\$487	0.88

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$60,557,710	Cash & Cash Equivalents	\$2,221	Current Liabilities	\$2,260,226
Less Deductions	\$29,759,818	Net Patient Receivables	\$4,445,018	Long-Term Debt	\$0
Net Patient Revenue	\$30,797,892	Other Receivables	-\$2,329	Other Liabilities	\$2,872,571
Plus Other Revenue	\$4,491,011			Subtotal	\$5,132,797
Total Revenue	\$35,288,904	Land, Buildings & Equipment (Net)	\$15,098,347	Unrestricted Fund Balance	\$15,179,730
Less Expenses	\$29,377,662	Other Assets	\$769,275	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,882			Total Liabilities & Fund Balance	\$20,312,527
Net Income	\$5,913,124	Total Assets	\$20,312,532		

020 St Joseph's Hospital
 2661 County Highway I
 Chippewa Falls, WI 54729
 715-717-7200

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Chippewa
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	17.5%	52.4%	0.33	40.8%	0.43	40.5%	0.43	17.8%	0.98
Obstetrics	8.6%	36.2%	0.24	24.1%	0.04	24.6%	0.35	9.9%	0.86
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.3%	53.9%	0.62	42.0%	0.79	42.0%	0.79	33.3%	1.00
Average Census (Patients)									
Adult Medical-Surgical	7.0	25.5	0.27	10.7	0.65	10.2	0.69	7.1	0.98
Obstetrics	0.9	4.7	0.18	2.0	0.43	1.7	0.50	1.0	0.86
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	34.0	47.4	0.72	17.5	1.94	17.9	1.89	34.0	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.3	0.96	3.9	1.06	3.3	1.25	3.6	1.15
Obstetrics	2.3	2.4	0.94	2.2	1.03	2.2	1.04	2.3	1.00
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.4	N/A	0.0	N/A
Total Hospital	4.7	4.7	1.01	4.1	1.15	3.5	1.35	4.5	1.05
Surgical Operations									
Inpatient	210	1,280	0.16	403	0.52	482	0.44	178	1.18
Outpatient	840	4,115	0.20	2,235	0.38	1,905	0.44	954	0.88
Inpatient as % of All Surgeries	20.0%	23.7%	0.84	15.3%	1.31	20.2%	0.99	15.7%	1.27
Outpatient Visits									
Non-Emergency Visits	19,740	127,898	0.15	76,192	0.26	69,880	0.28	25,800	0.77
Emergency Visits	10,263	15,799	0.65	7,621	1.35	11,349	0.90	11,879	0.86
Full-Time Equivalents (FTEs)									
Administrators	2.0	20.3	0.10	12.1	0.16	14.9	0.13	1.0	2.00
Nurses, Licensed	89.7	255.1	0.35	128.5	0.70	112.6	0.80	99.3	0.90
Ancillary Nursing Personnel	14.5	42.6	0.34	19.1	0.76	19.7	0.74	14.3	1.02
All Other Personnel	128.4	501.2	0.26	251.7	0.51	239.6	0.54	173.2	0.74
Total FTEs	234.6	819.2	0.29	411.5	0.57	386.8	0.61	287.7	0.82
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.0	15.7	0.13	18.7	0.11	21.9	0.09	1.0	2.10
Nurses, Licensed	90.0	197.1	0.46	197.9	0.45	165.1	0.55	95.0	0.95
Ancillary Nursing Personnel	14.5	33.0	0.44	29.5	0.49	28.9	0.50	13.6	1.07
All Other Personnel	128.8	387.2	0.33	387.8	0.33	351.3	0.37	165.6	0.78
Total FTEs	235.4	633.0	0.37	634.0	0.37	567.2	0.41	275.2	0.86

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	102	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,647	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	146
Inpatient Days	12,428			Inpatient Days	0	Newborn Days	286

020 St Joseph's Hospital
Chippewa Falls, WI 54729

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	40	623	2,567	17.5%	7.0	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	139	313	8.6%	0.9	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	1	46	1,547	8,658	51.4%	23.7	5.6
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	337	890	40.5%	2.4	2.6
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	0	2.0	Surgical Personnel	0	1	1.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	7	10.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	0	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	5	2	6.1
Registered Nurses	39	56	86.3	Occupational Therapy Assistants/Aides	0	2	1.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	5	11.0
Licensed Practical Nurses	1	2	2.3	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	6	13	14.5	Recreational Therapists	2	5	5.5
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	1	1.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	3	7.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	8	15.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	28	11	37.9
Pharmacy Personnel	9	3	11.8				
Clinical Laboratory Personnel	6	6	8.5				
				Total	134	129	234.6

020 St Joseph's Hospital
Chippewa Falls, WI 54729

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$45,560,782	37.6%	46.6%	0.81	50.9%	0.74	49.5%	0.76	38.6%	0.97
Medical Assistance	\$23,126,942	19.1%	13.8%	1.39	11.8%	1.62	11.6%	1.65	19.0%	1.00
Commercial	\$30,503,894	25.2%	34.5%	0.73	33.0%	0.76	34.7%	0.73	25.9%	0.97
All Other	\$21,894,912	18.1%	5.1%	3.52	4.3%	4.19	4.2%	4.31	16.4%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$32,506,497	26.8%	35.0%	0.77	34.0%	0.79	36.2%	0.74	29.1%	0.92
Medical Assistance	\$15,262,799	12.6%	10.4%	1.21	8.2%	1.54	8.8%	1.43	12.8%	0.98
Commercial	\$8,399,295	6.9%	14.5%	0.48	9.2%	0.76	13.9%	0.50	9.5%	0.73
Charity Care	\$347,216	0.3%	1.0%	0.30	0.9%	0.34	0.9%	0.33	1.8%	0.16
Bad Debt	\$3,704,779	3.1%	1.2%	2.61	1.5%	2.07	1.5%	2.08	1.4%	2.19
All Other	\$9,830,323	8.1%	2.6%	3.18	2.1%	3.86	2.2%	3.68	2.8%	2.92
Total Deductions	\$70,050,912	57.9%	64.6%	0.89	55.8%	1.04	63.5%	0.91	57.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.7%	8.4%	0.44	5.2%	0.70	7.3%	0.50	1.5%	2.52
Net Gains/Losses as % of Net Income		18.5%	13.8%	1.34	29.1%	0.64	12.9%	1.43	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,762,863	54.8%	43.5%	1.26	52.0%	1.05	45.1%	1.21	55.6%	0.99
Supplies & Services	\$22,702,953	37.9%	49.9%	0.76	42.8%	0.89	46.8%	0.81	38.1%	1.00
Capital Component	\$4,372,451	7.3%	6.6%	1.11	5.2%	1.40	8.1%	0.90	6.3%	1.16
Fiscal Statistics										
Operating Margin (%)		-13.0%	7.5%	N/A	1.9%	N/A	3.1%	N/A	-15.8%	0.82
Total Hospital Net Income (%)		-16.4%	8.6%	N/A	2.7%	N/A	3.5%	N/A	-14.4%	1.14
Return on Equity (%)		-6.0%	4.1%	N/A	0.4%	N/A	2.0%	N/A	-6.0%	1.00
Current Ratio		0.8	3.9	0.21	2.4	0.34	4.6	0.18	1.1	0.75
Days in Net Patient Accounts Receivable		46.0	71.5	0.64	254.1	0.18	47.2	0.97	38.7	1.19
Average Payment Period		129.3	90.1	1.44	354.1	0.37	73.5	1.76	75.7	1.71
Equity Financing (%)		68.9%	63.6%	1.08	48.0%	1.43	66.1%	1.04	73.3%	0.94
Long-Term Debt to Equity Ratio		0.1	0.3	0.45	0.7	0.19	0.2	0.66	0.1	1.46
Times Interest Earned		-52.4	12.2	N/A	10.3	N/A	4.2	N/A	-38.1	1.37
Total Asset Turnover		0.4	0.5	0.80	0.1	2.72	0.6	0.67	0.4	0.91
Average Age of Plant (Years)		16.1	14.1	1.14	51.2	0.31	10.5	1.52	15.8	1.02
Increase (Decrease) Total Net Patient Revenue		-6.6%	-2.2%	2.96	-1.1%	6.23	-6.0%	1.09	-8.3%	0.79
Outpatient Gross Revenue (% of Total GPR)		65.9%	63.0%	1.05	73.1%	0.90	72.9%	0.90	67.5%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$7,872	\$17,652	0.45	\$15,718	0.50	\$11,149	0.71	\$6,803	1.16
Inpatient Net Revenue per Day		\$1,677	\$3,704	0.45	\$3,586	0.47	\$3,062	0.55	\$1,524	1.10
Outpatient Net Revenue per Visit		\$1,130	\$780	1.45	\$840	1.34	\$705	1.60	\$996	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$121,086,529	Cash & Cash Equivalents	\$2,310,562	Current Liabilities	\$20,114,154
Less Deductions	\$70,050,912	Net Patient Receivables	\$6,417,931	Long-Term Debt	\$13,019,018
Net Patient Revenue	\$51,035,617	Other Receivables	\$345,380	Other Liabilities	\$10,739,219
Plus Other Revenue	\$1,937,402			Subtotal	\$43,872,391
Total Revenue	\$52,973,019	Land, Buildings & Equipment (Net)	\$24,076,505	Unrestricted Fund Balance	\$97,176,555
Less Expenses	\$59,838,267	Other Assets	\$107,898,568	Restricted Fund Balance	\$6,505,765
Non-Operating Gains/Losses	-\$1,557,441			Total Liabilities & Fund Balance	\$141,048,946
Net Income	-\$8,422,689	Total Assets	\$141,048,946		

022 Prairie Ridge Health
 1515 Park Avenue
 Columbus, WI 53925
 920-623-2200

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Columbia
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.9%	52.4%	0.67	55.7%	0.63	17.7%	1.97	32.9%	1.06
Obstetrics	12.8%	36.2%	0.35	41.0%	0.01	19.7%	0.65	12.1%	1.06
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	27.6%	53.9%	0.51	56.6%	0.49	19.6%	1.41	26.5%	1.04
Average Census (Patients)									
Adult Medical-Surgical	4.9	25.5	0.19	23.1	0.21	2.7	1.81	4.6	1.06
Obstetrics	0.5	4.7	0.11	4.5	0.11	0.6	0.80	0.5	1.06
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.9	47.4	0.15	49.2	0.14	3.6	1.93	6.6	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.3	0.93	4.1	0.96	3.3	1.20	3.8	1.04
Obstetrics	2.0	2.4	0.85	2.6	0.79	2.1	0.98	2.0	1.02
Pediatrics	0.0	3.5	N/A	3.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.7	0.63	4.6	0.65	3.0	0.99	2.9	1.02
Surgical Operations									
Inpatient	346	1,280	0.27	1,943	0.18	228	1.52	351	0.99
Outpatient	668	4,115	0.16	7,094	0.09	1,022	0.65	704	0.95
Inpatient as % of All Surgeries	34.1%	23.7%	1.44	21.5%	1.59	18.2%	1.87	33.3%	1.03
Outpatient Visits									
Non-Emergency Visits	52,215	127,898	0.41	157,467	0.33	29,970	1.74	55,551	0.94
Emergency Visits	4,265	15,799	0.27	15,287	0.28	3,972	1.07	4,001	1.07
Full-Time Equivalents (FTEs)									
Administrators	8.0	20.3	0.39	20.1	0.40	5.2	1.54	7.0	1.14
Nurses, Licensed	61.9	255.1	0.24	268.4	0.23	42.2	1.47	53.9	1.15
Ancillary Nursing Personnel	6.4	42.6	0.15	43.3	0.15	6.8	0.95	6.1	1.05
All Other Personnel	176.1	501.2	0.35	633.6	0.28	106.2	1.66	161.2	1.09
Total FTEs	252.5	819.2	0.31	965.4	0.26	160.3	1.57	228.2	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	30.5	15.7	1.94	16.1	1.89	30.2	1.01	24.9	1.22
Nurses, Licensed	235.8	197.1	1.20	214.6	1.10	246.1	0.96	191.9	1.23
Ancillary Nursing Personnel	24.5	33.0	0.74	34.6	0.71	39.6	0.62	21.8	1.13
All Other Personnel	670.7	387.2	1.73	506.6	1.32	618.8	1.08	574.0	1.17
Total FTEs	961.4	633.0	1.52	771.8	1.25	934.7	1.03	812.7	1.18

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	4
Discharges	856	Preferred Provider Organization (PPO)	Yes	Discharges	7	Total Births	89
Inpatient Days	2,526			Inpatient Days	71	Newborn Days	161

022 Prairie Ridge Health
Columbus, WI 53925

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	450	1,788	34.9%	4.9	4.0
Orthopedic	1	3	180	214	19.5%	0.6	1.2
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	92	187	12.8%	0.5	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	134	337	23.0%	0.9	2.5
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	8	0	8.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	5	4	9.3	Radiological Services Personnel	3	8	7.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	5	1.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.8
Registered Nurses	24	40	53.7	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	5	8.1
Licensed Practical Nurses	2	6	5.6	Physical Therapy Assistants/Aides	0	3	2.0
Ancillary Nursing Personnel	3	5	6.4	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	3	3	5.4
Nurse Practitioners	2	1	2.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	1	2.6	All Other Personnel	70	64	114.6
Pharmacy Personnel	3	2	4.3				
Clinical Laboratory Personnel	6	4	7.9				
				Total	145	156	252.5

022 Prairie Ridge Health
Columbus, WI 53925

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$50,879,176	47.3%	46.6%	1.01	41.8%	1.13	47.7%	0.99	49.1%	0.96
Medical Assistance	\$8,797,997	8.2%	13.8%	0.59	11.5%	0.71	11.0%	0.74	7.9%	1.04
Commercial	\$45,366,368	42.2%	34.5%	1.22	38.1%	1.11	37.9%	1.11	40.3%	1.05
All Other	\$2,494,018	2.3%	5.1%	0.45	8.5%	0.27	3.4%	0.68	2.7%	0.85
Deductions as % of Total Gross Patient Revenue										
Medicare	\$29,299,395	27.2%	35.0%	0.78	31.1%	0.88	26.3%	1.03	30.7%	0.89
Medical Assistance	\$6,208,376	5.8%	10.4%	0.56	8.7%	0.66	7.6%	0.76	5.4%	1.08
Commercial	\$16,978,703	15.8%	14.5%	1.09	18.1%	0.87	13.5%	1.17	15.7%	1.00
Charity Care	\$575,403	0.5%	1.0%	0.56	0.7%	0.80	0.7%	0.81	0.9%	0.62
Bad Debt	\$1,712,311	1.6%	1.2%	1.36	1.3%	1.22	1.3%	1.25	1.5%	1.06
All Other	\$4,375,403	4.1%	2.6%	1.59	4.4%	0.93	2.2%	1.84	1.9%	2.10
Total Deductions	\$59,149,591	55.0%	64.6%	0.85	64.3%	0.86	51.6%	1.07	56.1%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	8.4%	0.40	7.9%	0.43	8.0%	0.42	2.9%	1.17
Net Gains/Losses as % of Net Income		93.9%	13.8%	6.79	48.7%	1.93	14.0%	6.69	29.8%	3.15
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$27,208,918	54.8%	43.5%	1.26	46.6%	1.18	45.5%	1.20	51.8%	1.06
Supplies & Services	\$17,560,604	35.4%	49.9%	0.71	46.2%	0.77	47.2%	0.75	37.9%	0.93
Capital Component	\$4,837,967	9.8%	6.6%	1.48	7.3%	1.34	7.3%	1.34	10.2%	0.95
Fiscal Statistics										
Operating Margin (%)		0.9%	7.5%	0.12	5.4%	0.17	10.9%	0.08	5.9%	0.16
Total Hospital Net Income (%)		13.3%	8.6%	1.54	9.9%	1.33	12.4%	1.07	8.2%	1.63
Return on Equity (%)		7.8%	4.1%	1.88	6.1%	1.27	1.2%	6.50	4.7%	1.66
Current Ratio		2.3	3.9	0.60	3.1	0.75	2.4	0.97	2.4	0.97
Days in Net Patient Accounts Receivable		58.7	71.5	0.82	48.3	1.22	397.6	0.15	74.4	0.79
Average Payment Period		98.8	90.1	1.10	71.6	1.38	577.7	0.17	69.4	1.42
Equity Financing (%)		60.9%	63.6%	0.96	54.8%	1.11	46.0%	1.32	59.8%	1.02
Long-Term Debt to Equity Ratio		0.4	0.3	1.45	0.3	1.57	0.8	0.53	0.5	0.84
Times Interest Earned		11.4	12.2	0.93	10.5	1.09	17.3	0.66	6.3	1.81
Total Asset Turnover		0.5	0.5	1.09	0.6	0.87	0.1	5.43	0.6	0.91
Average Age of Plant (Years)		11.8	14.1	0.84	11.5	1.03	60.0	0.20	11.3	1.05
Increase (Decrease) Total Net Patient Revenue		1.0%	-2.2%	N/A	-1.0%	N/A	-3.0%	N/A	4.8%	0.22
Outpatient Gross Revenue (% of Total GPR)		73.5%	63.0%	1.17	60.3%	1.22	79.2%	0.93	76.5%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,923		\$17,652	1.07	\$20,439	0.93	\$16,342	1.16	\$17,222	1.10
Inpatient Net Revenue per Day	\$6,242		\$3,704	1.69	\$4,396	1.42	\$4,448	1.40	\$5,900	1.06
Outpatient Net Revenue per Visit	\$598		\$780	0.77	\$707	0.85	\$767	0.78	\$586	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$107,537,559	Cash & Cash Equivalents	\$17,992,926	Current Liabilities	\$12,472,347
Less Deductions	\$59,149,591	Net Patient Receivables	\$7,764,703	Long-Term Debt	\$25,694,444
Net Patient Revenue	\$48,387,968	Other Receivables	\$492,895	Other Liabilities	\$0
Plus Other Revenue	\$1,679,978			Subtotal	\$38,166,791
Total Revenue	\$50,067,948	Land, Buildings & Equipment (Net)	\$40,846,238	Unrestricted Fund Balance	\$59,556,388
Less Expenses	\$49,607,489	Other Assets	\$30,626,417	Restricted Fund Balance	\$1,502,254
Non-Operating Gains/Losses	\$7,128,637			Total Liabilities & Fund Balance	\$97,723,179
Net Income	\$7,589,096	Total Assets	\$97,723,179		

024 Cumberland Healthcare
 1110 Seventh Avenue
 Cumberland, WI 54829
 715-822-2741

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Barron
 Analysis Area: West Central (5A)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	12.7%	52.4%	0.24	40.8%	0.31	17.7%	0.72	15.0%	0.85
Obstetrics	0.0%	36.2%	N/A	24.1%	N/A	19.7%	N/A	4.9%	0.00
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	12.5%	53.9%	0.23	42.0%	0.30	19.6%	0.64	13.8%	0.90
Average Census (Patients)									
Adult Medical-Surgical	2.5	25.5	0.10	10.7	0.24	2.7	0.94	3.3	0.77
Obstetrics	0.0	4.7	N/A	2.0	N/A	0.6	N/A	0.1	0.00
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.6	47.4	0.06	17.5	0.15	3.6	0.73	3.5	0.76
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.3	0.92	3.9	1.02	3.3	1.20	4.0	1.00
Obstetrics	1.7	2.4	0.72	2.2	0.79	2.1	0.84	2.0	0.86
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.80	4.1	0.91	3.0	1.25	3.7	1.01
Surgical Operations									
Inpatient	20	1,280	0.02	403	0.05	228	0.09	35	0.57
Outpatient	312	4,115	0.08	2,235	0.14	1,022	0.31	262	1.19
Inpatient as % of All Surgeries	6.0%	23.7%	0.25	15.3%	0.39	18.2%	0.33	11.8%	0.51
Outpatient Visits									
Non-Emergency Visits	9,428	127,898	0.07	76,192	0.12	29,970	0.31	9,724	0.97
Emergency Visits	2,502	15,799	0.16	7,621	0.33	3,972	0.63	2,543	0.98
Full-Time Equivalents (FTEs)									
Administrators	1.0	20.3	0.05	12.1	0.08	5.2	0.19	1.0	1.00
Nurses, Licensed	46.7	255.1	0.18	128.5	0.36	42.2	1.11	37.8	1.23
Ancillary Nursing Personnel	11.8	42.6	0.28	19.1	0.61	6.8	1.73	12.6	0.93
All Other Personnel	110.9	501.2	0.22	251.7	0.44	106.2	1.05	119.1	0.93
Total FTEs	170.4	819.2	0.21	411.5	0.41	160.3	1.06	170.5	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.1	15.7	0.33	18.7	0.27	30.2	0.17	4.8	1.07
Nurses, Licensed	237.7	197.1	1.21	197.9	1.20	246.1	0.97	180.5	1.32
Ancillary Nursing Personnel	59.9	33.0	1.82	29.5	2.03	39.6	1.51	60.2	0.99
All Other Personnel	565.1	387.2	1.46	387.8	1.46	618.8	0.91	568.1	0.99
Total FTEs	867.8	633.0	1.37	634.0	1.37	934.7	0.93	813.6	1.07

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	21	Health Maintenance		Average Beds Used	3	Bassinets	0
Discharges	257	Organization (HMO)	No	Discharges	63	Total Births	12
Inpatient Days	958	Preferred Provider		Inpatient Days	647	Newborn Days	17
		Organization (PPO)	Yes				

024 Cumberland Healthcare
Cumberland, WI 54829

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	20	235	928	12.7%	2.5	3.9
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	1	3	11	3.0%	0.0	3.7
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	11	19	0.0%	0.1	1.7
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	6	1	6.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.9
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	27	20	41.6	Occupational Therapy Assistants/Aides	0	2	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	1	7.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.6
Ancillary Nursing Personnel	10	3	11.8	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.1	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	11	15.0
Health Info Mgmt-Administrators/Technicians	5	1	5.6	All Other Personnel	39	7	44.0
Pharmacy Personnel	3	3	4.5				
Clinical Laboratory Personnel	8	0	8.0				
				Total	142	53	170.4

024 Cumberland Healthcare

Cumberland, WI 54829

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$25,507,591	57.1%	46.6%	1.22	50.9%	1.12	47.7%	1.20	58.0%	0.98
Medical Assistance	\$4,922,518	11.0%	13.8%	0.80	11.8%	0.93	11.0%	1.00	10.0%	1.10
Commercial	\$12,903,988	28.9%	34.5%	0.84	33.0%	0.87	37.9%	0.76	27.0%	1.07
All Other	\$1,342,505	3.0%	5.1%	0.59	4.3%	0.70	3.4%	0.88	5.0%	0.61
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,003,795	26.9%	35.0%	0.77	34.0%	0.79	26.3%	1.02	27.3%	0.98
Medical Assistance	\$3,129,636	7.0%	10.4%	0.67	8.2%	0.86	7.6%	0.92	6.3%	1.12
Commercial	\$3,674,820	8.2%	14.5%	0.57	9.2%	0.90	13.5%	0.61	6.8%	1.22
Charity Care	\$111,568	0.2%	1.0%	0.26	0.9%	0.29	0.7%	0.38	0.3%	0.96
Bad Debt	\$877,388	2.0%	1.2%	1.67	1.5%	1.33	1.3%	1.55	1.6%	1.26
All Other	\$671,252	1.5%	2.6%	0.59	2.1%	0.71	2.2%	0.68	2.5%	0.61
Total Deductions	\$20,468,459	45.8%	64.6%	0.71	55.8%	0.82	51.6%	0.89	44.6%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.3%	8.4%	0.16		5.2%	0.25	8.0%	0.17	1.5%	0.86
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A		29.1%	N/A	14.0%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,742,844	40.6%	43.5%	0.93	52.0%	0.78	45.5%	0.89	58.3%	0.70
Supplies & Services	\$18,708,073	55.3%	49.9%	1.11	42.8%	1.29	47.2%	1.17	35.6%	1.55
Capital Component	\$1,404,272	4.1%	6.6%	0.63	5.2%	0.80	7.3%	0.57	6.1%	0.68
Fiscal Statistics										
Operating Margin (%)	-38.0%	7.5%	N/A		1.9%	N/A	10.9%	N/A	-2.2%	17.56
Total Hospital Net Income (%)	-36.0%	8.6%	N/A		2.7%	N/A	12.4%	N/A	-1.7%	21.26
Return on Equity (%)	-31.5%	4.1%	N/A		0.4%	N/A	1.2%	N/A	-2.0%	15.39
Current Ratio	0.6	3.9	0.16		2.4	0.27	2.4	0.26	2.4	0.27
Days in Net Patient Accounts Receivable	53.0	71.5	0.74		254.1	0.21	397.6	0.13	53.0	1.00
Average Payment Period	95.7	90.1	1.06		354.1	0.27	577.7	0.17	43.2	2.21
Equity Financing (%)	0.0%	63.6%	N/A		48.0%	N/A	46.0%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.7	N/A	0.8	N/A	0.0	N/A
Times Interest Earned	-65.4	12.2	N/A		10.3	N/A	17.3	N/A	-1.7	38.96
Total Asset Turnover	0.9	0.5	1.83		0.1	6.24	0.1	9.15	1.2	0.72
Average Age of Plant (Years)	16.3	14.1	1.16		51.2	0.32	60.0	0.27	15.1	1.08
Increase (Decrease) Total Net Patient Revenue	-0.1%	-2.2%	0.06		-1.1%	0.13	-3.0%	0.05	-7.3%	0.02
Outpatient Gross Revenue (% of Total GPR)	87.2%	63.0%	1.38		73.1%	1.19	79.2%	1.10	82.7%	1.05
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,220	\$17,652	0.58		\$15,718	0.65	\$16,342	0.63	\$11,369	0.90
Inpatient Net Revenue per Day	\$2,082	\$3,704	0.56		\$3,586	0.58	\$4,448	0.47	\$2,263	0.92
Outpatient Net Revenue per Visit	\$1,828	\$780	2.34		\$840	2.17	\$767	2.38	\$1,637	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$44,676,602	Cash & Cash Equivalents	\$1,035,232	Current Liabilities	\$8,555,583
Less Deductions	\$20,468,459	Net Patient Receivables	\$3,507,310	Long-Term Debt	\$4,117,113
Net Patient Revenue	\$24,208,143	Other Receivables	\$22,502	Other Liabilities	\$15,752,205
Plus Other Revenue	\$326,203			Subtotal	\$28,424,901
Total Revenue	\$24,534,346	Land, Buildings & Equipment (Net)	\$7,563,901	Unrestricted Fund Balance	\$0
Less Expenses	\$33,855,189	Other Assets	\$16,295,956	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$359,663			Total Liabilities & Fund Balance	\$28,424,901
Net Income	-\$8,961,180	Total Assets	\$28,424,901		

025 Memorial Hospital of Lafayette Co.
 800 Clay Street
 Darlington, WI 53530
 608-776-4466

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: County

County: Lafayette
 Analysis Area: Southern (1)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	5.9%	52.4%	0.11	55.7%	0.11	11.2%	0.52	6.1%	0.95
Obstetrics	0.0%	36.2%	N/A	41.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	5.9%	53.9%	0.11	56.6%	0.10	15.7%	0.37	6.1%	0.95
Average Census (Patients)									
Adult Medical-Surgical	1.5	25.5	0.06	23.1	0.06	1.7	0.84	1.5	0.95
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.5	47.4	0.03	49.2	0.03	2.5	0.58	1.5	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.3	0.63	4.1	0.66	3.3	0.81	2.7	1.00
Obstetrics	0.0	2.4	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.9	N/A	2.7	N/A	0.0	N/A
Total Hospital	2.7	4.7	0.58	4.6	0.59	4.2	0.64	2.7	1.00
Surgical Operations									
Inpatient	61	1,280	0.05	1,943	0.03	75	0.81	158	0.39
Outpatient	459	4,115	0.11	7,094	0.06	1,365	0.34	550	0.83
Inpatient as % of All Surgeries	11.7%	23.7%	0.49	21.5%	0.55	5.2%	2.25	22.3%	0.53
Outpatient Visits									
Non-Emergency Visits	19,487	127,898	0.15	157,467	0.12	21,938	0.89	22,377	0.87
Emergency Visits	1,569	15,799	0.10	15,287	0.10	2,721	0.58	2,024	0.78
Full-Time Equivalents (FTEs)									
Administrators	5.0	20.3	0.25	20.1	0.25	2.2	2.28	5.0	1.00
Nurses, Licensed	44.0	255.1	0.17	268.4	0.16	40.9	1.08	35.6	1.24
Ancillary Nursing Personnel	18.0	42.6	0.42	43.3	0.42	7.0	2.57	14.7	1.22
All Other Personnel	72.8	501.2	0.15	633.6	0.11	77.4	0.94	68.0	1.07
Total FTEs	139.8	819.2	0.17	965.4	0.14	127.5	1.10	123.3	1.13
FTEs per 100 Patient Census (Adjusted)									
Administrators	60.8	15.7	3.88	16.1	3.77	17.3	3.51	62.3	0.98
Nurses, Licensed	534.7	197.1	2.71	214.6	2.49	323.2	1.65	442.9	1.21
Ancillary Nursing Personnel	218.8	33.0	6.64	34.6	6.32	55.3	3.96	183.1	1.19
All Other Personnel	884.8	387.2	2.28	506.6	1.75	611.6	1.45	847.1	1.04
Total FTEs	1,699.0	633.0	2.68	771.8	2.20	1,007.4	1.69	1,535.4	1.11

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	25	Bassinets	0
Discharges	198	Organization (HMO)	Yes	Discharges	49	Total Births	0
Inpatient Days	536	Preferred Provider		Inpatient Days	373	Newborn Days	0
		Organization (PPO)	Yes				

025 Memorial Hospital of Lafayette Co.
Darlington, WI 53530

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	25	198	536	5.9%	1.5	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	4	1	4.8	Radiological Services Personnel	7	0	7.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	39	0	39.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	18	0	18.0	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	31	0	31.0
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	7	0	7.0				
				Total	139	1	139.8

025 Memorial Hospital of Lafayette Co.

Darlington, WI 53530

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$19,071,211	52.0%	46.6%	1.11	41.8%	1.24	46.3%	1.12	54.0%	0.96
Medical Assistance	\$2,567,278	7.0%	13.8%	0.51	11.5%	0.61	11.7%	0.60	8.0%	0.87
Commercial	\$14,680,851	40.0%	34.5%	1.16	38.1%	1.05	37.5%	1.07	36.7%	1.09
All Other	\$356,065	1.0%	5.1%	0.19	8.5%	0.11	4.5%	0.22	1.3%	0.73
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,502,507	20.5%	35.0%	0.58	31.1%	0.66	23.9%	0.86	26.7%	0.77
Medical Assistance	\$1,234,147	3.4%	10.4%	0.32	8.7%	0.39	7.7%	0.44	4.9%	0.68
Commercial	\$5,802,802	15.8%	14.5%	1.09	18.1%	0.87	10.2%	1.54	18.2%	0.87
Charity Care	\$52,647	0.1%	1.0%	0.15	0.7%	0.22	1.1%	0.14	0.2%	0.67
Bad Debt	\$335,468	0.9%	1.2%	0.78	1.3%	0.70	1.7%	0.55	0.2%	4.02
All Other	\$92,528	0.3%	2.6%	0.10	4.4%	0.06	2.2%	0.11	0.3%	0.83
Total Deductions	\$15,020,099	41.0%	64.6%	0.63	64.3%	0.64	46.7%	0.88	50.6%	0.81
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.1%	8.4%	0.01	7.9%	0.01	7.5%	0.01	0.1%	1.60	
Net Gains/Losses as % of Net Income	290.3%	13.8%	20.99	48.7%	5.96	10.6%	27.28	0.9%	312.45	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,732,548	50.6%	43.5%	1.16	46.6%	1.09	50.8%	1.00	49.8%	1.02
Supplies & Services	\$9,881,142	42.6%	49.9%	0.85	46.2%	0.92	42.0%	1.01	43.9%	0.97
Capital Component	\$1,572,293	6.8%	6.6%	1.03	7.3%	0.93	7.2%	0.95	6.3%	1.08
Fiscal Statistics										
Operating Margin (%)	-7.0%	7.5%	N/A	5.4%	N/A	7.8%	N/A	3.1%	N/A	
Total Hospital Net Income (%)	3.3%	8.6%	0.38	9.9%	0.33	8.7%	0.38	3.1%	1.06	
Return on Equity (%)	3.6%	4.1%	0.87	6.1%	0.59	11.1%	0.33	4.4%	0.81	
Current Ratio	2.0	3.9	0.51	3.1	0.64	2.1	0.96	4.3	0.46	
Days in Net Patient Accounts Receivable	48.4	71.5	0.68	48.3	1.00	58.4	0.83	48.6	1.00	
Average Payment Period	87.5	90.1	0.97	71.6	1.22	80.3	1.09	24.6	3.56	
Equity Financing (%)	57.9%	63.6%	0.91	54.8%	1.06	38.8%	1.49	61.0%	0.95	
Long-Term Debt to Equity Ratio	0.2	0.3	0.64	0.3	0.69	0.3	0.56	0.2	0.79	
Times Interest Earned	11.2	12.2	0.91	10.5	1.06	10.1	1.10	8.3	1.34	
Total Asset Turnover	1.0	0.5	2.08	0.6	1.67	1.3	0.78	1.4	0.70	
Average Age of Plant (Years)	10.7	14.1	0.76	11.5	0.93	9.7	1.10	13.2	0.81	
Increase (Decrease) Total Net Patient Revenue	-0.9%	-2.2%	0.39	-1.0%	0.84	-0.9%	0.94	10.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.2%	63.0%	1.31	60.3%	1.36	80.0%	1.03	80.9%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,022	\$17,652	0.96	\$20,439	0.83	\$21,599	0.79	\$15,710	1.08	
Inpatient Net Revenue per Day	\$4,573	\$3,704	1.23	\$4,396	1.04	\$2,988	1.53	\$3,701	1.24	
Outpatient Net Revenue per Visit	\$826	\$780	1.06	\$707	1.17	\$759	1.09	\$718	1.15	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,675,406	Cash & Cash Equivalents	\$4,494,608	Current Liabilities	\$5,280,163
Less Deductions	\$15,020,099	Net Patient Receivables	\$2,862,388	Long-Term Debt	\$2,413,982
Net Patient Revenue	\$21,655,307	Other Receivables	\$77,425	Other Liabilities	\$1,583,975
Plus Other Revenue	\$19,638			Subtotal	\$9,278,120
Total Revenue	\$21,674,945	Land, Buildings & Equipment (Net)	\$6,483,748		
Less Expenses	\$23,185,983	Other Assets	\$8,119,819	Unrestricted Fund Balance	\$12,759,868
Non-Operating Gains/Losses	\$2,304,907			Restricted Fund Balance	\$0
Net Income	\$793,869	Total Assets	\$22,037,988	Total Liabilities & Fund Balance	\$22,037,988

026 Upland Hills Health Inc
 800 Compassion Way, PO Box 800
 Dodgeville, WI 53533
 608-930-8000

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Iowa
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	39.5%	52.4%	0.75	55.7%	0.71	40.5%	0.98	41.4%	0.95
Obstetrics	19.9%	36.2%	0.55	41.0%	0.03	24.6%	0.81	17.7%	1.12
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	32.6%	53.9%	0.60	56.6%	0.58	42.0%	0.78	31.5%	1.03
Average Census (Patients)									
Adult Medical-Surgical	5.9	25.5	0.23	23.1	0.26	10.2	0.58	6.2	0.95
Obstetrics	1.4	4.7	0.30	4.5	0.31	1.7	0.82	1.2	1.12
Pediatrics	0.0	1.1	0.03	1.9	0.02	0.0	0.03	0.1	0.60
Total Hospital	8.1	47.4	0.17	49.2	0.17	17.9	0.45	7.9	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.3	1.00	4.1	1.03	3.3	1.30	4.6	0.93
Obstetrics	2.2	2.4	0.92	2.6	0.85	2.2	1.01	2.0	1.13
Pediatrics	2.4	3.5	0.69	3.9	0.62	2.4	1.00	2.5	0.96
Total Hospital	3.3	4.7	0.70	4.6	0.72	3.5	0.94	3.6	0.92
Surgical Operations									
Inpatient	124	1,280	0.10	1,943	0.06	482	0.26	163	0.76
Outpatient	1,133	4,115	0.28	7,094	0.16	1,905	0.59	1,077	1.05
Inpatient as % of All Surgeries	9.9%	23.7%	0.42	21.5%	0.46	20.2%	0.49	13.1%	0.75
Outpatient Visits									
Non-Emergency Visits	42,655	127,898	0.33	157,467	0.27	69,880	0.61	49,571	0.86
Emergency Visits	6,107	15,799	0.39	15,287	0.40	11,349	0.54	6,821	0.90
Full-Time Equivalents (FTEs)									
Administrators	4.0	20.3	0.20	20.1	0.20	14.9	0.27	4.0	1.00
Nurses, Licensed	84.3	255.1	0.33	268.4	0.31	112.6	0.75	80.9	1.04
Ancillary Nursing Personnel	11.1	42.6	0.26	43.3	0.26	19.7	0.56	12.6	0.88
All Other Personnel	247.2	501.2	0.49	633.6	0.39	239.6	1.03	248.0	1.00
Total FTEs	346.6	819.2	0.42	965.4	0.36	386.8	0.90	345.5	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.8	15.7	0.50	16.1	0.48	21.9	0.36	8.0	0.98
Nurses, Licensed	164.4	197.1	0.83	214.6	0.77	165.1	1.00	161.3	1.02
Ancillary Nursing Personnel	21.6	33.0	0.66	34.6	0.63	28.9	0.75	25.2	0.86
All Other Personnel	481.9	387.2	1.24	506.6	0.95	351.3	1.37	494.3	0.97
Total FTEs	675.7	633.0	1.07	771.8	0.88	567.2	1.19	688.8	0.98

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 910
 Inpatient Days 2,981

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 38
 Inpatient Days 355

Newborn Nursery:
 Bassinets 3
 Total Births 226
 Newborn Days 409

026 Upland Hills Health Inc
Dodgeville, WI 53533

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	507	2,168	39.5%	5.9	4.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	12	55	0.0%	0.2	4.6
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	5	12	0.0%	0.0	2.4
Obstetrics	1	7	232	510	19.9%	1.4	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	82	236	21.5%	0.6	2.9
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	13	3	14.8	Radiological Services Personnel	5	3	7.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	7	5.6
Dental Hygienists	0	0	0.0	Occupational Therapists	5	0	5.0
Registered Nurses	43	46	69.3	Occupational Therapy Assistants/Aides	1	2	2.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	5	9.7
Licensed Practical Nurses	4	4	6.3	Physical Therapy Assistants/Aides	2	1	2.3
Ancillary Nursing Personnel	3	16	11.1	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	2	2.1
Nurse Practitioners	5	1	5.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	5	16.9
Health Info Mgmt-Administrators/Technicians	9	1	9.8	All Other Personnel	95	58	127.3
Pharmacy Personnel	6	4	8.1				
Clinical Laboratory Personnel	11	5	14.5				
				Total	250	170	346.6

026 Upland Hills Health Inc
Dodgeville, WI 53533

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$49,378,695	35.6%	46.6%	0.76	41.8%	0.85	49.5%	0.72	33.2%	1.07
Medical Assistance	\$13,660,228	9.9%	13.8%	0.72	11.5%	0.85	11.6%	0.85	10.6%	0.93
Commercial	\$71,829,668	51.8%	34.5%	1.50	38.1%	1.36	34.7%	1.49	53.8%	0.96
All Other	\$3,749,732	2.7%	5.1%	0.53	8.5%	0.32	4.2%	0.64	2.5%	1.10
Deductions as % of Total Gross Patient Revenue										
Medicare	\$31,807,447	22.9%	35.0%	0.66	31.1%	0.74	36.2%	0.63	22.3%	1.03
Medical Assistance	\$11,006,798	7.9%	10.4%	0.76	8.7%	0.91	8.8%	0.90	8.2%	0.97
Commercial	\$32,324,689	23.3%	14.5%	1.60	18.1%	1.28	13.9%	1.67	23.5%	0.99
Charity Care	\$1,205,200	0.9%	1.0%	0.90	0.7%	1.30	0.9%	1.00	1.4%	0.64
Bad Debt	\$1,540,122	1.1%	1.2%	0.95	1.3%	0.85	1.5%	0.76	0.6%	1.89
All Other	\$2,127,781	1.5%	2.6%	0.60	4.4%	0.35	2.2%	0.70	1.6%	0.95
Total Deductions	\$80,012,037	57.7%	64.6%	0.89	64.3%	0.90	63.5%	0.91	57.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	9.5%	8.4%	1.14	7.9%	1.21	7.3%	1.31	3.6%	2.68	
Net Gains/Losses as % of Net Income	20.1%	13.8%	1.45	48.7%	0.41	12.9%	1.56	25.9%	0.78	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$34,244,597	58.0%	43.5%	1.33	46.6%	1.24	45.1%	1.29	59.0%	0.98
Supplies & Services	\$17,648,934	29.9%	49.9%	0.60	46.2%	0.65	46.8%	0.64	31.5%	0.95
Capital Component	\$7,179,804	12.2%	6.6%	1.85	7.3%	1.68	8.1%	1.50	9.6%	1.27
Fiscal Statistics										
Operating Margin (%)	8.8%	7.5%	1.17	5.4%	1.65	3.1%	2.87	6.9%	1.28	
Total Hospital Net Income (%)	10.8%	8.6%	1.25	9.9%	1.09	3.5%	3.08	9.0%	1.19	
Return on Equity (%)	5.3%	4.1%	1.29	6.1%	0.87	2.0%	2.70	4.9%	1.09	
Current Ratio	2.2	3.9	0.56	3.1	0.69	4.6	0.47	2.0	1.07	
Days in Net Patient Accounts Receivable	43.5	71.5	0.61	48.3	0.90	47.2	0.92	44.6	0.97	
Average Payment Period	108.1	90.1	1.20	71.6	1.51	73.5	1.47	55.6	1.94	
Equity Financing (%)	65.4%	63.6%	1.03	54.8%	1.19	66.1%	0.99	73.5%	0.89	
Long-Term Debt to Equity Ratio	0.4	0.3	1.25	0.3	1.36	0.2	1.83	0.3	1.30	
Times Interest Earned	13.6	12.2	1.11	10.5	1.29	4.2	3.23	11.0	1.23	
Total Asset Turnover	0.5	0.5	1.02	0.6	0.82	0.6	0.86	0.5	0.91	
Average Age of Plant (Years)	7.7	14.1	0.55	11.5	0.67	10.5	0.73	9.7	0.80	
Increase (Decrease) Total Net Patient Revenue	3.9%	-2.2%	N/A	-1.0%	N/A	-6.0%	N/A	13.2%	0.30	
Outpatient Gross Revenue (% of Total GPR)	84.9%	63.0%	1.35	60.3%	1.41	72.9%	1.17	86.0%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,322	\$17,652	0.81	\$20,439	0.70	\$11,149	1.28	\$11,081	1.29	
Inpatient Net Revenue per Day	\$4,117	\$3,704	1.11	\$4,396	0.94	\$3,062	1.34	\$3,195	1.29	
Outpatient Net Revenue per Visit	\$950	\$780	1.22	\$707	1.34	\$705	1.35	\$840	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$138,618,323	Cash & Cash Equivalents	\$22,252,441	Current Liabilities	\$15,643,460
Less Deductions	\$80,012,037	Net Patient Receivables	\$6,963,438	Long-Term Debt	\$32,764,380
Net Patient Revenue	\$58,606,286	Other Receivables	\$1,544,775	Other Liabilities	\$0
Plus Other Revenue	\$6,181,447			Subtotal	\$48,407,840
Total Revenue	\$64,787,733	Land, Buildings & Equipment (Net)	\$55,473,754	Unrestricted Fund Balance	\$87,715,639
Less Expenses	\$59,073,335	Other Assets	\$47,807,608	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,438,953			Total Liabilities & Fund Balance	\$136,123,479
Net Income	\$7,153,351	Total Assets	\$134,042,016		

027 AdventHealth Durand
 1220 Third Avenue, PO Box 224
 Durand, WI 54736
 715-672-4211

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Pepin
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	3.2%	52.4%	0.06	40.8%	0.08	11.2%	0.29	4.0%	0.81
Obstetrics	0.0%	36.2%	N/A	24.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	3.2%	53.9%	0.06	42.0%	0.08	15.7%	0.20	4.0%	0.81
Average Census (Patients)									
Adult Medical-Surgical	0.8	25.5	0.03	10.7	0.08	1.7	0.46	1.0	0.81
Obstetrics	0.0	4.7	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	0.8	47.4	0.02	17.5	0.05	2.5	0.32	1.0	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.3	0.66	3.9	0.73	3.3	0.85	2.7	1.03
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.7	N/A	0.0	N/A
Total Hospital	2.8	4.7	0.60	4.1	0.69	4.2	0.67	2.7	1.02
Surgical Operations									
Inpatient	0	1,280	N/A	403	N/A	75	N/A	0	N/A
Outpatient	179	4,115	0.04	2,235	0.08	1,365	0.13	199	0.90
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	15.3%	N/A	5.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	10,967	127,898	0.09	76,192	0.14	21,938	0.50	24,083	0.46
Emergency Visits	1,355	15,799	0.09	7,621	0.18	2,721	0.50	1,674	0.81
Full-Time Equivalents (FTEs)									
Administrators	1.0	20.3	0.05	12.1	0.08	2.2	0.46	1.0	1.00
Nurses, Licensed	22.6	255.1	0.09	128.5	0.18	40.9	0.55	21.7	1.04
Ancillary Nursing Personnel	8.9	42.6	0.21	19.1	0.47	7.0	1.28	9.1	0.98
All Other Personnel	57.1	501.2	0.11	251.7	0.23	77.4	0.74	43.5	1.31
Total FTEs	89.6	819.2	0.11	411.5	0.22	127.5	0.70	75.3	1.19
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.6	15.7	1.06	18.7	0.89	17.3	0.96	13.6	1.22
Nurses, Licensed	375.2	197.1	1.90	197.9	1.90	323.2	1.16	294.6	1.27
Ancillary Nursing Personnel	148.2	33.0	4.50	29.5	5.02	55.3	2.68	123.4	1.20
All Other Personnel	947.1	387.2	2.45	387.8	2.44	611.6	1.55	589.5	1.61
Total FTEs	1,487.0	633.0	2.35	634.0	2.35	1,007.4	1.48	1,020.9	1.46

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	105	Preferred Provider Organization (PPO)	Yes	Discharges	44	Total Births	0
Inpatient Days	295			Inpatient Days	473	Newborn Days	0

027 AdventHealth Durand
Durand, WI 54736

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	104	295	3.2%	0.8	2.8
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	5	0	5.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.3
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	10	3	12.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	3	2	4.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	5	7	8.9	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	3	1	3.6	All Other Health Professionals	2	1	2.6
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	27	5	30.1
Pharmacy Personnel	1	1	1.4				
Clinical Laboratory Personnel	6	1	6.7				
				Total	77	22	89.6

027 AdventHealth Durand

Durand, WI 54736

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$14,072,466	65.1%	46.6%	1.40	50.9%	1.28	46.3%	1.41	60.8%	1.07
Medical Assistance	\$2,189,996	10.1%	13.8%	0.74	11.8%	0.86	11.7%	0.86	8.4%	1.21
Commercial	\$4,940,056	22.8%	34.5%	0.66	33.0%	0.69	37.5%	0.61	29.1%	0.79
All Other	\$421,258	1.9%	5.1%	0.38	4.3%	0.45	4.5%	0.44	1.7%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$4,756,447	22.0%	35.0%	0.63	34.0%	0.65	23.9%	0.92	22.4%	0.98
Medical Assistance	\$1,250,097	5.8%	10.4%	0.56	8.2%	0.71	7.7%	0.75	6.0%	0.97
Commercial	\$1,316,778	6.1%	14.5%	0.42	9.2%	0.66	10.2%	0.59	8.0%	0.77
Charity Care	\$318,834	1.5%	1.0%	1.53	0.9%	1.73	1.1%	1.39	1.3%	1.09
Bad Debt	\$232,102	1.1%	1.2%	0.91	1.5%	0.73	1.7%	0.65	0.2%	5.25
All Other	\$25,425	0.1%	2.6%	0.05	2.1%	0.06	2.2%	0.05	0.3%	0.46
Total Deductions	\$7,899,683	36.5%	64.6%	0.57	55.8%	0.66	46.7%	0.78	38.1%	0.96
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	14.5%	8.4%	1.72	5.2%	2.76	7.5%	1.92	7.4%	1.96	
Net Gains/Losses as % of Net Income	17.5%	13.8%	1.27	29.1%	0.60	10.6%	1.65	10.6%	1.65	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,283,752	54.0%	43.5%	1.24	52.0%	1.04	50.8%	1.06	53.8%	1.00
Supplies & Services	\$6,591,104	43.0%	49.9%	0.86	42.8%	1.00	42.0%	1.02	43.3%	0.99
Capital Component	\$456,276	3.0%	6.6%	0.45	5.2%	0.57	7.2%	0.42	2.9%	1.04
Fiscal Statistics										
Operating Margin (%)	4.4%	7.5%	0.59	1.9%	2.29	7.8%	0.57	9.7%	0.46	
Total Hospital Net Income (%)	5.3%	8.6%	0.62	2.7%	1.97	8.7%	0.62	10.7%	0.50	
Return on Equity (%)	6.8%	4.1%	1.65	0.4%	17.99	11.1%	0.62	20.1%	0.34	
Current Ratio	1.9	3.9	0.48	2.4	0.79	2.1	0.89	3.2	0.58	
Days in Net Patient Accounts Receivable	48.9	71.5	0.68	254.1	0.19	58.4	0.84	39.6	1.24	
Average Payment Period	144.9	90.1	1.61	354.1	0.41	80.3	1.80	60.4	2.40	
Equity Financing (%)	25.9%	63.6%	0.41	48.0%	0.54	38.8%	0.67	29.2%	0.89	
Long-Term Debt to Equity Ratio	1.0	0.3	3.29	0.7	1.35	0.3	2.89	1.5	0.68	
Times Interest Earned	9.5	12.2	0.78	10.3	0.92	10.1	0.94	15.4	0.62	
Total Asset Turnover	1.3	0.5	2.67	0.1	9.13	1.3	1.00	1.8	0.68	
Average Age of Plant (Years)	1.5	14.1	0.11	51.2	0.03	9.7	0.15	1.1	1.34	
Increase (Decrease) Total Net Patient Revenue	-5.3%	-2.2%	2.37	-1.1%	4.99	-0.9%	5.67	-6.0%	0.88	
Outpatient Gross Revenue (% of Total GPR)	86.6%	63.0%	1.38	73.1%	1.18	80.0%	1.08	86.4%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$24,186	\$17,652	1.37	\$15,718	1.54	\$21,599	1.12	\$17,714	1.37	
Inpatient Net Revenue per Day	\$4,629	\$3,704	1.25	\$3,586	1.29	\$2,988	1.55	\$3,316	1.40	
Outpatient Net Revenue per Visit	\$844	\$780	1.08	\$840	1.00	\$759	1.11	\$436	1.94	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$21,623,776	Cash & Cash Equivalents	\$7,746,428	Current Liabilities	\$5,978,097
Less Deductions	\$7,899,683	Net Patient Receivables	\$1,832,164	Long-Term Debt	\$3,225,393
Net Patient Revenue	\$13,724,093	Other Receivables	\$1,182,132	Other Liabilities	\$221,140
Plus Other Revenue	\$2,320,506			Subtotal	\$9,424,630
Total Revenue	\$16,044,599	Land, Buildings & Equipment (Net)	\$1,286,589	Unrestricted Fund Balance	\$3,289,764
Less Expenses	\$15,331,132	Other Assets	\$667,081	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$151,518			Total Liabilities & Fund Balance	\$12,714,394
Net Income	\$864,985	Total Assets	\$12,714,394		

028 Ascension Eagle River Hospital
 201 Hospital Road
 Eagle River, WI 54521
 715-479-7411

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Vilas
 Analysis Area: North Central (6)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	16.5%	52.4%	0.32	47.5%	0.35	17.7%	0.93	19.0%	0.87
Obstetrics	0.0%	36.2%	N/A	52.9%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	16.5%	53.9%	0.31	55.7%	0.30	19.6%	0.84	19.0%	0.87
Average Census (Patients)									
Adult Medical-Surgical	2.3	25.5	0.09	18.9	0.12	2.7	0.86	2.7	0.87
Obstetrics	0.0	4.7	N/A	3.6	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.3	47.4	0.05	36.1	0.06	3.6	0.65	2.7	0.87
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.3	0.85	3.9	0.95	3.3	1.10	3.1	1.19
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.7	0.62	4.2	0.69	3.0	0.97	3.1	0.94
Surgical Operations									
Inpatient	0	1,280	N/A	1,491	N/A	228	N/A	1	0.00
Outpatient	0	4,115	N/A	3,438	N/A	1,022	N/A	617	0.00
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	30.3%	N/A	18.2%	N/A	0.2%	0.00
Outpatient Visits									
Non-Emergency Visits	13,989	127,898	0.11	103,283	0.14	29,970	0.47	17,176	0.81
Emergency Visits	5,179	15,799	0.33	11,943	0.43	3,972	1.30	5,576	0.93
Full-Time Equivalents (FTEs)									
Administrators	1.5	20.3	0.08	22.1	0.07	5.2	0.30	1.6	0.99
Nurses, Licensed	14.3	255.1	0.06	178.4	0.08	42.2	0.34	16.3	0.88
Ancillary Nursing Personnel	2.6	42.6	0.06	23.0	0.12	6.8	0.39	2.7	0.99
All Other Personnel	25.2	501.2	0.05	456.9	0.06	106.2	0.24	27.3	0.92
Total FTEs	43.8	819.2	0.05	680.4	0.06	160.3	0.27	47.9	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.3	15.7	0.59	20.6	0.45	30.2	0.31	7.7	1.21
Nurses, Licensed	86.6	197.1	0.44	166.5	0.52	246.1	0.35	81.1	1.07
Ancillary Nursing Personnel	16.0	33.0	0.49	21.4	0.75	39.6	0.40	13.2	1.21
All Other Personnel	152.6	387.2	0.39	426.5	0.36	618.8	0.25	135.8	1.12
Total FTEs	264.6	633.0	0.42	635.1	0.42	934.7	0.28	237.9	1.11

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	14	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	294	Preferred Provider Organization (PPO)	Yes	Discharges	61	Total Births	0
Inpatient Days	846			Inpatient Days	625	Newborn Days	0

028 Ascension Eagle River Hospital
Eagle River, WI 54521

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	232	846	16.5%	2.3	3.6
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	1	1.5	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	2	4.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.0
Registered Nurses	14	6	14.3	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	3	2.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.9
Ancillary Nursing Personnel	2	1	2.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	6	10.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	1	0.9
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	4	1	4.0				
				Total	39	23	43.8

028 Ascension Eagle River Hospital
Eagle River, WI 54521

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$20,295,156	58.2%	46.6%	1.25	51.5%	1.13	47.7%	1.22	57.9%	1.00
Medical Assistance	\$4,703,384	13.5%	13.8%	0.98	12.9%	1.04	11.0%	1.23	13.5%	1.00
Commercial	\$7,633,924	21.9%	34.5%	0.63	30.6%	0.71	37.9%	0.58	21.3%	1.03
All Other	\$2,267,766	6.5%	5.1%	1.27	5.0%	1.30	3.4%	1.90	7.3%	0.88
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,699,661	36.4%	35.0%	1.04	36.8%	0.99	26.3%	1.38	35.3%	1.03
Medical Assistance	\$3,333,931	9.6%	10.4%	0.92	9.7%	0.99	7.6%	1.25	10.5%	0.91
Commercial	\$1,484,341	4.3%	14.5%	0.29	9.1%	0.47	13.5%	0.32	2.9%	1.45
Charity Care	\$628,880	1.8%	1.0%	1.88	1.0%	1.83	0.7%	2.73	1.0%	1.88
Bad Debt	\$881,173	2.5%	1.2%	2.15	0.9%	2.89	1.3%	1.99	2.9%	0.86
All Other	\$1,746,930	5.0%	2.6%	1.96	2.8%	1.76	2.2%	2.27	4.2%	1.20
Total Deductions	\$20,774,916	59.5%	64.6%	0.92	60.3%	0.99	51.6%	1.15	56.8%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.5%	8.4%	1.36	5.2%	2.20	8.0%	1.44	2.3%	4.99
Net Gains/Losses as % of Net Income		0.0%	13.8%	N/A	N/A	N/A	14.0%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,239,768	33.8%	43.5%	0.78	43.5%	0.78	45.5%	0.74	35.4%	0.96
Supplies & Services	\$9,593,979	61.9%	49.9%	1.24	51.3%	1.21	47.2%	1.31	59.3%	1.04
Capital Component	\$673,233	4.3%	6.6%	0.66	5.3%	0.83	7.3%	0.60	5.3%	0.82
Fiscal Statistics										
Operating Margin (%)		2.8%	7.5%	0.37	8.6%	0.33	10.9%	0.26	11.5%	0.24
Total Hospital Net Income (%)		2.8%	8.6%	0.32	8.2%	0.34	12.4%	0.22	11.1%	0.25
Return on Equity (%)		5.2%	4.1%	1.26	3.5%	1.47	1.2%	4.35	21.0%	0.25
Current Ratio		0.9	3.9	0.22	2.4	0.36	2.4	0.36	3.1	0.28
Days in Net Patient Accounts Receivable		59.3	71.5	0.83	82.7	0.72	397.6	0.15	60.9	0.97
Average Payment Period		95.8	90.1	1.06	127.5	0.75	577.7	0.17	30.5	3.14
Equity Financing (%)		36.8%	63.6%	0.58	51.2%	0.72	46.0%	0.80	67.9%	0.54
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.6	N/A	0.8	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	21.3	N/A	17.3	N/A	0.0	N/A
Total Asset Turnover		1.9	0.5	3.93	0.4	4.30	0.1	19.68	1.9	0.98
Average Age of Plant (Years)		8.4	14.1	0.60	17.5	0.48	60.0	0.14	6.5	1.29
Increase (Decrease) Total Net Patient Revenue		-14.7%	-2.2%	6.64	-2.0%	7.48	-3.0%	4.87	-1.1%	13.48
Outpatient Gross Revenue (% of Total GPR)		86.0%	63.0%	1.37	66.3%	1.30	79.2%	1.09	87.6%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,296		\$17,652	0.41	\$15,397	0.47	\$16,342	0.45	\$6,210	1.17
Inpatient Net Revenue per Day	\$1,757		\$3,704	0.47	\$3,651	0.48	\$4,448	0.40	\$1,564	1.12
Outpatient Net Revenue per Visit	\$647		\$780	0.83	\$850	0.76	\$767	0.84	\$673	0.96

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$34,900,230	Cash & Cash Equivalents	\$665	Current Liabilities	\$3,895,743
Less Deductions	\$20,774,916	Net Patient Receivables	\$2,287,135	Long-Term Debt	\$0
Net Patient Revenue	\$14,125,314	Other Receivables	\$7,873	Other Liabilities	\$1,530,506
Plus Other Revenue	\$1,828,271			Subtotal	\$5,426,249
Total Revenue	\$15,953,586	Land, Buildings & Equipment (Net)	\$4,720,472	Unrestricted Fund Balance	\$3,165,023
Less Expenses	\$15,506,980	Other Assets	\$1,575,127	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$8,591,272	Total Liabilities & Fund Balance	\$8,591,272
Net Income	\$446,606				

322 Marshfield Medical Center - Eau Claire
 2310 Craig Rd
 Eau Claire, WI 54701

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

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.3%	52.4%	1.30	40.8%	1.67	51.7%	1.32	68.2%	1.00
Obstetrics	37.5%	36.2%	1.03	24.1%	0.12	29.4%	1.27	41.8%	0.90
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	63.4%	53.9%	1.18	42.0%	1.51	48.2%	1.32	63.4%	1.00
Average Census (Patients)									
Adult Medical-Surgical	11.6	25.5	0.45	10.7	1.08	30.8	0.38	11.6	1.00
Obstetrics	3.0	4.7	0.64	2.0	1.52	5.1	0.58	3.3	0.90
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	27.9	47.4	0.59	17.5	1.59	57.5	0.49	27.9	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.3	0.96	3.9	1.06	4.2	0.97	3.5	1.17
Obstetrics	2.1	2.4	0.90	2.2	0.98	2.1	1.01	2.2	0.98
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.1	4.7	0.87	4.1	1.00	4.3	0.96	3.6	1.11
Surgical Operations									
Inpatient	932	1,280	0.73	403	2.31	1,247	0.75	1,020	0.91
Outpatient	7,883	4,115	1.92	2,235	3.53	4,177	1.89	8,513	0.93
Inpatient as % of All Surgeries	10.6%	23.7%	0.45	15.3%	0.69	23.0%	0.46	10.7%	0.99
Outpatient Visits									
Non-Emergency Visits	194,494	127,898	1.52	76,192	2.55	195,436	1.00	173,484	1.12
Emergency Visits	8,465	15,799	0.54	7,621	1.11	26,485	0.32	7,870	1.08
Full-Time Equivalents (FTEs)									
Administrators	7.0	20.3	0.35	12.1	0.58	24.9	0.28	22.6	0.31
Nurses, Licensed	164.3	255.1	0.64	128.5	1.28	338.1	0.49	188.9	0.87
Ancillary Nursing Personnel	32.4	42.6	0.76	19.1	1.69	60.0	0.54	28.9	1.12
All Other Personnel	252.2	501.2	0.50	251.7	1.00	661.2	0.38	547.8	0.46
Total FTEs	455.8	819.2	0.56	411.5	1.11	1,084.2	0.42	788.2	0.58
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.2	15.7	0.27	18.7	0.22	12.8	0.33	14.2	0.29
Nurses, Licensed	98.0	197.1	0.50	197.9	0.50	174.4	0.56	118.6	0.83
Ancillary Nursing Personnel	19.3	33.0	0.59	29.5	0.65	31.0	0.62	18.1	1.07
All Other Personnel	150.5	387.2	0.39	387.8	0.39	341.1	0.44	343.7	0.44
Total FTEs	272.0	633.0	0.43	634.0	0.43	559.3	0.49	494.6	0.55

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	44	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	2,515	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	501
Inpatient Days	10,217			Inpatient Days	0	Newborn Days	994

322 Marshfield Medical Center - Eau Claire
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	1,031	4,248	68.3%	11.6	4.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	511	1,097	37.5%	3.0	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	7	276	1,701	66.4%	4.6	6.2
Step-Down (Special Care)	1	12	697	3,171	72.2%	8.7	4.5
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	17	4	17.4
Physicians & Dentists	7	2	8.3	Radiological Services Personnel	9	3	11.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	6	10.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.9
Registered Nurses	130	73	160.1	Occupational Therapy Assistants/Aides	0	2	0.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	5	7.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.1
Ancillary Nursing Personnel	21	30	32.4	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	1	2.2	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	106	35	119.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	37	13	42.6
Pharmacy Personnel	21	3	22.8				
Clinical Laboratory Personnel	0	0	0.0				
				Total	379	185	455.8

322 Marshfield Medical Center - Eau Claire

Eau Claire, WI 54701

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$254,953,595	47.7%	46.6%	1.02	50.9%	0.94	47.1%	1.01	47.0%	1.01
Medical Assistance	\$72,632,932	13.6%	13.8%	0.99	11.8%	1.15	15.8%	0.86	12.4%	1.09
Commercial	\$181,958,576	34.0%	34.5%	0.99	33.0%	1.03	32.3%	1.05	38.2%	0.89
All Other	\$25,480,225	4.8%	5.1%	0.93	4.3%	1.10	4.8%	0.99	2.4%	2.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$194,925,781	36.4%	35.0%	1.04	34.0%	1.07	36.7%	0.99	34.8%	1.05
Medical Assistance	\$58,365,461	10.9%	10.4%	1.05	8.2%	1.33	12.3%	0.89	9.6%	1.14
Commercial	\$48,871,994	9.1%	14.5%	0.63	9.2%	1.00	13.5%	0.68	14.0%	0.65
Charity Care	\$4,347,400	0.8%	1.0%	0.85	0.9%	0.96	1.1%	0.76	0.4%	1.85
Bad Debt	\$6,501,030	1.2%	1.2%	1.03	1.5%	0.82	1.4%	0.89	0.7%	1.75
All Other	\$14,679,692	2.7%	2.6%	1.07	2.1%	1.31	2.6%	1.07	1.2%	2.27
Total Deductions	\$327,691,358	61.2%	64.6%	0.95	55.8%	1.10	67.4%	0.91	60.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.2%	8.4%	0.02		5.2%	0.04	10.8%	0.02	0.8%	0.26
Net Gains/Losses as % of Net Income	0.0%	13.8%	N/A		29.1%	N/A	21.2%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$93,136,050	43.4%	43.5%	1.00	52.0%	0.84	45.0%	0.97	41.0%	1.06
Supplies & Services	\$109,967,350	51.3%	49.9%	1.03	42.8%	1.20	48.5%	1.06	54.1%	0.95
Capital Component	\$11,423,440	5.3%	6.6%	0.81	5.2%	1.02	6.6%	0.81	4.9%	1.08
Fiscal Statistics										
Operating Margin (%)	-3.3%	7.5%	N/A		1.9%	N/A	6.5%	N/A	-16.6%	0.20
Total Hospital Net Income (%)	-3.3%	8.6%	N/A		2.7%	N/A	8.1%	N/A	-16.6%	0.20
Return on Equity (%)	-0.2%	4.1%	N/A		0.4%	N/A	2.9%	N/A	-1.2%	0.17
Current Ratio	2.3	3.9	0.60		2.4	0.99	3.6	0.64	2.3	1.03
Days in Net Patient Accounts Receivable	497.2	71.5	6.95		254.1	1.96	95.9	5.19	444.5	1.12
Average Payment Period	714.0	90.1	7.93		354.1	2.02	121.9	5.86	455.2	1.57
Equity Financing (%)	44.0%	63.6%	0.69		48.0%	0.92	60.0%	0.73	46.4%	0.95
Long-Term Debt to Equity Ratio	0.9	0.3	3.01		0.7	1.24	0.4	2.36	0.8	1.06
Times Interest Earned	0.0	12.2	N/A		10.3	N/A	10.0	N/A	0.0	N/A
Total Asset Turnover	0.1	0.5	0.14		0.1	0.47	0.4	0.18	0.1	0.89
Average Age of Plant (Years)	75.9	14.1	5.37		51.2	1.48	17.7	4.28	69.2	1.10
Increase (Decrease) Total Net Patient Revenue	9.4%	-2.2%	N/A		-1.1%	N/A	-3.7%	N/A	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	83.4%	63.0%	1.32		73.1%	1.14	69.7%	1.20	82.4%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,593	\$17,652	0.77		\$15,718	0.86	\$13,747	0.99	\$12,165	1.12
Inpatient Net Revenue per Day	\$3,364	\$3,704	0.91		\$3,586	0.94	\$3,163	1.06	\$3,323	1.01
Outpatient Net Revenue per Visit	\$885	\$780	1.13		\$840	1.05	\$688	1.29	\$876	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$535,025,328	Cash & Cash Equivalents	\$449,687,000	Current Liabilities	\$396,361,000
Less Deductions	\$327,691,358	Net Patient Receivables	\$281,675,000	Long-Term Debt	\$1,265,169,000
Net Patient Revenue	\$207,333,970	Other Receivables	\$75,472,000	Other Liabilities	\$130,430,000
Plus Other Revenue	\$434,759			Subtotal	\$1,791,960,000
Total Revenue	\$207,768,729	Land, Buildings & Equipment (Net)	\$1,067,031,000	Unrestricted Fund Balance	\$1,410,717,000
Less Expenses	\$214,526,840	Other Assets	\$1,328,812,000	Restricted Fund Balance	\$42,704,000
Non-Operating Gains/Losses	\$0	Total Assets	\$3,202,677,000	Total Liabilities & Fund Balance	\$3,202,677,000
Net Income	-\$6,758,111				

029 Mayo Clinic Health System - Eau Claire
 1221 Whipple Street, PO Box 5
 Eau Claire, WI 54702
 715-838-3311

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	74.9%	52.4%	1.43	40.8%	1.84	64.6%	1.16	75.9%	0.99
Obstetrics	29.3%	36.2%	0.81	24.1%	0.28	49.9%	0.59	30.6%	0.95
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	67.1%	53.9%	1.24	42.0%	1.60	63.5%	1.06	65.4%	1.03
Average Census (Patients)									
Adult Medical-Surgical	85.4	25.5	3.35	10.7	7.96	106.5	0.80	86.5	0.99
Obstetrics	6.7	4.7	1.43	2.0	3.42	14.6	0.46	7.0	0.95
Pediatrics	0.0	1.1	N/A	0.0	N/A	3.2	N/A	0.0	N/A
Total Hospital	127.5	47.4	2.69	17.5	7.28	204.5	0.62	131.5	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.3	0.97	3.9	1.07	4.8	0.87	3.9	1.07
Obstetrics	2.3	2.4	0.96	2.2	1.05	2.6	0.87	2.5	0.90
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.5	4.7	0.98	4.1	1.11	5.2	0.88	4.3	1.05
Surgical Operations									
Inpatient	2,559	1,280	2.00	403	6.34	5,196	0.49	3,090	0.83
Outpatient	5,478	4,115	1.33	2,235	2.45	15,397	0.36	7,382	0.74
Inpatient as % of All Surgeries	31.8%	23.7%	1.34	15.3%	2.08	25.2%	1.26	29.5%	1.08
Outpatient Visits									
Non-Emergency Visits	364,139	127,898	2.85	76,192	4.78	396,336	0.92	383,990	0.95
Emergency Visits	30,980	15,799	1.96	7,621	4.07	41,684	0.74	33,280	0.93
Full-Time Equivalents (FTEs)									
Administrators	66.1	20.3	3.26	12.1	5.45	64.4	1.03	57.5	1.15
Nurses, Licensed	1,009.8	255.1	3.96	128.5	7.86	945.5	1.07	1,002.9	1.01
Ancillary Nursing Personnel	113.8	42.6	2.67	19.1	5.95	159.2	0.71	111.6	1.02
All Other Personnel	1,723.3	501.2	3.44	251.7	6.85	1,851.4	0.93	1,575.5	1.09
Total FTEs	2,912.9	819.2	3.56	411.5	7.08	3,020.5	0.96	2,747.5	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	18.8	15.7	1.20	18.7	1.00	13.4	1.40	16.0	1.18
Nurses, Licensed	287.0	197.1	1.46	197.9	1.45	197.1	1.46	278.9	1.03
Ancillary Nursing Personnel	32.3	33.0	0.98	29.5	1.10	33.2	0.97	31.0	1.04
All Other Personnel	489.8	387.2	1.26	387.8	1.26	386.0	1.27	438.1	1.12
Total FTEs	828.0	633.0	1.31	634.0	1.31	629.7	1.31	764.0	1.08

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	190	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	23
Discharges	10,282	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,048
Inpatient Days	46,663			Inpatient Days	0	Newborn Days	2,682

029 Mayo Clinic Health System - Eau Claire
Eau Claire, WI 54702

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	114	7,524	31,270	74.9%	85.4	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,071	2,463	29.3%	6.7	2.3
Psychiatric	1	13	970	4,401	92.5%	12.0	4.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	22	454	6,555	81.4%	17.9	14.4
Step-Down (Special Care)	1	6	247	1,773	80.7%	4.8	7.2
Neonatal Intensive/Intermediate Care	1	12	16	201	4.6%	0.5	12.6
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	58	19	66.1	Surgical Personnel	57	47	82.1
Physicians & Dentists	150	268	248.8	Radiological Services Personnel	37	51	66.4
Medical & Dental Residents	19	0	19.0	Respiratory Therapists	24	19	32.8
Dental Hygienists	0	0	0.0	Occupational Therapists	6	17	15.3
Registered Nurses	335	1,020	874.6	Occupational Therapy Assistants/Aides	0	1	0.1
Certified Nurse Midwives	6	1	6.7	Physical Therapists	14	32	29.3
Licensed Practical Nurses	25	57	56.1	Physical Therapy Assistants/Aides	2	18	9.3
Ancillary Nursing Personnel	21	235	113.8	Recreational Therapists	2	6	4.9
Physician Assistants	32	14	39.3	Dietitians & Nutritionists	7	13	11.8
Nurse Practitioners	53	35	72.4	Psychologists	14	7	18.2
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	24	25	38.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	117	231	235.2
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	451	301	624.5
Pharmacy Personnel	51	100	91.0				
Clinical Laboratory Personnel	38	23	54.3				
				Total	1,588	2,652	2,912.9

029 Mayo Clinic Health System - Eau Claire

Eau Claire, WI 54702

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	7 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$828,127,508	55.5%	46.6%	1.19	50.9%	1.09	46.9%	1.18	54.9%	1.01
Medical Assistance	\$144,190,441	9.7%	13.8%	0.70	11.8%	0.82	12.7%	0.76	9.6%	1.01
Commercial	\$480,324,635	32.2%	34.5%	0.93	33.0%	0.97	34.7%	0.93	33.4%	0.97
All Other	\$38,898,383	2.6%	5.1%	0.51	4.3%	0.60	5.7%	0.46	2.2%	1.21
Deductions as % of Total Gross Patient Revenue										
Medicare	\$612,032,316	41.0%	35.0%	1.17	34.0%	1.21	36.0%	1.14	40.9%	1.00
Medical Assistance	\$106,618,145	7.1%	10.4%	0.69	8.2%	0.87	9.8%	0.73	7.3%	0.98
Commercial	\$137,549,753	9.2%	14.5%	0.63	9.2%	1.01	15.7%	0.59	9.7%	0.95
Charity Care	\$16,208,989	1.1%	1.0%	1.13	0.9%	1.28	1.0%	1.12	1.0%	1.09
Bad Debt	\$18,585,522	1.2%	1.2%	1.06	1.5%	0.84	1.0%	1.23	0.6%	2.00
All Other	\$14,315,296	1.0%	2.6%	0.38	2.1%	0.46	2.7%	0.36	1.1%	0.88
Total Deductions	\$905,310,021	60.7%	64.6%	0.94	55.8%	1.09	66.2%	0.92	60.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	8.0%	8.4%	0.96	5.2%	1.53	8.0%	1.00	3.6%	2.20	
Net Gains/Losses as % of Net Income	15.5%	13.8%	1.12	29.1%	0.53	13.7%	1.13	36.6%	0.42	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$393,204,577	63.1%	43.5%	1.45	52.0%	1.21	42.2%	1.50	60.4%	1.04
Supplies & Services	\$204,764,952	32.8%	49.9%	0.66	42.8%	0.77	52.0%	0.63	35.6%	0.92
Capital Component	\$25,608,137	4.1%	6.6%	0.62	5.2%	0.79	5.8%	0.70	4.0%	1.03
Fiscal Statistics										
Operating Margin (%)	2.2%	7.5%	0.29	1.9%	1.12	8.5%	0.25	5.3%	0.41	
Total Hospital Net Income (%)	2.6%	8.6%	0.30	2.7%	0.94	9.7%	0.26	8.0%	0.32	
Return on Equity (%)	3.2%	4.1%	0.78	0.4%	8.49	6.1%	0.52	12.0%	0.27	
Current Ratio	2.6	3.9	0.68	2.4	1.11	4.7	0.56	2.1	1.28	
Days in Net Patient Accounts Receivable	42.6	71.5	0.60	254.1	0.17	56.5	0.75	51.6	0.82	
Average Payment Period	58.8	90.1	0.65	354.1	0.17	66.2	0.89	54.7	1.08	
Equity Financing (%)	54.5%	63.6%	0.86	48.0%	1.14	67.7%	0.81	54.9%	0.99	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.7	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	62.0	12.2	5.06	10.3	6.01	16.4	3.78	603.2	0.10	
Total Asset Turnover	1.3	0.5	2.65	0.1	9.05	0.6	2.01	1.4	0.87	
Average Age of Plant (Years)	14.8	14.1	1.05	51.2	0.29	12.4	1.19	14.4	1.02	
Increase (Decrease) Total Net Patient Revenue	-2.4%	-2.2%	1.10	-1.1%	2.32	-0.7%	3.68	7.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	63.5%	63.0%	1.01	73.1%	0.87	57.1%	1.11	63.6%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,110	\$17,652	1.14	\$15,718	1.28	\$20,210	1.00	\$18,616	1.08	
Inpatient Net Revenue per Day	\$4,404	\$3,704	1.19	\$3,586	1.23	\$3,871	1.14	\$4,307	1.02	
Outpatient Net Revenue per Visit	\$1,007	\$780	1.29	\$840	1.20	\$898	1.12	\$969	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,491,540,967	Cash & Cash Equivalents	\$165,968	Current Liabilities	\$96,618,621
Less Deductions	\$905,310,021	Net Patient Receivables	\$68,225,516	Long-Term Debt	\$0
Net Patient Revenue	\$586,230,946	Other Receivables	\$936,143	Other Liabilities	\$135,130,320
Plus Other Revenue	\$51,167,660			Subtotal	\$231,748,941
Total Revenue	\$637,398,606	Land, Buildings & Equipment (Net)	\$210,209,049	Unrestricted Fund Balance	\$277,856,370
Less Expenses	\$623,577,666	Other Assets	\$230,068,635	Restricted Fund Balance	\$3,136,734
Non-Operating Gains/Losses	\$2,529,079			Total Liabilities & Fund Balance	\$509,605,311
Net Income	\$16,350,019	Total Assets	\$509,605,311		

030 Sacred Heart Hospital
 900 West Clairemont Avenue
 Eau Claire, WI 54701
 715-839-4121

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Eau Claire
 Analysis Area: West Central (5A)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	51.8%	52.4%	0.99	40.8%	1.27	44.9%	1.15	52.9%	0.98
Obstetrics	19.0%	36.2%	0.52	24.1%	0.15	25.5%	0.75	18.5%	1.02
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	44.4%	53.9%	0.82	42.0%	1.06	52.8%	0.84	48.7%	0.91
Average Census (Patients)									
Adult Medical-Surgical	50.8	25.5	1.99	10.7	4.73	15.7	3.24	57.7	0.88
Obstetrics	3.6	4.7	0.77	2.0	1.83	2.3	1.59	3.5	1.02
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	87.4	47.4	1.85	17.5	4.99	36.1	2.42	97.3	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	5.0	4.3	1.16	3.9	1.28	3.7	1.34	4.9	1.01
Obstetrics	2.1	2.4	0.89	2.2	0.98	2.2	0.97	2.2	0.95
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.7	4.7	1.01	4.1	1.15	4.4	1.07	4.9	0.97
Surgical Operations									
Inpatient	1,661	1,280	1.30	403	4.12	711	2.34	1,788	0.93
Outpatient	2,032	4,115	0.49	2,235	0.91	2,960	0.69	2,260	0.90
Inpatient as % of All Surgeries	45.0%	23.7%	1.90	15.3%	2.94	19.4%	2.32	44.2%	1.02
Outpatient Visits									
Non-Emergency Visits	44,484	127,898	0.35	76,192	0.58	117,985	0.38	51,661	0.86
Emergency Visits	16,146	15,799	1.02	7,621	2.12	14,651	1.10	18,494	0.87
Full-Time Equivalents (FTEs)									
Administrators	24.0	20.3	1.18	12.1	1.98	17.3	1.39	21.0	1.14
Nurses, Licensed	291.7	255.1	1.14	128.5	2.27	217.2	1.34	257.5	1.13
Ancillary Nursing Personnel	57.7	42.6	1.35	19.1	3.01	30.0	1.92	59.1	0.98
All Other Personnel	418.7	501.2	0.84	251.7	1.66	363.9	1.15	574.1	0.73
Total FTEs	792.1	819.2	0.97	411.5	1.92	628.4	1.26	911.7	0.87
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.5	15.7	1.05	18.7	0.88	16.4	1.01	13.0	1.27
Nurses, Licensed	200.5	197.1	1.02	197.9	1.01	206.1	0.97	159.5	1.26
Ancillary Nursing Personnel	39.6	33.0	1.20	29.5	1.34	28.5	1.39	36.6	1.08
All Other Personnel	287.8	387.2	0.74	387.8	0.74	345.3	0.83	355.6	0.81
Total FTEs	544.5	633.0	0.86	634.0	0.86	596.3	0.91	564.7	0.96

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	197	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	6,808	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	582
Inpatient Days	31,992			Inpatient Days	0	Newborn Days	1,220

030 Sacred Heart Hospital
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	98	3,747	18,585	51.8%	50.8	5.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	24	239	2,884	32.8%	7.9	12.1
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	616	1,320	19.0%	3.6	2.1
Psychiatric	1	29	1,162	6,138	57.8%	16.8	5.3
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	22	1,044	3,065	38.1%	8.4	2.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	5	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	24	0	24.0	Surgical Personnel	14	5	19.6
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	25	13	36.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	12	10	19.6
Dental Hygienists	0	0	0.0	Occupational Therapists	9	4	12.0
Registered Nurses	157	169	290.7	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	12	16.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	5	1	5.2
Ancillary Nursing Personnel	20	54	57.7	Recreational Therapists	2	8	8.3
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	3	6.7
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	11	9	18.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	29	18	42.3
Health Info Mgmt-Administrators/Technicians	1	1	2.1	All Other Personnel	115	47	146.6
Pharmacy Personnel	32	8	38.1				
Clinical Laboratory Personnel	24	16	34.5				
				Total	499	386	792.1

030 Sacred Heart Hospital
Eau Claire, WI 54701

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$221,658,782	54.3%	46.6%	1.16	50.9%	1.07	41.7%	1.30	55.2%	0.98
Medical Assistance	\$55,728,537	13.7%	13.8%	0.99	11.8%	1.16	18.4%	0.74	13.3%	1.02
Commercial	\$105,177,768	25.8%	34.5%	0.75	33.0%	0.78	36.0%	0.72	26.7%	0.97
All Other	\$25,426,869	6.2%	5.1%	1.21	4.3%	1.44	4.0%	1.55	4.8%	1.31
Deductions as % of Total Gross Patient Revenue										
Medicare	\$154,338,819	37.8%	35.0%	1.08	34.0%	1.11	30.1%	1.26	38.0%	1.00
Medical Assistance	\$36,826,824	9.0%	10.4%	0.87	8.2%	1.10	12.3%	0.73	8.9%	1.01
Commercial	\$28,342,991	6.9%	14.5%	0.48	9.2%	0.76	12.1%	0.58	8.6%	0.81
Charity Care	\$1,997,103	0.5%	1.0%	0.51	0.9%	0.58	0.8%	0.60	1.3%	0.38
Bad Debt	\$7,861,936	1.9%	1.2%	1.64	1.5%	1.30	1.1%	1.74	0.5%	4.24
All Other	\$14,268,822	3.5%	2.6%	1.37	2.1%	1.66	2.3%	1.49	2.0%	1.72
Total Deductions	\$243,636,495	59.7%	64.6%	0.92	55.8%	1.07	58.8%	1.02	59.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.2%	8.4%	0.38	5.2%	0.60	6.4%	0.49	1.1%	2.84
Net Gains/Losses as % of Net Income		20.4%	13.8%	1.48	29.1%	0.70	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$84,029,391	41.9%	43.5%	0.96	52.0%	0.81	41.7%	1.00	46.1%	0.91
Supplies & Services	\$106,324,938	53.0%	49.9%	1.06	42.8%	1.24	50.0%	1.06	48.1%	1.10
Capital Component	\$10,317,985	5.1%	6.6%	0.78	5.2%	0.99	8.3%	0.62	5.8%	0.88
Fiscal Statistics										
Operating Margin (%)		-18.2%	7.5%	N/A	1.9%	N/A	6.6%	N/A	-9.7%	1.87
Total Hospital Net Income (%)		-24.0%	8.6%	N/A	2.7%	N/A	6.2%	N/A	-7.9%	3.06
Return on Equity (%)		-5.9%	4.1%	N/A	0.4%	N/A	3.0%	N/A	-2.1%	2.78
Current Ratio		1.0	3.9	0.25	2.4	0.40	3.4	0.28	1.2	0.78
Days in Net Patient Accounts Receivable		49.6	71.5	0.69	254.1	0.20	48.8	1.02	34.6	1.43
Average Payment Period		126.2	90.1	1.40	354.1	0.36	63.5	1.99	82.1	1.54
Equity Financing (%)		81.2%	63.6%	1.28	48.0%	1.69	75.1%	1.08	86.5%	0.94
Long-Term Debt to Equity Ratio		0.0	0.3	0.12	0.7	0.05	0.2	0.20	0.0	0.94
Times Interest Earned		-70.9	12.2	N/A	10.3	N/A	7.4	N/A	-17.4	4.07
Total Asset Turnover		0.3	0.5	0.55	0.1	1.86	0.5	0.53	0.3	0.97
Average Age of Plant (Years)		21.1	14.1	1.50	51.2	0.41	9.8	2.15	20.3	1.04
Increase (Decrease) Total Net Patient Revenue		-7.6%	-2.2%	3.41	-1.1%	7.19	-5.0%	1.53	-17.0%	0.45
Outpatient Gross Revenue (% of Total GPR)		40.6%	63.0%	0.64	73.1%	0.56	64.9%	0.63	40.4%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,106		\$17,652	0.86	\$15,718	0.96	\$18,057	0.84	\$14,068	1.07
Inpatient Net Revenue per Day	\$3,251		\$3,704	0.88	\$3,586	0.91	\$3,961	0.82	\$2,928	1.11
Outpatient Net Revenue per Visit	\$1,144		\$780	1.47	\$840	1.36	\$669	1.71	\$1,097	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$407,991,955	Cash & Cash Equivalents	\$7,877,273	Current Liabilities	\$66,224,706
Less Deductions	\$243,636,495	Net Patient Receivables	\$22,278,596	Long-Term Debt	\$18,682,954
Net Patient Revenue	\$164,355,460	Other Receivables	\$2,874,635	Other Liabilities	\$38,954,199
Plus Other Revenue	\$5,367,520			Subtotal	\$123,861,859
Total Revenue	\$169,722,980	Land, Buildings & Equipment (Net)	\$100,727,336	Unrestricted Fund Balance	\$534,462,652
Less Expenses	\$200,672,314	Other Assets	\$524,566,671	Restricted Fund Balance	\$9,684,217
Non-Operating Gains/Losses	-\$7,936,144			Total Liabilities & Fund Balance	\$658,324,511
Net Income	-\$38,885,478	Total Assets	\$658,324,511		

031 Edgerton Hospital and Health Services
 11101 N. Sherman Rd
 Edgerton, WI 53534
 608-884-3441

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.3%	52.4%	0.18	55.7%	0.17	11.2%	0.83	7.7%	1.21
Obstetrics	0.0%	36.2%	N/A	41.0%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	9.3%	53.9%	0.17	56.6%	0.16	15.7%	0.59	7.7%	1.21
Average Census (Patients)									
Adult Medical-Surgical	1.5	25.5	0.06	23.1	0.06	1.7	0.85	1.4	1.08
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.5	47.4	0.03	49.2	0.03	2.5	0.59	1.4	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.74	4.1	0.77	3.3	0.95	3.1	1.02
Obstetrics	0.0	2.4	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.9	N/A	2.7	N/A	0.0	N/A
Total Hospital	3.2	4.7	0.68	4.6	0.69	4.2	0.75	3.1	1.02
Surgical Operations									
Inpatient	0	1,280	N/A	1,943	N/A	75	N/A	0	N/A
Outpatient	313	4,115	0.08	7,094	0.04	1,365	0.23	272	1.15
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	21.5%	N/A	5.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	18,269	127,898	0.14	157,467	0.12	21,938	0.83	20,225	0.90
Emergency Visits	1,613	15,799	0.10	15,287	0.11	2,721	0.59	1,765	0.91
Full-Time Equivalents (FTEs)									
Administrators	4.0	20.3	0.20	20.1	0.20	2.2	1.83	4.0	1.00
Nurses, Licensed	36.0	255.1	0.14	268.4	0.13	40.9	0.88	5.1	7.11
Ancillary Nursing Personnel	12.1	42.6	0.28	43.3	0.28	7.0	1.74	13.6	0.89
All Other Personnel	88.9	501.2	0.18	633.6	0.14	77.4	1.15	116.1	0.77
Total FTEs	141.0	819.2	0.17	965.4	0.15	127.5	1.11	138.8	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	72.3	15.7	4.62	16.1	4.49	17.3	4.18	69.3	1.04
Nurses, Licensed	650.2	197.1	3.30	214.6	3.03	323.2	2.01	87.6	7.42
Ancillary Nursing Personnel	219.5	33.0	6.66	34.6	6.34	55.3	3.97	236.1	0.93
All Other Personnel	1,606.1	387.2	4.15	506.6	3.17	611.6	2.63	2,011.7	0.80
Total FTEs	2,548.1	633.0	4.03	771.8	3.30	1,007.4	2.53	2,404.7	1.06

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	16	Health Maintenance		Average Beds Used	7	Bassinets	0
Discharges	172	Organization (HMO)	Yes	Discharges	143	Total Births	0
Inpatient Days	545	Preferred Provider		Inpatient Days	1,969	Newborn Days	0
		Organization (PPO)	Yes				

031 Edgerton Hospital and Health Services
Edgerton, WI 53534

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	172	545	9.3%	1.5	3.2
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	0	3	1.6
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	4	6	7.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	22	16	30.9	Occupational Therapy Assistants/Aides	1	1	1.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	5	3.0
Licensed Practical Nurses	3	1	3.2	Physical Therapy Assistants/Aides	2	2	2.7
Ancillary Nursing Personnel	10	6	12.1	Recreational Therapists	0	1	0.3
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.4
Nurse Practitioners	0	1	0.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	1	1.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	4	7.5
Health Info Mgmt-Administrators/Technicians	11	5	14.7	All Other Personnel	25	5	29.3
Pharmacy Personnel	2	2	3.2				
Clinical Laboratory Personnel	6	3	8.7				
				Total	104	65	141.0

031 Edgerton Hospital and Health Services

Edgerton, WI 53534

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ¹	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,282,570	53.5%	46.6%	1.15	41.8%	1.28	46.3%	1.16	55.6%	0.96
Medical Assistance	\$5,346,573	12.3%	13.8%	0.89	11.5%	1.06	11.7%	1.05	10.1%	1.22
Commercial	\$14,034,090	32.3%	34.5%	0.94	38.1%	0.85	37.5%	0.86	31.7%	1.02
All Other	\$852,502	2.0%	5.1%	0.38	8.5%	0.23	4.5%	0.44	2.6%	0.75
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,921,690	27.4%	35.0%	0.78	31.1%	0.88	23.9%	1.15	28.6%	0.96
Medical Assistance	\$3,307,832	7.6%	10.4%	0.73	8.7%	0.87	7.7%	0.99	7.2%	1.05
Commercial	\$5,761,428	13.2%	14.5%	0.91	18.1%	0.73	10.2%	1.29	13.9%	0.96
Charity Care	\$34,426	0.1%	1.0%	0.08	0.7%	0.12	1.1%	0.07	0.2%	0.44
Bad Debt	\$965,456	2.2%	1.2%	1.89	1.3%	1.71	1.7%	1.34	2.0%	1.13
All Other	\$149,108	0.3%	2.6%	0.13	4.4%	0.08	2.2%	0.15	0.3%	1.00
Total Deductions	\$22,139,940	50.9%	64.6%	0.79	64.3%	0.79	46.7%	1.09	52.2%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.2%	8.4%	0.14	7.9%	0.15	7.5%	0.16	1.3%	0.95	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	48.7%	N/A	10.6%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,435,747	55.3%	43.5%	1.27	46.6%	1.19	50.8%	1.09	58.3%	0.95
Supplies & Services	\$7,396,489	32.9%	49.9%	0.66	46.2%	0.71	42.0%	0.78	28.3%	1.16
Capital Component	\$2,650,005	11.8%	6.6%	1.79	7.3%	1.62	7.2%	1.64	13.4%	0.88
Fiscal Statistics										
Operating Margin (%)	-3.9%	7.5%	N/A	5.4%	N/A	7.8%	N/A	-2.8%	1.40	
Total Hospital Net Income (%)	-3.7%	8.6%	N/A	9.9%	N/A	8.7%	N/A	-2.4%	1.56	
Return on Equity (%)	-3.1%	4.1%	N/A	6.1%	N/A	11.1%	N/A	-2.3%	1.32	
Current Ratio	1.2	3.9	0.30	3.1	0.37	2.1	0.56	1.1	1.04	
Days in Net Patient Accounts Receivable	47.1	71.5	0.66	48.3	0.98	58.4	0.81	53.0	0.89	
Average Payment Period	137.2	90.1	1.52	71.6	1.92	80.3	1.71	68.8	1.99	
Equity Financing (%)	0.0%	63.6%	N/A	54.8%	N/A	38.8%	N/A	0.0%	1.22	
Long-Term Debt to Equity Ratio	-6.8	0.3	N/A	0.3	N/A	0.3	N/A	-10.3	0.66	
Times Interest Earned	0.1	12.2	0.01	10.5	0.01	10.1	0.01	0.5	0.22	
Total Asset Turnover	0.8	0.5	1.73	0.6	1.39	1.3	0.64	1.0	0.85	
Average Age of Plant (Years)	11.0	14.1	0.78	11.5	0.96	9.7	1.14	10.2	1.09	
Increase (Decrease) Total Net Patient Revenue	1.7%	-2.2%	N/A	-1.0%	N/A	-0.9%	N/A	-0.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)	73.2%	63.0%	1.16	60.3%	1.21	80.0%	0.91	76.4%	0.96	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,937	\$17,652	1.07	\$20,439	0.93	\$21,599	0.88	\$14,353	1.32	
Inpatient Net Revenue per Day	\$2,274	\$3,704	0.61	\$4,396	0.52	\$2,988	0.76	\$1,773	1.28	
Outpatient Net Revenue per Visit	\$818	\$780	1.05	\$707	1.16	\$759	1.08	\$777	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$43,515,735	Cash & Cash Equivalents	\$5,762,752	Current Liabilities	\$7,925,262
Less Deductions	\$22,139,940	Net Patient Receivables	\$2,751,057	Long-Term Debt	\$19,406,403
Net Patient Revenue	\$21,375,795	Other Receivables	\$139,229	Other Liabilities	\$2,043,957
Plus Other Revenue	\$260,354			Subtotal	\$29,375,622
Total Revenue	\$21,636,149	Land, Buildings & Equipment (Net)	\$13,266,396	Unrestricted Fund Balance	-\$2,850,112
Less Expenses	\$22,482,241	Other Assets	\$4,606,076	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$33,807			Total Liabilities & Fund Balance	\$26,525,510
Net Income	-\$812,285	Total Assets	\$26,525,510		

032 Aurora Lakeland Medical Center in Elkhorn
W3985 Cty Rd NN
Elkhorn, WI 53121
262-741-2000

Fiscal Year: 01/01 to 12/31
Type: GMS
General Medical & Surgical
Control: Other Not-For-Profit

County: Walworth
Analysis Area: Southeastern (2A)
Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.3%	52.4%	0.88	54.8%	0.85	40.5%	1.15	42.0%	1.10
Obstetrics	23.5%	36.2%	0.65	30.8%	0.11	24.6%	0.95	26.0%	0.90
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	42.3%	53.9%	0.78	53.0%	0.80	42.0%	1.01	39.3%	1.08
Average Census (Patients)									
Adult Medical-Surgical	12.0	25.5	0.47	31.6	0.38	10.2	1.18	10.9	1.10
Obstetrics	3.5	4.7	0.75	4.9	0.72	1.7	2.06	3.9	0.90
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	27.1	47.4	0.57	61.1	0.44	17.9	1.51	25.2	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.3	0.82	4.0	0.88	3.3	1.07	3.0	1.19
Obstetrics	2.0	2.4	0.83	2.2	0.91	2.2	0.92	2.0	0.98
Pediatrics	0.0	3.5	N/A	2.3	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.81	4.2	0.90	3.5	1.08	3.3	1.14
Surgical Operations									
Inpatient	527	1,280	0.41	1,268	0.42	482	1.09	530	0.99
Outpatient	1,013	4,115	0.25	3,637	0.28	1,905	0.53	1,497	0.68
Inpatient as % of All Surgeries	34.2%	23.7%	1.44	25.9%	1.32	20.2%	1.69	26.1%	1.31
Outpatient Visits									
Non-Emergency Visits	45,991	127,898	0.36	151,601	0.30	69,880	0.66	55,986	0.82
Emergency Visits	13,385	15,799	0.85	22,748	0.59	11,349	1.18	15,216	0.88
Full-Time Equivalents (FTEs)									
Administrators	5.0	20.3	0.25	22.1	0.23	14.9	0.33	6.0	0.83
Nurses, Licensed	134.5	255.1	0.53	293.4	0.46	112.6	1.19	115.4	1.17
Ancillary Nursing Personnel	45.0	42.6	1.05	53.2	0.85	19.7	2.28	23.1	1.94
All Other Personnel	273.6	501.2	0.55	528.6	0.52	239.6	1.14	285.2	0.96
Total FTEs	458.1	819.2	0.56	897.3	0.51	386.8	1.18	429.8	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.7	15.7	0.43	12.5	0.53	21.9	0.30	7.7	0.86
Nurses, Licensed	179.4	197.1	0.91	166.3	1.08	165.1	1.09	148.5	1.21
Ancillary Nursing Personnel	60.0	33.0	1.82	30.2	1.99	28.9	2.07	29.8	2.01
All Other Personnel	365.0	387.2	0.94	299.6	1.22	351.3	1.04	367.0	0.99
Total FTEs	611.0	633.0	0.97	508.6	1.20	567.2	1.08	553.0	1.10

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	64	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,644	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	626
Inpatient Days	9,907			Inpatient Days	0	Newborn Days	1,116

032 Aurora Lakeland Medical Center in Elkhorn
Elkhorn, WI 53121

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	26	1,249	4,408	46.3%	12.0	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	120	1,251	34.2%	3.4	10.4
Hospice	2	1	79	189	51.6%	0.5	2.4
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	15	647	1,288	23.5%	3.5	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	376	2,771	63.1%	7.6	7.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	22	15	23.8	Radiological Services Personnel	14	9	20.3
Medical & Dental Residents	8	0	8.0	Respiratory Therapists	6	2	6.5
Dental Hygienists	0	0	0.0	Occupational Therapists	5	4	6.1
Registered Nurses	100	48	129.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	9	18.2
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	6	2	7.7
Ancillary Nursing Personnel	29	34	45.0	Recreational Therapists	0	1	0.6
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	25	18	29.5
Health Info Mgmt-Administrators/Technicians	2	4	4.6	All Other Personnel	75	34	97.1
Pharmacy Personnel	14	4	16.3				
Clinical Laboratory Personnel	17	6	20.2				
				Total	357	193	458.1

032 Aurora Lakeland Medical Center in Elkhorn
Elkhorn, WI 53121

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$106,212,127	48.6%	46.6%	1.04	51.7%	0.94	49.5%	0.98	49.5%	0.98
Medical Assistance	\$34,166,771	15.6%	13.8%	1.14	10.4%	1.51	11.6%	1.35	14.6%	1.07
Commercial	\$66,474,887	30.4%	34.5%	0.88	35.0%	0.87	34.7%	0.88	31.0%	0.98
All Other	\$11,508,984	5.3%	5.1%	1.03	2.9%	1.80	4.2%	1.26	4.9%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$83,880,814	38.4%	35.0%	1.10	41.3%	0.93	36.2%	1.06	39.0%	0.98
Medical Assistance	\$24,424,014	11.2%	10.4%	1.08	8.2%	1.36	8.8%	1.27	11.1%	1.01
Commercial	\$27,236,090	12.5%	14.5%	0.86	15.9%	0.79	13.9%	0.90	12.9%	0.97
Charity Care	\$5,608,625	2.6%	1.0%	2.67	1.1%	2.28	0.9%	2.94	2.7%	0.94
Bad Debt	\$3,555,614	1.6%	1.2%	1.39	1.0%	1.61	1.5%	1.11	1.5%	1.07
All Other	\$3,942,316	1.8%	2.6%	0.71	1.4%	1.25	2.2%	0.82	1.3%	1.38
Total Deductions	\$148,647,473	68.1%	64.6%	1.05	69.0%	0.99	63.5%	1.07	68.5%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	8.4%	0.34	8.1%	0.35	7.3%	0.39	0.4%	8.07
Net Gains/Losses as % of Net Income		0.3%	13.8%	0.02	N/A	N/A	12.9%	0.02	0.2%	1.36
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$27,307,545	43.5%	43.5%	1.00	38.6%	1.12	45.1%	0.96	46.8%	0.93
Supplies & Services	\$29,832,416	47.5%	49.9%	0.95	52.7%	0.90	46.8%	1.01	42.7%	1.11
Capital Component	\$5,681,705	9.0%	6.6%	1.38	8.6%	1.05	8.1%	1.12	10.5%	0.86
Fiscal Statistics										
Operating Margin (%)		12.5%	7.5%	1.65	10.4%	1.20	3.1%	4.06	16.9%	0.74
Total Hospital Net Income (%)		12.5%	8.6%	1.45	7.5%	1.66	3.5%	3.56	16.9%	0.74
Return on Equity (%)		3.2%	4.1%	0.77	4.7%	0.68	2.0%	1.60	4.5%	0.71
Current Ratio		31.2	3.9	8.05	6.8	4.56	4.6	6.85	52.0	0.60
Days in Net Patient Accounts Receivable		61.1	71.5	0.85	46.9	1.30	47.2	1.29	53.9	1.13
Average Payment Period		49.3	90.1	0.55	50.2	0.98	73.5	0.67	30.1	1.64
Equity Financing (%)		94.9%	63.6%	1.49	78.6%	1.21	66.1%	1.44	97.5%	0.97
Long-Term Debt to Equity Ratio		0.0	0.3	0.02	0.1	0.07	0.2	0.04	0.0	0.92
Times Interest Earned		9.9	12.2	0.81	7.0	1.42	4.2	2.36	11.0	0.91
Total Asset Turnover		0.3	0.5	0.54	0.6	0.40	0.6	0.45	0.3	0.96
Average Age of Plant (Years)		9.1	14.1	0.65	10.1	0.91	10.5	0.87	7.7	1.19
Increase (Decrease) Total Net Patient Revenue		-0.8%	-2.2%	0.38	-4.2%	0.20	-6.0%	0.14	4.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		61.0%	63.0%	0.97	63.8%	0.96	72.9%	0.84	65.0%	0.94
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,785	\$17,652	0.72	\$12,198	1.05	\$11,149	1.15	\$10,552	1.21	
Inpatient Net Revenue per Day	\$3,158	\$3,704	0.85	\$2,790	1.13	\$3,062	1.03	\$2,961	1.07	
Outpatient Net Revenue per Visit	\$665	\$780	0.85	\$754	0.88	\$705	0.94	\$623	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$218,362,769	Cash & Cash Equivalents	\$233,104,975	Current Liabilities	\$7,890,452
Less Deductions	\$148,647,473	Net Patient Receivables	\$11,629,985	Long-Term Debt	\$1,999,424
Net Patient Revenue	\$69,715,296	Other Receivables	\$229,366	Other Liabilities	\$4,428,095
Plus Other Revenue	\$2,046,613			Subtotal	\$14,317,971
Total Revenue	\$71,761,909	Land, Buildings & Equipment (Net)	\$34,248,233	Unrestricted Fund Balance	\$268,675,646
Less Expenses	\$62,821,666	Other Assets	\$3,781,059	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$26,000			Total Liabilities & Fund Balance	\$282,993,617
Net Income	\$8,966,243	Total Assets	\$282,993,618		

034 St Agnes Hospital – Fond du Lac
 430 E Division, PO Box 385
 Fond du Lac, WI 54935
 920-929-2300

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	60.2%	52.4%	1.15	46.3%	1.30	51.7%	1.17	49.6%	1.21
Obstetrics	32.9%	36.2%	0.91	29.1%	0.22	29.4%	1.12	26.6%	1.24
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	58.2%	53.9%	1.08	45.8%	1.27	48.2%	1.21	49.4%	1.18
Average Census (Patients)									
Adult Medical-Surgical	46.4	25.5	1.82	21.6	2.14	30.8	1.51	45.1	1.03
Obstetrics	6.2	4.7	1.33	4.5	1.38	5.1	1.22	5.0	1.24
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	72.7	47.4	1.54	35.1	2.07	57.5	1.27	70.6	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.3	1.04	3.8	1.16	4.2	1.05	3.5	1.28
Obstetrics	2.3	2.4	0.97	2.3	1.02	2.1	1.10	2.4	0.95
Pediatrics	0.0	3.5	N/A	2.6	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.6	4.7	0.98	4.1	1.10	4.3	1.07	5.3	0.86
Surgical Operations									
Inpatient	1,114	1,280	0.87	1,093	1.02	1,247	0.89	1,908	0.58
Outpatient	5,458	4,115	1.33	4,901	1.11	4,177	1.31	11,948	0.46
Inpatient as % of All Surgeries	17.0%	23.7%	0.71	18.2%	0.93	23.0%	0.74	13.8%	1.23
Outpatient Visits									
Non-Emergency Visits	136,983	127,898	1.07	75,740	1.81	195,436	0.70	274,145	0.50
Emergency Visits	27,562	15,799	1.74	13,956	1.97	26,485	1.04	32,371	0.85
Full-Time Equivalents (FTEs)									
Administrators	0.0	20.3	N/A	15.8	N/A	24.9	N/A	38.0	0.00
Nurses, Licensed	459.3	255.1	1.80	188.9	2.43	338.1	1.36	481.8	0.95
Ancillary Nursing Personnel	91.4	42.6	2.14	18.4	4.97	60.0	1.52	125.5	0.73
All Other Personnel	854.8	501.2	1.71	307.4	2.78	661.2	1.29	998.3	0.86
Total FTEs	1,405.5	819.2	1.72	530.5	2.65	1,084.2	1.30	1,643.6	0.86
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	15.7	N/A	14.2	N/A	12.8	N/A	18.2	0.00
Nurses, Licensed	189.0	197.1	0.96	169.9	1.11	174.4	1.08	230.9	0.82
Ancillary Nursing Personnel	37.6	33.0	1.14	16.5	2.28	31.0	1.21	60.1	0.63
All Other Personnel	351.7	387.2	0.91	276.5	1.27	341.1	1.03	478.4	0.74
Total FTEs	578.3	633.0	0.91	477.2	1.21	559.3	1.03	787.7	0.73

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	125	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	5,837	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	742
Inpatient Days	26,615			Inpatient Days	0	Newborn Days	997

034 St Agnes Hospital – Fond du Lac
Fond du Lac, WI 54935

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	77	3,807	16,970	60.2%	46.4	4.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	5	82	1,054	57.6%	2.9	12.9
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	987	2,287	32.9%	6.2	2.3
Psychiatric	1	12	686	2,932	66.8%	8.0	4.3
Alcoholism/chemical dependency	1	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	275	3,372	76.8%	9.2	12.3
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	20	14	33.0
Physicians & Dentists	36	7	38.9	Radiological Services Personnel	14	39	38.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	4	12.5
Dental Hygienists	0	0	0.0	Occupational Therapists	5	11	11.5
Registered Nurses	156	367	427.0	Occupational Therapy Assistants/Aides	1	2	2.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	24	13	33.8
Licensed Practical Nurses	4	14	12.5	Physical Therapy Assistants/Aides	4	14	11.8
Ancillary Nursing Personnel	28	107	91.4	Recreational Therapists	0	0	0.0
Physician Assistants	4	7	8.0	Dietitians & Nutritionists	2	5	4.9
Nurse Practitioners	11	4	15.0	Psychologists	49	11	56.5
Certified Registered Nurse Anesthetists	4	1	4.8	Social Workers	11	24	29.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	175	247	296.5
Health Info Mgmt-Administrators/Technicians	18	13	27.6	All Other Personnel	129	84	188.6
Pharmacy Personnel	21	20	37.6				
Clinical Laboratory Personnel	2	2	4.0				
				Total	735	1,028	1,405.5

034 St Agnes Hospital – Fond du Lac

Fond du Lac, WI 54935

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$385,682,621	53.5%	46.6%	1.15	49.0%	1.09	47.1%	1.14	49.3%	1.09
Medical Assistance	\$78,184,429	10.9%	13.8%	0.79	10.8%	1.00	15.8%	0.69	10.8%	1.00
Commercial	\$244,965,143	34.0%	34.5%	0.99	37.1%	0.92	32.3%	1.05	38.3%	0.89
All Other	\$11,628,943	1.6%	5.1%	0.31	3.1%	0.52	4.8%	0.34	1.6%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$288,336,629	40.0%	35.0%	1.14	34.7%	1.15	36.7%	1.09	36.9%	1.08
Medical Assistance	\$67,185,805	9.3%	10.4%	0.90	8.0%	1.16	12.3%	0.76	9.1%	1.02
Commercial	\$85,620,729	11.9%	14.5%	0.82	14.1%	0.85	13.5%	0.88	13.8%	0.86
Charity Care	\$2,090,323	0.3%	1.0%	0.30	0.7%	0.43	1.1%	0.27	0.3%	0.98
Bad Debt	\$14,432,448	2.0%	1.2%	1.71	1.5%	1.32	1.4%	1.46	2.2%	0.89
All Other	\$9,734,425	1.4%	2.6%	0.53	2.0%	0.68	2.6%	0.53	0.5%	2.66
Total Deductions	\$467,400,358	64.9%	64.6%	1.00	60.9%	1.06	67.4%	0.96	62.9%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.7%	8.4%	0.92	5.8%	1.32	10.8%	0.72	3.5%	2.17
Net Gains/Losses as % of Net Income		69.8%	13.8%	5.05	15.0%	4.66	21.2%	3.30	52.5%	1.33
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$125,154,106	48.1%	43.5%	1.10	40.0%	1.20	45.0%	1.07	52.3%	0.92
Supplies & Services	\$107,308,016	41.2%	49.9%	0.83	52.8%	0.78	48.5%	0.85	36.7%	1.12
Capital Component	\$27,844,224	10.7%	6.6%	1.63	7.2%	1.48	6.6%	1.63	11.0%	0.98
Fiscal Statistics										
Operating Margin (%)		5.1%	7.5%	0.67	11.9%	0.43	6.5%	0.78	10.0%	0.50
Total Hospital Net Income (%)		15.0%	8.6%	1.74	13.7%	1.10	8.1%	1.86	19.0%	0.79
Return on Equity (%)		7.1%	4.1%	1.73	11.6%	0.61	2.9%	2.44	10.1%	0.71
Current Ratio		1.9	3.9	0.49	5.7	0.33	3.6	0.52	2.2	0.88
Days in Net Patient Accounts Receivable		80.0	71.5	1.12	57.0	1.40	95.9	0.83	87.7	0.91
Average Payment Period		79.8	90.1	0.89	36.6	2.18	121.9	0.65	69.8	1.14
Equity Financing (%)		85.6%	63.6%	1.35	86.7%	0.99	60.0%	1.43	80.6%	1.06
Long-Term Debt to Equity Ratio		0.2	0.3	0.71	0.1	3.00	0.4	0.56	0.2	0.91
Times Interest Earned		10.6	12.2	0.86	28.5	0.37	10.0	1.06	14.0	0.76
Total Asset Turnover		0.4	0.5	0.90	0.8	0.51	0.4	1.20	0.5	0.89
Average Age of Plant (Years)		3.1	14.1	0.22	6.8	0.46	17.7	0.18	2.0	1.55
Increase (Decrease) Total Net Patient Revenue		-12.6%	-2.2%	5.67	-4.6%	2.71	-3.7%	3.41	-22.2%	0.57
Outpatient Gross Revenue (% of Total GPR)		70.1%	63.0%	1.11	68.8%	1.02	69.7%	1.01	65.4%	1.07
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,425		\$17,652	0.70	\$12,208	1.02	\$13,747	0.90	\$20,191	0.62
Inpatient Net Revenue per Day	\$2,725		\$3,704	0.74	\$2,930	0.93	\$3,163	0.86	\$3,730	0.73
Outpatient Net Revenue per Visit	\$1,185		\$780	1.52	\$917	1.29	\$688	1.72	\$681	1.74

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$720,461,137	Cash & Cash Equivalents	\$40,138,097	Current Liabilities	\$52,614,421
Less Deductions	\$467,400,358	Net Patient Receivables	\$55,318,603	Long-Term Debt	\$117,456,643
Net Patient Revenue	\$253,060,779	Other Receivables	\$1,343,260	Other Liabilities	-\$77,570,749
Plus Other Revenue	\$21,136,648			Subtotal	\$92,500,315
Total Revenue	\$274,197,427	Land, Buildings & Equipment (Net)	\$224,040,556	Unrestricted Fund Balance	\$551,940,987
Less Expenses	\$260,306,346	Other Assets	\$323,600,786	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$32,161,879			Total Liabilities & Fund Balance	\$644,441,302
Net Income	\$46,052,960	Total Assets	\$644,441,302		

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

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

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

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.9%	52.4%	0.78	55.7%	0.73	51.7%	0.79	27.1%	1.51
Obstetrics	28.1%	36.2%	0.78	41.0%	0.05	29.4%	0.96	19.8%	1.42
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	37.5%	53.9%	0.70	56.6%	0.66	48.2%	0.78	25.7%	1.46
Average Census (Patients)									
Adult Medical-Surgical	7.4	25.5	0.29	23.1	0.32	30.8	0.24	8.9	0.82
Obstetrics	2.0	4.7	0.42	4.5	0.43	5.1	0.38	2.4	0.83
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.1	47.4	0.21	49.2	0.21	57.5	0.18	12.6	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.3	0.68	4.1	0.71	4.2	0.69	3.0	0.97
Obstetrics	2.2	2.4	0.91	2.6	0.84	2.1	1.02	2.4	0.90
Pediatrics	0.0	3.5	N/A	3.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.8	4.7	0.61	4.6	0.62	4.3	0.67	3.0	0.94
Surgical Operations									
Inpatient	345	1,280	0.27	1,943	0.18	1,247	0.28	456	0.76
Outpatient	2,883	4,115	0.70	7,094	0.41	4,177	0.69	3,174	0.91
Inpatient as % of All Surgeries	10.7%	23.7%	0.45	21.5%	0.50	23.0%	0.46	12.6%	0.85
Outpatient Visits									
Non-Emergency Visits	214,423	127,898	1.68	157,467	1.36	195,436	1.10	255,540	0.84
Emergency Visits	14,504	15,799	0.92	15,287	0.95	26,485	0.55	15,856	0.91
Full-Time Equivalents (FTEs)									
Administrators	4.6	20.3	0.23	20.1	0.23	24.9	0.19	4.6	1.00
Nurses, Licensed	159.6	255.1	0.63	268.4	0.59	338.1	0.47	157.4	1.01
Ancillary Nursing Personnel	27.9	42.6	0.65	43.3	0.64	60.0	0.46	25.1	1.11
All Other Personnel	466.1	501.2	0.93	633.6	0.74	661.2	0.70	500.1	0.93
Total FTEs	658.2	819.2	0.80	965.4	0.68	1,084.2	0.61	687.2	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.6	15.7	0.30	16.1	0.29	12.8	0.36	4.1	1.13
Nurses, Licensed	160.2	197.1	0.81	214.6	0.75	174.4	0.92	140.5	1.14
Ancillary Nursing Personnel	28.0	33.0	0.85	34.6	0.81	31.0	0.90	22.4	1.25
All Other Personnel	468.0	387.2	1.21	506.6	0.92	341.1	1.37	446.2	1.05
Total FTEs	660.8	633.0	1.04	771.8	0.86	559.3	1.18	613.2	1.08

Total Hospital:
 Beds Set Up & Staffed 27
 Discharges 1,305
 Inpatient Days 3,708

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

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

Newborn Nursery:
 Bassinets 10
 Total Births 328
 Newborn Days 614

035 Fort HealthCare
Fort Atkinson, WI 53538

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	924	2,695	40.9%	7.4	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	332	720	28.1%	2.0	2.2
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	49	293	40.0%	0.8	6.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	2	4.6	Surgical Personnel	7	3	8.0
Physicians & Dentists	26	7	30.2	Radiological Services Personnel	16	16	22.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	8	5.4
Dental Hygienists	0	0	0.0	Occupational Therapists	1	12	6.8
Registered Nurses	52	122	118.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	12	18.9
Licensed Practical Nurses	16	20	24.2	Physical Therapy Assistants/Aides	2	3	4.2
Ancillary Nursing Personnel	9	28	27.9	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	1	3	1.8
Nurse Practitioners	9	3	10.4	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	6	3	6.9	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	67	42	137.1
Health Info Mgmt-Administrators/Technicians	19	4	20.5	All Other Personnel	132	113	159.8
Pharmacy Personnel	5	7	8.2				
Clinical Laboratory Personnel	10	6	14.3				
				Total	414	431	658.2

035 Fort HealthCare
Fort Atkinson, WI 53538

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$132,195,535	42.9%	46.6%	0.92	41.8%	1.03	47.1%	0.91	41.9%	1.02
Medical Assistance	\$32,705,448	10.6%	13.8%	0.77	11.5%	0.92	15.8%	0.67	10.7%	0.99
Commercial	\$135,341,198	43.9%	34.5%	1.27	38.1%	1.15	32.3%	1.36	45.0%	0.98
All Other	\$7,902,079	2.6%	5.1%	0.50	8.5%	0.30	4.8%	0.53	2.4%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$104,507,692	33.9%	35.0%	0.97	31.1%	1.09	36.7%	0.92	32.5%	1.05
Medical Assistance	\$24,333,394	7.9%	10.4%	0.76	8.7%	0.91	12.3%	0.64	8.1%	0.98
Commercial	\$66,699,921	21.6%	14.5%	1.49	18.1%	1.19	13.5%	1.60	21.8%	0.99
Charity Care	\$1,464,769	0.5%	1.0%	0.49	0.7%	0.71	1.1%	0.45	0.4%	1.21
Bad Debt	\$2,492,930	0.8%	1.2%	0.69	1.3%	0.62	1.4%	0.59	1.0%	0.78
All Other	\$5,707,122	1.9%	2.6%	0.72	4.4%	0.43	2.6%	0.72	1.4%	1.29
Total Deductions	\$205,205,828	66.6%	64.6%	1.03	64.3%	1.04	67.4%	0.99	65.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	17.9%	8.4%	2.13	7.9%	2.28	10.8%	1.67	10.7%	1.68	
Net Gains/Losses as % of Net Income	69.3%	13.8%	5.01	48.7%	1.42	21.2%	3.27	38.3%	1.81	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,811,916	42.5%	43.5%	0.98	46.6%	0.91	45.0%	0.94	42.1%	1.01
Supplies & Services	\$57,761,969	47.3%	49.9%	0.95	46.2%	1.03	48.5%	0.98	47.7%	0.99
Capital Component	\$12,447,906	10.2%	6.6%	1.55	7.3%	1.41	6.6%	1.55	10.2%	1.00
Fiscal Statistics										
Operating Margin (%)	2.7%	7.5%	0.36	5.4%	0.51	6.5%	0.42	5.4%	0.50	
Total Hospital Net Income (%)	8.3%	8.6%	0.96	9.9%	0.84	8.1%	1.03	8.5%	0.98	
Return on Equity (%)	4.8%	4.1%	1.17	6.1%	0.79	2.9%	1.65	5.4%	0.90	
Current Ratio	1.9	3.9	0.50	3.1	0.62	3.6	0.53	2.4	0.79	
Days in Net Patient Accounts Receivable	56.3	71.5	0.79	48.3	1.17	95.9	0.59	54.1	1.04	
Average Payment Period	75.7	90.1	0.84	71.6	1.06	121.9	0.62	47.1	1.61	
Equity Financing (%)	71.9%	63.6%	1.13	54.8%	1.31	60.0%	1.20	72.2%	1.00	
Long-Term Debt to Equity Ratio	0.2	0.3	0.83	0.3	0.89	0.4	0.65	0.3	0.85	
Times Interest Earned	6.0	12.2	0.49	10.5	0.57	10.0	0.60	5.7	1.05	
Total Asset Turnover	0.5	0.5	1.16	0.6	0.93	0.4	1.54	0.6	0.90	
Average Age of Plant (Years)	16.6	14.1	1.18	11.5	1.45	17.7	0.94	18.4	0.90	
Increase (Decrease) Total Net Patient Revenue	-11.2%	-2.2%	5.04	-1.0%	10.80	-3.7%	3.03	5.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	89.6%	63.0%	1.42	60.3%	1.49	69.7%	1.29	88.8%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$3,827	\$17,652	0.22	\$20,439	0.19	\$13,747	0.28	\$3,715	1.03	
Inpatient Net Revenue per Day	\$1,316	\$3,704	0.36	\$4,396	0.30	\$3,163	0.42	\$1,234	1.07	
Outpatient Net Revenue per Visit	\$439	\$780	0.56	\$707	0.62	\$688	0.64	\$419	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$308,144,260	Cash & Cash Equivalents	\$23,167,067	Current Liabilities	\$23,886,685
Less Deductions	\$205,205,828	Net Patient Receivables	\$15,839,896	Long-Term Debt	\$40,529,468
Net Patient Revenue	\$102,938,432	Other Receivables	\$2,688,365	Other Liabilities	\$0
Plus Other Revenue	\$22,477,622			Subtotal	\$64,416,153
Total Revenue	\$125,416,054	Land, Buildings & Equipment (Net)	\$44,924,394	Unrestricted Fund Balance	\$164,650,827
Less Expenses	\$122,021,791	Other Assets	\$142,447,258	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,666,196			Total Liabilities & Fund Balance	\$229,066,980
Net Income	\$11,060,459	Total Assets	\$229,066,980		

311 Ascension SE Wisconsin Hospital - Franklin Campus
 10101 S. 27th Street
 Franklin, WI 53132
 414-325-4700

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	78.8%	52.4%	1.51	66.4%	1.19	40.5%	1.95	78.4%	1.01
Obstetrics	0.0%	36.2%	N/A	43.0%	N/A	24.6%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	68.7%	53.9%	1.27	66.2%	1.04	42.0%	1.64	74.7%	0.92
Average Census (Patients)									
Adult Medical-Surgical	15.8	25.5	0.62	111.5	0.14	10.2	1.55	15.7	1.01
Obstetrics	0.0	4.7	N/A	16.3	N/A	1.7	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	7.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	35.7	47.4	0.75	162.1	0.22	17.9	1.99	34.4	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.3	0.95	5.4	0.75	3.3	1.24	4.0	1.01
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.6	N/A	2.4	N/A	0.0	N/A
Total Hospital	4.4	4.7	0.95	5.8	0.76	3.5	1.27	4.3	1.03
Surgical Operations									
Inpatient	573	1,280	0.45	2,762	0.21	482	1.19	616	0.93
Outpatient	1,055	4,115	0.26	4,604	0.23	1,905	0.55	1,223	0.86
Inpatient as % of All Surgeries	35.2%	23.7%	1.48	37.5%	0.94	20.2%	1.74	33.5%	1.05
Outpatient Visits									
Non-Emergency Visits	60,777	127,898	0.48	235,708	0.26	69,880	0.87	69,606	0.87
Emergency Visits	18,718	15,799	1.18	39,022	0.48	11,349	1.65	20,777	0.90
Full-Time Equivalents (FTEs)									
Administrators	11.1	20.3	0.55	58.5	0.19	14.9	0.74	11.9	0.93
Nurses, Licensed	120.5	255.1	0.47	773.0	0.16	112.6	1.07	117.1	1.03
Ancillary Nursing Personnel	26.3	42.6	0.62	167.4	0.16	19.7	1.33	9.4	2.79
All Other Personnel	143.2	501.2	0.29	1,237.1	0.12	239.6	0.60	168.9	0.85
Total FTEs	301.1	819.2	0.37	2,235.9	0.13	386.8	0.78	307.3	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.6	15.7	0.74	17.2	0.67	21.9	0.53	12.9	0.90
Nurses, Licensed	126.3	197.1	0.64	226.9	0.56	165.1	0.76	126.8	1.00
Ancillary Nursing Personnel	27.5	33.0	0.84	49.1	0.56	28.9	0.95	10.2	2.70
All Other Personnel	150.1	387.2	0.39	363.1	0.41	351.3	0.43	182.9	0.82
Total FTEs	315.5	633.0	0.50	656.3	0.48	567.2	0.56	332.8	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	52	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,957	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	13,077			Inpatient Days	0	Newborn Days	0

311 Ascension SE Wisconsin Hospital - Franklin Campus
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	1,418	5,771	78.8%	15.8	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	32	1,539	7,306	62.4%	20.0	4.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	2	11.1	Surgical Personnel	9	7	10.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	25	24	35.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	5	11.1
Dental Hygienists	0	0	0.0	Occupational Therapists	3	11	7.2
Registered Nurses	89	58	118.7	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	15	19.3
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	17	21	26.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	1	1	1.8	All Other Health Professionals	13	11	15.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	10	10.8
Pharmacy Personnel	10	6	12.6				
Clinical Laboratory Personnel	12	8	15.4				
				Total	220	182	301.1

311 Ascension SE Wisconsin Hospital - Franklin Campus
Franklin, WI 53132

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 4		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$131,935,288	50.3%	46.6%	1.08	44.2%	1.14	49.5%	1.02	48.7%	1.03
Medical Assistance	\$27,238,702	10.4%	13.8%	0.75	20.8%	0.50	11.6%	0.90	10.8%	0.96
Commercial	\$95,960,800	36.6%	34.5%	1.06	31.0%	1.18	34.7%	1.05	37.8%	0.97
All Other	\$7,087,279	2.7%	5.1%	0.53	4.0%	0.67	4.2%	0.64	2.8%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$99,478,648	37.9%	35.0%	1.08	35.0%	1.08	36.2%	1.05	36.1%	1.05
Medical Assistance	\$22,683,668	8.7%	10.4%	0.83	15.7%	0.55	8.8%	0.98	9.0%	0.97
Commercial	\$38,325,387	14.6%	14.5%	1.00	13.8%	1.06	13.9%	1.05	14.7%	1.00
Charity Care	\$5,357,774	2.0%	1.0%	2.13	1.3%	1.55	0.9%	2.34	1.9%	1.09
Bad Debt	\$3,873,898	1.5%	1.2%	1.26	1.0%	1.45	1.5%	1.00	1.2%	1.26
All Other	\$1,484,661	0.6%	2.6%	0.22	1.2%	0.47	2.2%	0.26	0.9%	0.65
Total Deductions	\$171,204,036	65.3%	64.6%	1.01	68.0%	0.96	63.5%	1.03	63.6%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.7%	8.4%	0.32		8.2%	0.33	7.3%	0.37	0.6%	4.22
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A		N/A	N/A	12.9%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$31,663,921	40.1%	43.5%	0.92	35.4%	1.13	45.1%	0.89	37.9%	1.06
Supplies & Services	\$41,425,771	52.5%	49.9%	1.05	58.6%	0.90	46.8%	1.12	54.5%	0.96
Capital Component	\$5,887,285	7.5%	6.6%	1.13	6.0%	1.24	8.1%	0.92	7.6%	0.98
Fiscal Statistics										
Operating Margin (%)	15.6%	7.5%	2.07		10.3%	1.51	3.1%	5.07	20.7%	0.75
Total Hospital Net Income (%)	15.5%	8.6%	1.80		9.9%	1.58	3.5%	4.42	20.6%	0.75
Return on Equity (%)	13.8%	4.1%	3.33		6.2%	2.22	2.0%	6.96	18.3%	0.75
Current Ratio	4.1	3.9	1.05		6.7	0.61	4.6	0.89	4.2	0.97
Days in Net Patient Accounts Receivable	43.4	71.5	0.61		49.7	0.87	47.2	0.92	47.1	0.92
Average Payment Period	24.5	90.1	0.27		51.9	0.47	73.5	0.33	28.5	0.86
Equity Financing (%)	87.5%	63.6%	1.38		81.7%	1.07	66.1%	1.32	88.6%	0.99
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	0.0	12.2	N/A		14.2	N/A	4.2	N/A	0.0	N/A
Total Asset Turnover	0.9	0.5	1.88		0.6	1.40	0.6	1.58	0.9	1.00
Average Age of Plant (Years)	4.7	14.1	0.33		11.0	0.43	10.5	0.45	3.6	1.30
Increase (Decrease) Total Net Patient Revenue	-8.3%	-2.2%	3.74		-1.8%	4.71	-6.0%	1.37	2.3%	N/A
Outpatient Gross Revenue (% of Total GPR)	60.2%	63.0%	0.96		51.0%	1.18	72.9%	0.83	62.7%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,175	\$17,652	0.75		\$24,215	0.54	\$11,149	1.18	\$15,547	0.85
Inpatient Net Revenue per Day	\$2,802	\$3,704	0.76		\$4,018	0.70	\$3,062	0.92	\$3,616	0.77
Outpatient Net Revenue per Visit	\$704	\$780	0.90		\$850	0.83	\$705	1.00	\$630	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$262,222,068	Cash & Cash Equivalents	\$4,432	Current Liabilities	\$4,911,028
Less Deductions	\$171,204,036	Net Patient Receivables	\$10,791,164	Long-Term Debt	\$0
Net Patient Revenue	\$91,018,032	Other Receivables	\$9,479	Other Liabilities	\$8,326,163
Plus Other Revenue	\$2,540,639			Subtotal	\$13,237,191
Total Revenue	\$93,558,670	Land, Buildings & Equipment (Net)	\$84,254,436	Unrestricted Fund Balance	\$92,284,403
Less Expenses	\$78,976,977	Other Assets	\$10,462,085	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$71,050			Total Liabilities & Fund Balance	\$105,521,594
Net Income	\$14,510,643	Total Assets	\$105,521,596		

313 Midwest Orthopedic Specialty Hospital
 10101 South 27th Street
 Franklin, WI 53132
 414-817-5800

Fiscal Year: 01/01 to 12/31
 Type: **GMS**
 General Medical & Surgical
 Control: **Partnership**

County: **Milwaukee**
 Analysis Area: **Milwaukee County (2B)**
 Volume Group: **2**

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	52.4%	N/A	66.4%	N/A	17.7%	N/A	0.0%	N/A
Obstetrics	0.0%	36.2%	N/A	43.0%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	31.6%	53.9%	0.59	66.2%	0.48	19.6%	1.62	47.6%	0.67
Average Census (Patients)									
Adult Medical-Surgical	0.0	25.5	N/A	111.5	N/A	2.7	N/A	0.0	N/A
Obstetrics	0.0	4.7	N/A	16.3	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	7.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.1	47.4	0.11	162.1	0.03	3.6	1.42	7.6	0.67
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.3	N/A	5.4	N/A	3.3	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.9	4.7	0.40	5.8	0.32	3.0	0.62	1.9	0.99
Surgical Operations									
Inpatient	999	1,280	0.78	2,762	0.36	228	4.39	1,511	0.66
Outpatient	3,341	4,115	0.81	4,604	0.73	1,022	3.27	3,693	0.90
Inpatient as % of All Surgeries	23.0%	23.7%	0.97	37.5%	0.61	18.2%	1.26	29.0%	0.79
Outpatient Visits									
Non-Emergency Visits	5,489	127,898	0.04	235,708	0.02	29,970	0.18	6,039	0.91
Emergency Visits	0	15,799	N/A	39,022	N/A	3,972	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	6.2	20.3	0.30	58.5	0.11	5.2	1.19	5.6	1.09
Nurses, Licensed	55.1	255.1	0.22	773.0	0.07	42.2	1.30	57.8	0.95
Ancillary Nursing Personnel	15.3	42.6	0.36	167.4	0.09	6.8	2.25	3.8	3.97
All Other Personnel	36.6	501.2	0.07	1,237.1	0.03	106.2	0.34	50.9	0.72
Total FTEs	113.1	819.2	0.14	2,235.9	0.05	160.3	0.71	118.2	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	43.3	15.7	2.77	17.2	2.52	30.2	1.43	33.0	1.31
Nurses, Licensed	387.5	197.1	1.97	226.9	1.71	246.1	1.57	338.8	1.14
Ancillary Nursing Personnel	107.4	33.0	3.26	49.1	2.19	39.6	2.72	22.5	4.77
All Other Personnel	257.6	387.2	0.67	363.1	0.71	618.8	0.42	298.0	0.86
Total FTEs	795.9	633.0	1.26	656.3	1.21	934.7	0.85	692.3	1.15

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	16	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	999	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	1,853			Inpatient Days	0	Newborn Days	0

313 Midwest Orthopedic Specialty Hospital
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	16	999	1,853	31.6%	5.1	1.9
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	2	6.2	Surgical Personnel	24	5	26.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	40	22	54.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	12	9	15.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	1	0.5	All Other Health Professionals	1	1	1.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	6	4	8.4
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	88	44	113.1

313 Midwest Orthopedic Specialty Hospital

Franklin, WI 53132

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2B Value	Ratio	2 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$60,794,898	38.6%	46.6%	0.83	44.2%	0.87	47.7%	0.81	39.3%	0.98
Medical Assistance	\$10,644,562	6.8%	13.8%	0.49	20.8%	0.33	11.0%	0.61	6.7%	1.01
Commercial	\$85,921,085	54.5%	34.5%	1.58	31.0%	1.76	37.9%	1.44	53.9%	1.01
All Other	\$229,268	0.1%	5.1%	0.03	4.0%	0.04	3.4%	0.04	0.1%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$45,889,263	29.1%	35.0%	0.83	35.0%	0.83	26.3%	1.11	30.5%	0.96
Medical Assistance	\$9,645,737	6.1%	10.4%	0.59	15.7%	0.39	7.6%	0.80	5.8%	1.05
Commercial	\$37,191,136	23.6%	14.5%	1.62	13.8%	1.70	13.5%	1.75	22.0%	1.07
Charity Care	\$420,100	0.3%	1.0%	0.28	1.3%	0.20	0.7%	0.40	0.3%	1.02
Bad Debt	\$537,215	0.3%	1.2%	0.29	1.0%	0.33	1.3%	0.27	0.8%	0.43
All Other	\$2,938	0.0%	2.6%	0.00	1.2%	0.00	2.2%	0.00	0.0%	0.06
Total Deductions	\$93,686,389	59.4%	64.6%	0.92	68.0%	0.87	51.6%	1.15	59.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	8.4%	0.35	8.2%	0.36	8.0%	0.37	0.6%	5.21
Net Gains/Losses as % of Net Income		0.7%	13.8%	0.05	N/A	N/A	14.0%	0.05	0.4%	1.97
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$8,979,278	22.6%	43.5%	0.52	35.4%	0.64	45.5%	0.50	23.2%	0.98
Supplies & Services	\$29,337,214	73.9%	49.9%	1.48	58.6%	1.26	47.2%	1.57	74.4%	0.99
Capital Component	\$1,372,012	3.5%	6.6%	0.53	6.0%	0.57	7.3%	0.48	2.4%	1.42
Fiscal Statistics										
Operating Margin (%)		39.7%	7.5%	5.27	10.3%	3.84	10.9%	3.65	42.7%	0.93
Total Hospital Net Income (%)		39.9%	8.6%	4.62	9.9%	4.05	12.4%	3.20	42.8%	0.93
Return on Equity (%)		59.0%	4.1%	14.29	6.2%	9.50	1.2%	49.31	70.3%	0.84
Current Ratio		2.5	3.9	0.63	6.7	0.37	2.4	1.02	3.6	0.69
Days in Net Patient Accounts Receivable		51.4	71.5	0.72	49.7	1.03	397.6	0.13	54.9	0.94
Average Payment Period		110.6	90.1	1.23	51.9	2.13	577.7	0.19	66.1	1.67
Equity Financing (%)		74.1%	63.6%	1.17	81.7%	0.91	46.0%	1.61	83.4%	0.89
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.8	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	14.2	N/A	17.3	N/A	0.0	N/A
Total Asset Turnover		1.5	0.5	3.12	0.6	2.33	0.1	15.62	1.6	0.90
Average Age of Plant (Years)		13.6	14.1	0.96	11.0	1.24	60.0	0.23	16.9	0.80
Increase (Decrease) Total Net Patient Revenue		-12.3%	-2.2%	5.51	-1.8%	6.95	-3.0%	4.05	-2.8%	4.34
Outpatient Gross Revenue (% of Total GPR)		64.1%	63.0%	1.02	51.0%	1.26	79.2%	0.81	55.4%	1.16
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$23,399	\$17,652	1.33	\$24,215	0.97	\$16,342	1.43	\$21,252	1.10
Inpatient Net Revenue per Day		\$12,520	\$3,704	3.38	\$4,018	3.12	\$4,448	2.81	\$11,315	1.11
Outpatient Net Revenue per Visit		\$7,481	\$780	9.59	\$850	8.80	\$767	9.75	\$7,088	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$157,589,813	Cash & Cash Equivalents	\$16,852,359	Current Liabilities	\$11,582,170
Less Deductions	\$93,686,389	Net Patient Receivables	\$8,976,179	Long-Term Debt	\$0
Net Patient Revenue	\$63,903,424	Other Receivables	\$838,245	Other Liabilities	\$1,201
Plus Other Revenue	\$1,941,325			Subtotal	\$11,583,371
Total Revenue	\$65,844,749	Land, Buildings & Equipment (Net)	\$16,265,167	Unrestricted Fund Balance	\$33,096,230
Less Expenses	\$39,688,504	Other Assets	\$1,747,651	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$188,248			Total Liabilities & Fund Balance	\$44,679,601
Net Income	\$26,344,493	Total Assets	\$44,679,601		

037 Gundersen Moundview Hospital and Clinics
 402 W Lake Street, PO Box 40
 Friendship, WI 53934
 608-339-3331

Fiscal Year: 01/01 to 12/31
 Type: **GMS**
 Critical Access Hospital
 Control: **Other Not-For-Profit**

County: **Adams**
 Analysis Area: **North Central (6)**
 Volume Group: **2**

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	3.5%	52.4%	0.07	47.5%	0.07	17.7%	0.20	3.3%	1.07	
Obstetrics	0.0%	36.2%	N/A	52.9%	N/A	19.7%	N/A	0.0%	N/A	
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	3.5%	53.9%	0.07	55.7%	0.06	19.6%	0.18	3.3%	1.07	
Average Census (Patients)										
Adult Medical-Surgical	0.9	25.5	0.03	18.9	0.05	2.7	0.33	0.8	1.07	
Obstetrics	0.0	4.7	N/A	3.6	N/A	0.6	N/A	0.0	N/A	
Pediatrics	0.0	1.1	N/A	0.6	N/A	0.0	N/A	0.0	N/A	
Total Hospital	0.9	47.4	0.02	36.1	0.02	3.6	0.25	0.8	1.07	
Average Length of Stay (Days)										
Adult Medical-Surgical	2.6	4.3	0.61	3.9	0.68	3.3	0.79	2.3	1.16	
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.1	N/A	0.0	N/A	
Pediatrics	0.0	3.5	N/A	2.5	N/A	0.0	N/A	0.0	N/A	
Total Hospital	2.7	4.7	0.58	4.2	0.64	3.0	0.90	2.4	1.12	
Surgical Operations										
Inpatient	0	1,280	N/A	1,491	N/A	228	N/A	2	0.00	
Outpatient	178	4,115	0.04	3,438	0.05	1,022	0.17	170	1.05	
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	30.3%	N/A	18.2%	N/A	1.2%	0.00	
Outpatient Visits										
Non-Emergency Visits	34,001	127,898	0.27	103,283	0.33	29,970	1.13	33,985	1.00	
Emergency Visits	4,655	15,799	0.29	11,943	0.39	3,972	1.17	5,609	0.83	
Full-Time Equivalents (FTEs)										
Administrators	0.0	20.3	N/A	22.1	N/A	5.2	N/A	0.0	N/A	
Nurses, Licensed	34.6	255.1	0.14	178.4	0.19	42.2	0.82	28.9	1.20	
Ancillary Nursing Personnel	1.6	42.6	0.04	23.0	0.07	6.8	0.24	1.0	1.60	
All Other Personnel	108.6	501.2	0.22	456.9	0.24	106.2	1.02	94.3	1.15	
Total FTEs	144.8	819.2	0.18	680.4	0.21	160.3	0.90	124.2	1.17	
FTEs per 100 Patient Census (Adjusted)										
Administrators	0.0	15.7	N/A	20.6	N/A	30.2	N/A	0.0	N/A	
Nurses, Licensed	189.5	197.1	0.96	166.5	1.14	246.1	0.77	172.2	1.10	
Ancillary Nursing Personnel	8.8	33.0	0.27	21.4	0.41	39.6	0.22	6.0	1.47	
All Other Personnel	595.3	387.2	1.54	426.5	1.40	618.8	0.96	561.7	1.06	
Total FTEs	793.6	633.0	1.25	635.1	1.25	934.7	0.85	739.8	1.07	

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	120	Preferred Provider Organization (PPO)	Yes	Discharges	37	Total Births	0
Inpatient Days	322			Inpatient Days	456	Newborn Days	0

037 Gundersen Moundview Hospital and Clinics
 Friendship, WI 53934

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	123	322	3.5%	0.9	2.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	0	1	0.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	0	3.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.2
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.2
Registered Nurses	24	14	31.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	1	1	1.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	36	5	36.6
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	37	3	39.4
Pharmacy Personnel	2	1	2.2				
Clinical Laboratory Personnel	5	0	5.0				
				Total	131	29	144.8

037 Gundersen Moundview Hospital and Clinics

Friendship, WI 53934

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$22,191,797	51.8%	46.6%	1.11	51.5%	1.01	47.7%	1.09	50.7%	1.02
Medical Assistance	\$8,278,650	19.3%	13.8%	1.41	12.9%	1.50	11.0%	1.76	20.7%	0.93
Commercial	\$11,003,847	25.7%	34.5%	0.75	30.6%	0.84	37.9%	0.68	24.6%	1.05
All Other	\$1,338,021	3.1%	5.1%	0.61	5.0%	0.62	3.4%	0.91	4.0%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$10,354,447	24.2%	35.0%	0.69	36.8%	0.66	26.3%	0.92	30.6%	0.79
Medical Assistance	\$6,590,975	15.4%	10.4%	1.48	9.7%	1.59	7.6%	2.02	16.4%	0.94
Commercial	\$5,340,047	12.5%	14.5%	0.86	9.1%	1.37	13.5%	0.93	4.0%	3.09
Charity Care	\$31,840	0.1%	1.0%	0.08	1.0%	0.08	0.7%	0.11	0.2%	0.38
Bad Debt	\$764,441	1.8%	1.2%	1.52	0.9%	2.05	1.3%	1.41	1.0%	1.70
All Other	\$950,288	2.2%	2.6%	0.87	2.8%	0.78	2.2%	1.00	3.5%	0.63
Total Deductions	\$24,032,038	56.1%	64.6%	0.87	60.3%	0.93	51.6%	1.09	55.9%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.2%	8.4%	0.50	5.2%	0.81	8.0%	0.53	0.8%	5.10	
Net Gains/Losses as % of Net Income	9.6%	13.8%	0.70	N/A	N/A	14.0%	0.69	52.7%	0.18	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$9,129,923	52.0%	43.5%	1.19	43.5%	1.20	45.5%	1.14	52.0%	1.00
Supplies & Services	\$7,629,040	43.4%	49.9%	0.87	51.3%	0.85	47.2%	0.92	41.2%	1.05
Capital Component	\$809,071	4.6%	6.6%	0.70	5.3%	0.88	7.3%	0.63	6.8%	0.68
Fiscal Statistics										
Operating Margin (%)	10.4%	7.5%	1.38	8.6%	1.22	10.9%	0.96	1.7%	6.23	
Total Hospital Net Income (%)	11.4%	8.6%	1.32	8.2%	1.38	12.4%	0.92	3.5%	3.28	
Return on Equity (%)	10.5%	4.1%	2.54	3.5%	2.95	1.2%	8.75	4.4%	2.35	
Current Ratio	2.0	3.9	0.51	2.4	0.83	2.4	0.83	2.9	0.70	
Days in Net Patient Accounts Receivable	42.1	71.5	0.59	82.7	0.51	397.6	0.11	46.1	0.91	
Average Payment Period	162.8	90.1	1.81	127.5	1.28	577.7	0.28	51.0	3.19	
Equity Financing (%)	56.6%	63.6%	0.89	51.2%	1.10	46.0%	1.23	73.8%	0.77	
Long-Term Debt to Equity Ratio	0.0	0.3	0.04	0.6	0.02	0.8	0.01	0.1	0.08	
Times Interest Earned	46.4	12.2	3.79	21.3	2.17	17.3	2.69	4.9	9.39	
Total Asset Turnover	0.9	0.5	1.92	0.4	2.10	0.1	9.62	1.3	0.72	
Average Age of Plant (Years)	2.9	14.1	0.21	17.5	0.17	60.0	0.05	1.8	1.62	
Increase (Decrease) Total Net Patient Revenue	8.4%	-2.2%	N/A	-2.0%	N/A	-3.0%	N/A	-2.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)	95.0%	63.0%	1.51	66.3%	1.43	79.2%	1.20	95.1%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,620	\$17,652	0.43	\$15,397	0.49	\$16,342	0.47	\$12,322	0.62	
Inpatient Net Revenue per Day	\$1,470	\$3,704	0.40	\$3,651	0.40	\$4,448	0.33	\$3,214	0.46	
Outpatient Net Revenue per Visit	\$475	\$780	0.61	\$850	0.56	\$767	0.62	\$402	1.18	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,812,314	Cash & Cash Equivalents	\$12,491,376	Current Liabilities	\$7,511,351
Less Deductions	\$24,032,038	Net Patient Receivables	\$2,157,779	Long-Term Debt	\$129,116
Net Patient Revenue	\$18,780,276	Other Receivables	\$49,491	Other Liabilities	\$1,738,271
Plus Other Revenue	\$829,997			Subtotal	\$9,378,738
Total Revenue	\$19,610,274	Land, Buildings & Equipment (Net)	\$5,602,326		
Less Expenses	\$17,568,034	Other Assets	\$1,297,680	Unrestricted Fund Balance	\$12,219,913
Non-Operating Gains/Losses	\$217,447			Restricted Fund Balance	\$575,582
Net Income	\$2,259,687	Total Assets	\$21,598,652	Total Liabilities & Fund Balance	\$21,598,651

195 Orthopaedic Hospital of Wisconsin
 475 West River Woods Parkway
 Glendale, WI 53212
 414-961-6800

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Partnership

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	52.4%	N/A	66.4%	N/A	17.7%	N/A	0.0%	N/A
Obstetrics	0.0%	36.2%	N/A	43.0%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	22.5%	53.9%	0.42	66.2%	0.34	19.6%	1.15	30.3%	0.74
Average Census (Patients)									
Adult Medical-Surgical	0.0	25.5	N/A	111.5	N/A	2.7	N/A	0.0	N/A
Obstetrics	0.0	4.7	N/A	16.3	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	7.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.7	47.4	0.14	162.1	0.04	3.6	1.89	9.1	0.74
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.3	N/A	5.4	N/A	3.3	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.9	4.7	0.41	5.8	0.33	3.0	0.65	2.1	0.92
Surgical Operations									
Inpatient	1,282	1,280	1.00	2,762	0.46	228	5.63	1,573	0.82
Outpatient	6,404	4,115	1.56	4,604	1.39	1,022	6.27	7,512	0.85
Inpatient as % of All Surgeries	16.7%	23.7%	0.70	37.5%	0.44	18.2%	0.92	17.3%	0.96
Outpatient Visits									
Non-Emergency Visits	51,659	127,898	0.40	235,708	0.22	29,970	1.72	42,672	1.21
Emergency Visits	0	15,799	N/A	39,022	N/A	3,972	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	10.0	20.3	0.49	58.5	0.17	5.2	1.93	10.5	0.95
Nurses, Licensed	61.3	255.1	0.24	773.0	0.08	42.2	1.45	57.6	1.06
Ancillary Nursing Personnel	6.8	42.6	0.16	167.4	0.04	6.8	1.00	6.8	1.00
All Other Personnel	139.6	501.2	0.28	1,237.1	0.11	106.2	1.31	140.1	1.00
Total FTEs	217.7	819.2	0.27	2,235.9	0.10	160.3	1.36	215.0	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	56.8	15.7	3.63	17.2	3.31	30.2	1.88	49.0	1.16
Nurses, Licensed	348.5	197.1	1.77	226.9	1.54	246.1	1.42	268.6	1.30
Ancillary Nursing Personnel	38.5	33.0	1.17	49.1	0.78	39.6	0.97	31.7	1.21
All Other Personnel	793.4	387.2	2.05	363.1	2.18	618.8	1.28	653.4	1.21
Total FTEs	1,237.2	633.0	1.95	656.3	1.89	934.7	1.32	1,002.7	1.23

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 1,282
 Inpatient Days 2,468

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

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

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

195 Orthopaedic Hospital of Wisconsin
Glendale, WI 53212

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	30	1,282	2,468	22.5%	6.7	1.9
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	10	0	10.0	Surgical Personnel	28	5	29.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	4	8.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	8	2.2
Registered Nurses	45	50	60.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	24	16	29.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	4	19	6.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.0
Nurse Practitioners	0	1	0.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	0.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	4	10.1
Health Info Mgmt-Administrators/Technicians	11	0	11.0	All Other Personnel	34	8	37.9
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	1	1	1.5				
				Total	182	123	217.7

195 Orthopaedic Hospital of Wisconsin

Glendale, WI 53212

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$61,934,059	36.6%	46.6%	0.79	44.2%	0.83	47.7%	0.77	38.8%	0.94
Medical Assistance	\$12,698,389	7.5%	13.8%	0.55	20.8%	0.36	11.0%	0.68	7.6%	0.98
Commercial	\$93,591,224	55.3%	34.5%	1.61	31.0%	1.79	37.9%	1.46	53.0%	1.04
All Other	\$919,449	0.5%	5.1%	0.11	4.0%	0.13	3.4%	0.16	0.5%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$46,493,658	27.5%	35.0%	0.78	35.0%	0.79	26.3%	1.04	29.0%	0.95
Medical Assistance	\$10,864,321	6.4%	10.4%	0.62	15.7%	0.41	7.6%	0.84	6.5%	0.99
Commercial	\$36,920,207	21.8%	14.5%	1.50	13.8%	1.58	13.5%	1.62	20.0%	1.09
Charity Care	\$289,625	0.2%	1.0%	0.18	1.3%	0.13	0.7%	0.26	0.2%	0.72
Bad Debt	\$431,195	0.3%	1.2%	0.22	1.0%	0.25	1.3%	0.20	0.3%	1.01
All Other	\$635,816	0.4%	2.6%	0.15	1.2%	0.31	2.2%	0.17	0.3%	1.33
Total Deductions	\$95,634,822	56.5%	64.6%	0.87	68.0%	0.83	51.6%	1.10	56.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.3%	8.4%	0.40	8.2%	0.40	8.0%	0.42	1.1%	3.06
Net Gains/Losses as % of Net Income		N/A	13.8%	N/A	N/A	N/A	14.0%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,092,057	44.0%	43.5%	1.01	35.4%	1.24	45.5%	0.97	42.1%	1.05
Supplies & Services	\$22,897,361	50.2%	49.9%	1.01	58.6%	0.86	47.2%	1.06	52.5%	0.96
Capital Component	\$2,627,549	5.8%	6.6%	0.88	6.0%	0.96	7.3%	0.79	5.5%	1.05
Fiscal Statistics										
Operating Margin (%)		40.0%	7.5%	5.31	10.3%	3.87	10.9%	3.67	43.4%	0.92
Total Hospital Net Income (%)		40.0%	8.6%	4.63	9.9%	4.06	12.4%	3.21	43.4%	0.92
Return on Equity (%)		45.6%	4.1%	11.05	6.2%	7.35	1.2%	38.15	53.3%	0.86
Current Ratio		7.3	3.9	1.88	6.7	1.09	2.4	3.03	6.5	1.12
Days in Net Patient Accounts Receivable		65.0	71.5	0.91	49.7	1.31	397.6	0.16	59.8	1.09
Average Payment Period		38.5	90.1	0.43	51.9	0.74	577.7	0.07	42.5	0.91
Equity Financing (%)		81.3%	63.6%	1.28	81.7%	1.00	46.0%	1.77	78.7%	1.03
Long-Term Debt to Equity Ratio		0.1	0.3	0.28	0.1	1.06	0.8	0.10	0.1	0.67
Times Interest Earned		458.1	12.2	37.41	14.2	32.28	17.3	26.52	211.2	2.17
Total Asset Turnover		1.1	0.5	2.42	0.6	1.80	0.1	12.08	1.2	0.93
Average Age of Plant (Years)		11.3	14.1	0.80	11.0	1.03	60.0	0.19	10.3	1.09
Increase (Decrease) Total Net Patient Revenue		-10.4%	-2.2%	4.70	-1.8%	5.92	-3.0%	3.45	12.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		61.7%	63.0%	0.98	51.0%	1.21	79.2%	0.78	58.0%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$23,095	\$17,652	1.31	\$24,215	0.95	\$16,342	1.41	\$22,387	1.03
Inpatient Net Revenue per Day		\$12,011	\$3,704	3.24	\$4,018	2.99	\$4,448	2.70	\$10,751	1.12
Outpatient Net Revenue per Visit		\$858	\$780	1.10	\$850	1.01	\$767	1.12	\$1,106	0.78

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$169,143,122	Cash & Cash Equivalents	\$17,816,409	Current Liabilities	\$4,583,617
Less Deductions	\$95,634,822	Net Patient Receivables	\$13,058,132	Long-Term Debt	\$4,494,697
Net Patient Revenue	\$73,508,300	Other Receivables	\$0	Other Liabilities	\$3,387,620
Plus Other Revenue	\$2,535,228			Subtotal	\$12,465,934
Total Revenue	\$76,043,527	Land, Buildings & Equipment (Net)	\$30,075,188	Unrestricted Fund Balance	\$54,227,420
Less Expenses	\$45,616,967	Other Assets	\$5,743,625	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$8,631			Total Liabilities & Fund Balance	\$66,693,354
Net Income	\$30,417,929	Total Assets	\$66,693,354		

315 Aurora Medical Center in Grafton
 975 Port Washington Road
 Grafton, WI 53024
 262-392-4321

Fiscal Year: 01/01 to 12/31
 Type: **GMS**
 General Medical & Surgical
 Control: **Other Not-For-Profit**

County: **Ozaukee**
 Analysis Area: **Southeastern (2A)**
 Volume Group: **6**

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	68.4%	52.4%	1.31	54.8%	1.25	51.7%	1.32	65.7%	1.04
Obstetrics	41.5%	36.2%	1.15	30.8%	0.24	29.4%	1.41	46.1%	0.90
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	56.0%	53.9%	1.04	53.0%	1.06	48.2%	1.16	59.8%	0.94
Average Census (Patients)									
Adult Medical-Surgical	47.9	25.5	1.87	31.6	1.52	30.8	1.56	56.5	0.85
Obstetrics	7.5	4.7	1.59	4.9	1.54	5.1	1.45	8.3	0.90
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	81.8	47.4	1.73	61.1	1.34	57.5	1.42	78.9	1.04
Average Length of Stay (Days)									
Adult Medical-Surgical	4.6	4.3	1.07	4.0	1.15	4.2	1.09	3.7	1.25
Obstetrics	2.4	2.4	1.01	2.2	1.10	2.1	1.14	2.5	0.96
Pediatrics	0.0	3.5	N/A	2.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.1	4.7	0.89	4.2	0.99	4.3	0.97	3.8	1.10
Surgical Operations									
Inpatient	2,207	1,280	1.72	1,268	1.74	1,247	1.77	2,764	0.80
Outpatient	5,638	4,115	1.37	3,637	1.55	4,177	1.35	6,240	0.90
Inpatient as % of All Surgeries	28.1%	23.7%	1.19	25.9%	1.09	23.0%	1.22	30.7%	0.92
Outpatient Visits									
Non-Emergency Visits	108,289	127,898	0.85	151,601	0.71	195,436	0.55	131,364	0.82
Emergency Visits	18,228	15,799	1.15	22,748	0.80	26,485	0.69	19,248	0.95
Full-Time Equivalents (FTEs)									
Administrators	13.0	20.3	0.64	22.1	0.59	24.9	0.52	15.0	0.87
Nurses, Licensed	468.8	255.1	1.84	293.4	1.60	338.1	1.39	444.7	1.05
Ancillary Nursing Personnel	131.9	42.6	3.09	53.2	2.48	60.0	2.20	91.3	1.45
All Other Personnel	755.3	501.2	1.51	528.6	1.43	661.2	1.14	756.1	1.00
Total FTEs	1,369.1	819.2	1.67	897.3	1.53	1,084.2	1.26	1,307.0	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.1	15.7	0.39	12.5	0.49	12.8	0.48	7.3	0.83
Nurses, Licensed	220.4	197.1	1.12	166.3	1.33	174.4	1.26	217.5	1.01
Ancillary Nursing Personnel	62.0	33.0	1.88	30.2	2.06	31.0	2.00	44.7	1.39
All Other Personnel	355.2	387.2	0.92	299.6	1.19	341.1	1.04	369.8	0.96
Total FTEs	643.8	633.0	1.02	508.6	1.27	559.3	1.15	639.3	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	146	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	7,233	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,083
Inpatient Days	29,929			Inpatient Days	0	Newborn Days	3,374

315 Aurora Medical Center in Grafton
Grafton, WI 53024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	70	3,796	17,519	68.4%	47.9	4.6
Orthopedic	1	16	1,031	3,552	60.7%	9.7	3.4
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	1	14	192	206	0.0%	0.6	1.1
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	1,134	2,737	41.5%	7.5	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	17	770	4,447	71.5%	12.2	5.8
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	129	1,468	36.5%	4.0	11.4
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	13	0	13.0	Surgical Personnel	48	9	52.6
Physicians & Dentists	75	19	80.2	Radiological Services Personnel	54	44	80.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	11	8	12.8
Dental Hygienists	0	0	0.0	Occupational Therapists	7	17	16.5
Registered Nurses	309	179	434.2	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	35	23	48.2
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	9	15	14.6
Ancillary Nursing Personnel	63	126	131.9	Recreational Therapists	0	0	0.0
Physician Assistants	15	2	15.5	Dietitians & Nutritionists	3	1	3.0
Nurse Practitioners	30	5	32.6	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	1	6.6
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	86	29	96.6
Health Info Mgmt-Administrators/Technicians	12	4	14.4	All Other Personnel	163	88	213.7
Pharmacy Personnel	26	10	30.9				
Clinical Laboratory Personnel	34	13	43.0				
				Total	1,023	601	1,369.1

315 Aurora Medical Center in Grafton
Grafton, WI 53024

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$466,018,560	53.1%	46.6%	1.14	51.7%	1.03	47.1%	1.13	51.2%	1.04
Medical Assistance	\$64,555,892	7.4%	13.8%	0.53	10.4%	0.71	15.8%	0.47	6.8%	1.08
Commercial	\$330,974,092	37.7%	34.5%	1.09	35.0%	1.08	32.3%	1.17	40.2%	0.94
All Other	\$15,994,811	1.8%	5.1%	0.36	2.9%	0.62	4.8%	0.38	1.8%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	\$387,470,825	44.2%	35.0%	1.26	41.3%	1.07	36.7%	1.20	42.7%	1.03
Medical Assistance	\$53,642,000	6.1%	10.4%	0.59	8.2%	0.74	12.3%	0.50	5.7%	1.07
Commercial	\$169,730,985	19.3%	14.5%	1.33	15.9%	1.22	13.5%	1.43	20.6%	0.94
Charity Care	\$5,867,684	0.7%	1.0%	0.70	1.1%	0.59	1.1%	0.63	0.6%	1.05
Bad Debt	\$6,555,658	0.7%	1.2%	0.64	1.0%	0.74	1.4%	0.55	0.7%	1.06
All Other	\$7,801,422	0.9%	2.6%	0.35	1.4%	0.61	2.6%	0.35	0.8%	1.05
Total Deductions	\$631,068,574	71.9%	64.6%	1.11	69.0%	1.04	67.4%	1.07	71.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.9%	8.4%	0.82	8.1%	0.85	10.8%	0.64	0.4%	17.22
Net Gains/Losses as % of Net Income		0.2%	13.8%	0.02	N/A	N/A	21.2%	0.01	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$84,765,441	38.1%	43.5%	0.87	38.6%	0.98	45.0%	0.85	38.6%	0.99
Supplies & Services	\$113,855,596	51.1%	49.9%	1.02	52.7%	0.97	48.5%	1.05	51.1%	1.00
Capital Component	\$24,111,482	10.8%	6.6%	1.65	8.6%	1.25	6.6%	1.65	10.3%	1.05
Fiscal Statistics										
Operating Margin (%)		15.9%	7.5%	2.11	10.4%	1.53	6.5%	2.44	18.6%	0.85
Total Hospital Net Income (%)		15.9%	8.6%	1.84	7.5%	2.11	8.1%	1.96	18.6%	0.85
Return on Equity (%)		6.4%	4.1%	1.56	4.7%	1.38	2.9%	2.20	8.3%	0.78
Current Ratio		19.3	3.9	4.98	6.8	2.82	3.6	5.31	24.0	0.80
Days in Net Patient Accounts Receivable		56.9	71.5	0.80	46.9	1.21	95.9	0.59	52.0	1.09
Average Payment Period		40.5	90.1	0.45	50.2	0.81	121.9	0.33	28.3	1.43
Equity Financing (%)		92.5%	63.6%	1.45	78.6%	1.18	60.0%	1.54	94.8%	0.98
Long-Term Debt to Equity Ratio		0.0	0.3	0.08	0.1	0.25	0.4	0.07	0.0	0.89
Times Interest Earned		8.2	12.2	0.67	7.0	1.17	10.0	0.82	12.0	0.68
Total Asset Turnover		0.4	0.5	0.86	0.6	0.64	0.4	1.14	0.4	0.91
Average Age of Plant (Years)		9.0	14.1	0.63	10.1	0.89	17.7	0.51	9.4	0.95
Increase (Decrease) Total Net Patient Revenue		-5.9%	-2.2%	2.65	-4.2%	1.40	-3.7%	1.59	3.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		58.4%	63.0%	0.93	63.8%	0.92	69.7%	0.84	58.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,032		\$17,652	0.85	\$12,198	1.23	\$13,747	1.09	\$14,545	1.03
Inpatient Net Revenue per Day	\$3,361		\$3,704	0.91	\$2,790	1.20	\$3,163	1.06	\$3,563	0.94
Outpatient Net Revenue per Visit	\$1,141		\$780	1.46	\$754	1.51	\$688	1.66	\$1,043	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$877,543,354	Cash & Cash Equivalents	\$393,817,026	Current Liabilities	\$22,764,931
Less Deductions	\$631,068,574	Net Patient Receivables	\$38,302,489	Long-Term Debt	\$14,990,712
Net Patient Revenue	\$246,474,780	Other Receivables	\$584,063	Other Liabilities	\$11,433,320
Plus Other Revenue	\$18,243,793			Subtotal	\$49,188,963
Total Revenue	\$264,718,572	Land, Buildings & Equipment (Net)	\$210,476,765	Unrestricted Fund Balance	\$603,351,857
Less Expenses	\$222,732,519	Other Assets	\$9,360,478	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$102,610			Total Liabilities & Fund Balance	\$652,540,820
Net Income	\$42,088,664	Total Assets	\$652,540,821		

038 Burnett Medical Center
 257 W St George Avenue
 Grantsburg, WI 54840
 715-463-5353

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Burnett
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	8.5%	52.4%	0.16	22.5%	0.38	11.2%	0.76	6.6%	1.28
Obstetrics	0.0%	36.2%	N/A	24.8%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	8.5%	53.9%	0.16	25.0%	0.34	15.7%	0.54	6.6%	1.28
Average Census (Patients)									
Adult Medical-Surgical	1.4	25.5	0.06	4.2	0.34	1.7	0.83	1.1	1.28
Obstetrics	0.0	4.7	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.4	47.4	0.03	5.8	0.25	2.5	0.57	1.1	1.28
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.77	3.0	1.09	3.3	0.98	2.6	1.29
Obstetrics	0.0	2.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.7	N/A	0.0	N/A
Total Hospital	3.3	4.7	0.71	3.5	0.95	4.2	0.78	2.6	1.29
Surgical Operations									
Inpatient	12	1,280	0.01	122	0.10	75	0.16	12	1.00
Outpatient	288	4,115	0.07	777	0.37	1,365	0.21	338	0.85
Inpatient as % of All Surgeries	4.0%	23.7%	0.17	13.5%	0.30	5.2%	0.77	3.4%	1.17
Outpatient Visits									
Non-Emergency Visits	25,994	127,898	0.20	31,162	0.83	21,938	1.18	26,279	0.99
Emergency Visits	3,214	15,799	0.20	6,476	0.50	2,721	1.18	3,630	0.89
Full-Time Equivalents (FTEs)									
Administrators	1.0	20.3	0.05	2.4	0.41	2.2	0.46	7.0	0.14
Nurses, Licensed	35.5	255.1	0.14	68.9	0.52	40.9	0.87	34.1	1.04
Ancillary Nursing Personnel	0.0	42.6	N/A	8.9	N/A	7.0	N/A	0.0	N/A
All Other Personnel	102.0	501.2	0.20	169.3	0.60	77.4	1.32	91.0	1.12
Total FTEs	138.5	819.2	0.17	249.6	0.56	127.5	1.09	132.0	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.5	15.7	0.42	6.5	0.99	17.3	0.38	53.3	0.12
Nurses, Licensed	231.1	197.1	1.17	185.7	1.24	323.2	0.71	259.7	0.89
Ancillary Nursing Personnel	0.0	33.0	N/A	24.1	N/A	55.3	N/A	0.0	N/A
All Other Personnel	663.5	387.2	1.71	456.1	1.45	611.6	1.08	693.1	0.96
Total FTEs	901.1	633.0	1.42	672.4	1.34	1,007.4	0.89	1,006.2	0.90

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	161	Preferred Provider Organization (PPO)	Yes	Discharges	33	Total Births	0
Inpatient Days	529			Inpatient Days	302	Newborn Days	0

038 Burnett Medical Center
Grantsburg, WI 54840

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	161	529	8.5%	1.4	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	2	1.6
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	3	2	4.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.5
Registered Nurses	20	11	25.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	1	0.6	Physical Therapists	2	1	2.5
Licensed Practical Nurses	3	4	4.9	Physical Therapy Assistants/Aides	1	1	1.8
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	4	15.7
Health Info Mgmt-Administrators/Technicians	6	2	7.8	All Other Personnel	34	37	48.4
Pharmacy Personnel	4	3	4.6				
Clinical Laboratory Personnel	6	1	6.6				
				Total	105	72	138.5

038 Burnett Medical Center
Grantsburg, WI 54840

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$15,882,398	48.8%	46.6%	1.05	49.5%	0.99	46.3%	1.05	51.4%	0.95
Medical Assistance	\$5,627,752	17.3%	13.8%	1.26	17.2%	1.00	11.7%	1.47	17.5%	0.99
Commercial	\$8,489,725	26.1%	34.5%	0.76	27.4%	0.95	37.5%	0.70	24.2%	1.08
All Other	\$2,536,529	7.8%	5.1%	1.52	5.9%	1.32	4.5%	1.74	6.9%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,472,156	23.0%	35.0%	0.66	26.0%	0.88	23.9%	0.96	22.2%	1.03
Medical Assistance	\$3,680,885	11.3%	10.4%	1.09	11.1%	1.02	7.7%	1.47	8.4%	1.35
Commercial	\$2,343,165	7.2%	14.5%	0.50	5.3%	1.37	10.2%	0.70	6.1%	1.19
Charity Care	\$80,132	0.2%	1.0%	0.26	1.2%	0.20	1.1%	0.23	0.3%	0.97
Bad Debt	\$1,268,998	3.9%	1.2%	3.32	1.8%	2.13	1.7%	2.35	3.9%	1.01
All Other	\$726,975	2.2%	2.6%	0.87	2.4%	0.95	2.2%	1.01	1.7%	1.30
Total Deductions	\$15,572,311	47.9%	64.6%	0.74	47.8%	1.00	46.7%	1.02	42.5%	1.13
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.8%	8.4%	0.21	5.0%	0.35	7.5%	0.24	1.3%	1.35	
Net Gains/Losses as % of Net Income	112.7%	13.8%	8.15	5.2%	21.60	10.6%	10.59	12.7%	8.88	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,036,068	58.1%	43.5%	1.33	52.9%	1.10	50.8%	1.14	58.7%	0.99
Supplies & Services	\$6,001,372	34.7%	49.9%	0.70	39.9%	0.87	42.0%	0.83	30.0%	1.16
Capital Component	\$1,250,332	7.2%	6.6%	1.10	7.2%	1.00	7.2%	1.01	11.2%	0.64
Fiscal Statistics										
Operating Margin (%)	-0.1%	7.5%	N/A	9.6%	N/A	7.8%	N/A	3.4%	N/A	
Total Hospital Net Income (%)	0.8%	8.6%	0.09	10.1%	0.08	8.7%	0.09	3.9%	0.20	
Return on Equity (%)	0.5%	4.1%	0.12	6.2%	0.08	11.1%	0.05	3.9%	0.13	
Current Ratio	2.1	3.9	0.55	3.6	0.60	2.1	1.03	2.5	0.85	
Days in Net Patient Accounts Receivable	74.4	71.5	1.04	47.2	1.57	58.4	1.27	78.3	0.95	
Average Payment Period	173.8	90.1	1.93	92.6	1.88	80.3	2.16	59.7	2.91	
Equity Financing (%)	16.7%	63.6%	0.26	72.6%	0.23	38.8%	0.43	24.2%	0.69	
Long-Term Debt to Equity Ratio	2.1	0.3	7.06	0.1	14.69	0.3	6.20	2.4	0.87	
Times Interest Earned	1.5	12.2	0.12	24.0	0.06	10.1	0.15	2.3	0.67	
Total Asset Turnover	0.6	0.5	1.34	0.6	1.04	1.3	0.50	1.0	0.63	
Average Age of Plant (Years)	26.8	14.1	1.90	9.6	2.80	9.7	2.77	18.3	1.47	
Increase (Decrease) Total Net Patient Revenue	-3.6%	-2.2%	1.63	4.5%	N/A	-0.9%	3.91	5.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)	89.6%	63.0%	1.42	85.2%	1.05	80.0%	1.12	91.4%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,439	\$17,652	0.70	\$13,212	0.94	\$21,599	0.58	\$9,690	1.28	
Inpatient Net Revenue per Day	\$2,727	\$3,704	0.74	\$3,475	0.78	\$2,988	0.91	\$2,998	0.91	
Outpatient Net Revenue per Visit	\$542	\$780	0.69	\$981	0.55	\$759	0.71	\$565	0.96	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$32,536,404	Cash & Cash Equivalents	\$11,862,894	Current Liabilities	\$7,856,181
Less Deductions	\$15,572,311	Net Patient Receivables	\$3,446,863	Long-Term Debt	\$9,591,729
Net Patient Revenue	\$16,964,093	Other Receivables	\$41,591	Other Liabilities	\$5,376,639
Plus Other Revenue	\$306,226			Subtotal	\$22,824,549
Total Revenue	\$17,270,319	Land, Buildings & Equipment (Net)	\$8,465,411	Unrestricted Fund Balance	\$4,561,159
Less Expenses	\$17,287,772	Other Assets	\$3,568,949	Restricted Fund Balance	\$15,596
Non-Operating Gains/Losses	\$154,488			Total Liabilities & Fund Balance	\$27,385,708
Net Income	\$137,035	Total Assets	\$27,385,708		

197 Aurora BayCare Medical Center in Green Bay
 PO Box 8900, 2845 Greenbrier Drive
 Green Bay, WI 54308
 920-288-8000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Partnership

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	70.7%	52.4%	1.35	50.1%	1.41	64.6%	1.09	68.4%	1.03
Obstetrics	47.5%	36.2%	1.31	30.3%	0.36	49.9%	0.95	53.7%	0.88
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	55.2%	53.9%	1.02	46.7%	1.18	63.5%	0.87	70.4%	0.79
Average Census (Patients)									
Adult Medical-Surgical	66.4	25.5	2.60	23.5	2.83	106.5	0.62	64.3	1.03
Obstetrics	10.9	4.7	2.32	3.8	2.87	14.6	0.75	12.4	0.88
Pediatrics	0.0	1.1	N/A	0.5	N/A	3.2	N/A	0.0	N/A
Total Hospital	116.0	47.4	2.45	41.3	2.81	204.5	0.57	117.5	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.3	1.00	4.0	1.06	4.8	0.90	3.7	1.14
Obstetrics	2.4	2.4	0.99	2.2	1.06	2.6	0.90	2.6	0.91
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.6	4.7	0.98	4.1	1.13	5.2	0.88	4.0	1.13
Surgical Operations									
Inpatient	2,670	1,280	2.09	912	2.93	5,196	0.51	3,461	0.77
Outpatient	12,322	4,115	2.99	4,561	2.70	15,397	0.80	14,698	0.84
Inpatient as % of All Surgeries	17.8%	23.7%	0.75	16.7%	1.07	25.2%	0.71	19.1%	0.93
Outpatient Visits									
Non-Emergency Visits	353,760	127,898	2.77	178,054	1.99	396,336	0.89	396,832	0.89
Emergency Visits	25,485	15,799	1.61	16,398	1.55	41,684	0.61	28,389	0.90
Full-Time Equivalents (FTEs)									
Administrators	24.0	20.3	1.18	15.2	1.58	64.4	0.37	24.0	1.00
Nurses, Licensed	705.0	255.1	2.76	279.4	2.52	945.5	0.75	704.0	1.00
Ancillary Nursing Personnel	120.1	42.6	2.82	41.9	2.86	159.2	0.75	105.8	1.14
All Other Personnel	1,034.1	501.2	2.06	501.4	2.06	1,851.4	0.56	1,120.5	0.92
Total FTEs	1,883.2	819.2	2.30	837.9	2.25	3,020.5	0.62	1,954.3	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.1	15.7	0.39	9.9	0.62	13.4	0.46	5.9	1.05
Nurses, Licensed	180.3	197.1	0.91	181.6	0.99	197.1	0.91	171.8	1.05
Ancillary Nursing Personnel	30.7	33.0	0.93	27.2	1.13	33.2	0.93	25.8	1.19
All Other Personnel	264.5	387.2	0.68	325.9	0.81	386.0	0.69	273.4	0.97
Total FTEs	481.7	633.0	0.76	544.7	0.88	629.7	0.76	476.8	1.01

Total Hospital:
 Beds Set Up & Staffed 210
 Discharges 9,289
 Inpatient Days 42,455

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

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

Newborn Nursery:
 Bassinets 26
 Total Births 1,604
 Newborn Days 2,361

197 Aurora BayCare Medical Center in Green Bay
Green Bay, WI 54308

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	94	5,681	24,319	70.7%	66.4	4.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	1,680	3,995	47.5%	10.9	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	46	1,045	8,765	52.1%	23.9	8.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	26	177	4,747	49.9%	13.0	26.8
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	2	21	285	629	8.2%	1.7	2.2

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	24	0	24.0	Surgical Personnel	70	20	79.8
Physicians & Dentists	72	7	74.7	Radiological Services Personnel	67	25	86.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	25	8	30.0
Dental Hygienists	0	0	0.0	Occupational Therapists	14	6	16.9
Registered Nurses	496	235	639.9	Occupational Therapy Assistants/Aides	2	1	2.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	27	11	33.7
Licensed Practical Nurses	28	15	37.1	Physical Therapy Assistants/Aides	8	8	13.5
Ancillary Nursing Personnel	79	86	120.1	Recreational Therapists	0	1	0.0
Physician Assistants	7	0	7.0	Dietitians & Nutritionists	8	2	10.1
Nurse Practitioners	26	4	28.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	3	7.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	128	35	145.3
Health Info Mgmt-Administrators/Technicians	15	3	16.9	All Other Personnel	253	147	346.7
Pharmacy Personnel	42	12	48.1				
Clinical Laboratory Personnel	54	7	60.3				
				Total	1,489	659	1,883.2

197 Aurora BayCare Medical Center in Green Bay

Green Bay, WI 54308

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$636,430,083	44.3%	46.6%	0.95	47.2%	0.94	46.9%	0.95	43.9%	1.01
Medical Assistance	\$166,681,325	11.6%	13.8%	0.84	11.7%	0.99	12.7%	0.91	10.4%	1.11
Commercial	\$553,197,897	38.5%	34.5%	1.12	36.7%	1.05	34.7%	1.11	41.3%	0.93
All Other	\$79,310,583	5.5%	5.1%	1.08	4.4%	1.25	5.7%	0.98	4.4%	1.24
Deductions as % of Total Gross Patient Revenue										
Medicare	\$511,655,394	35.6%	35.0%	1.02	36.0%	0.99	36.0%	0.99	35.1%	1.02
Medical Assistance	\$134,290,384	9.4%	10.4%	0.90	9.0%	1.04	9.8%	0.95	8.3%	1.13
Commercial	\$241,771,544	16.8%	14.5%	1.16	15.2%	1.11	15.7%	1.07	18.5%	0.91
Charity Care	\$10,422,712	0.7%	1.0%	0.76	0.8%	0.96	1.0%	0.75	0.7%	1.05
Bad Debt	\$15,427,131	1.1%	1.2%	0.92	1.1%	0.98	1.0%	1.06	0.8%	1.27
All Other	\$47,939,856	3.3%	2.6%	1.31	2.7%	1.25	2.7%	1.25	2.8%	1.17
Total Deductions	\$961,507,021	67.0%	64.6%	1.04	64.6%	1.04	66.2%	1.01	66.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.8%	8.4%	0.81	6.6%	1.03	8.0%	0.84	3.4%	2.01
Net Gains/Losses as % of Net Income		6.3%	13.8%	0.46	12.8%	0.49	13.7%	0.46	10.2%	0.62
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$155,248,107	38.9%	43.5%	0.89	45.2%	0.86	42.2%	0.92	38.0%	1.02
Supplies & Services	\$217,734,235	54.6%	49.9%	1.09	47.8%	1.14	52.0%	1.05	55.9%	0.98
Capital Component	\$25,748,040	6.5%	6.6%	0.98	7.0%	0.92	5.8%	1.11	6.1%	1.06
Fiscal Statistics										
Operating Margin (%)		21.6%	7.5%	2.87	7.5%	2.90	8.5%	2.54	24.0%	0.90
Total Hospital Net Income (%)		22.7%	8.6%	2.63	8.5%	2.69	9.7%	2.34	26.0%	0.87
Return on Equity (%)		19.7%	4.1%	4.78	5.4%	3.65	6.1%	3.22	26.2%	0.75
Current Ratio		3.5	3.9	0.90	3.5	1.00	4.7	0.75	3.8	0.93
Days in Net Patient Accounts Receivable		61.9	71.5	0.86	54.3	1.14	56.5	1.09	58.1	1.07
Average Payment Period		99.3	90.1	1.10	79.8	1.25	66.2	1.50	76.2	1.30
Equity Financing (%)		66.0%	63.6%	1.04	71.2%	0.93	67.7%	0.98	67.8%	0.97
Long-Term Debt to Equity Ratio		0.2	0.3	0.70	0.2	1.28	0.2	1.08	0.3	0.82
Times Interest Earned		34.7	12.2	2.83	11.3	3.08	16.4	2.11	40.3	0.86
Total Asset Turnover		0.9	0.5	1.81	0.6	1.35	0.6	1.38	1.0	0.87
Average Age of Plant (Years)		9.1	14.1	0.65	10.9	0.84	12.4	0.73	8.7	1.05
Increase (Decrease) Total Net Patient Revenue		-8.0%	-2.2%	3.62	-1.9%	4.27	-0.7%	12.09	7.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		69.2%	63.0%	1.10	72.6%	0.95	57.1%	1.21	69.9%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$18,914	\$17,652	1.07	\$14,359	1.32	\$20,210	0.94	\$16,643	1.14
Inpatient Net Revenue per Day		\$3,981	\$3,704	1.07	\$3,457	1.15	\$3,871	1.03	\$3,919	1.02
Outpatient Net Revenue per Visit		\$828	\$780	1.06	\$649	1.27	\$898	0.92	\$828	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,435,619,887	Cash & Cash Equivalents	\$10,515	Current Liabilities	\$102,705,827
Less Deductions	\$961,507,021	Net Patient Receivables	\$80,145,011	Long-Term Debt	\$81,559,930
Net Patient Revenue	\$474,112,866	Other Receivables	\$2,223,393	Other Liabilities	\$17,363,272
Plus Other Revenue	\$34,461,745			Subtotal	\$201,629,029
Total Revenue	\$508,574,617	Land, Buildings & Equipment (Net)	\$230,744,016	Unrestricted Fund Balance	\$392,147,596
Less Expenses	\$398,730,382	Other Assets	\$280,653,690	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,380,532			Total Liabilities & Fund Balance	\$593,776,625
Net Income	\$117,224,767	Total Assets	\$593,776,625		

039 Bellin Hospital
 744 S Webster Ave, PO Box 23400
 Green Bay, WI 54305
 920-433-3500

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

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	53.8%	52.4%	1.03	50.1%	1.07	64.6%	0.83	57.1%	0.94
Obstetrics	51.4%	36.2%	1.42	30.3%	0.31	49.9%	1.03	53.2%	0.97
Pediatrics	12.0%	53.2%	0.22	19.9%	0.60	38.2%	0.31	9.3%	1.28
Total Hospital	49.4%	53.9%	0.92	46.7%	1.06	63.5%	0.78	50.2%	0.98
Average Census (Patients)									
Adult Medical-Surgical	46.8	25.5	1.83	23.5	1.99	106.5	0.44	45.1	1.04
Obstetrics	9.3	4.7	1.97	3.8	2.44	14.6	0.63	9.6	0.97
Pediatrics	1.1	1.1	0.97	0.5	2.06	3.2	0.97	0.8	1.28
Total Hospital	86.5	47.4	1.83	41.3	2.10	204.5	0.42	83.9	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.3	0.92	4.0	0.99	4.8	0.83	3.9	1.02
Obstetrics	2.5	2.4	1.05	2.2	1.12	2.6	0.95	2.5	1.00
Pediatrics	1.9	3.5	0.54	3.0	0.62	3.4	0.55	1.9	0.99
Total Hospital	4.0	4.7	0.86	4.1	0.98	5.2	0.77	3.8	1.06
Surgical Operations									
Inpatient	2,381	1,280	1.86	912	2.61	5,196	0.46	3,321	0.72
Outpatient	17,543	4,115	4.26	4,561	3.85	15,397	1.14	18,744	0.94
Inpatient as % of All Surgeries	12.0%	23.7%	0.50	16.7%	0.72	25.2%	0.47	15.1%	0.79
Outpatient Visits									
Non-Emergency Visits	1,060,306	127,898	8.29	178,054	5.95	396,336	2.68	1,220,521	0.87
Emergency Visits	27,028	15,799	1.71	16,398	1.65	41,684	0.65	29,359	0.92
Full-Time Equivalents (FTEs)									
Administrators	31.4	20.3	1.55	15.2	2.07	64.4	0.49	36.0	0.87
Nurses, Licensed	1,077.2	255.1	4.22	279.4	3.86	945.5	1.14	1,048.3	1.03
Ancillary Nursing Personnel	74.1	42.6	1.74	41.9	1.77	159.2	0.47	102.1	0.73
All Other Personnel	2,140.7	501.2	4.27	501.4	4.27	1,851.4	1.16	2,085.1	1.03
Total FTEs	3,323.4	819.2	4.06	837.9	3.97	3,020.5	1.10	3,271.4	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.4	15.7	0.47	9.9	0.75	13.4	0.55	8.8	0.84
Nurses, Licensed	253.4	197.1	1.29	181.6	1.39	197.1	1.29	255.7	0.99
Ancillary Nursing Personnel	17.4	33.0	0.53	27.2	0.64	33.2	0.53	24.9	0.70
All Other Personnel	503.5	387.2	1.30	325.9	1.54	386.0	1.30	508.6	0.99
Total FTEs	781.7	633.0	1.23	544.7	1.44	629.7	1.24	797.9	0.98

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	175	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	33
Discharges	7,964	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,462
Inpatient Days	31,671			Inpatient Days	0	Newborn Days	2,961

039 Bellin Hospital
Green Bay, WI 54305

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	87	4,316	17,139	53.8%	46.8	4.0
Orthopedic	1	30	1,288	3,674	33.5%	10.0	2.9
Rehabilitation & Physical Medicine	1	14	306	3,581	69.9%	9.8	11.7
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	9	211	394	12.0%	1.1	1.9
Obstetrics	1	18	1,351	3,388	51.4%	9.3	2.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	17	385	3,495	56.2%	9.5	9.1
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	29	5	31.4	Surgical Personnel	39	17	48.0
Physicians & Dentists	118	29	135.4	Radiological Services Personnel	38	52	82.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	3	12.0
Dental Hygienists	0	0	0.0	Occupational Therapists	8	16	17.9
Registered Nurses	482	489	765.5	Occupational Therapy Assistants/Aides	1	2	2.2
Certified Nurse Midwives	3	2	4.3	Physical Therapists	38	56	55.1
Licensed Practical Nurses	113	77	165.1	Physical Therapy Assistants/Aides	7	10	14.5
Ancillary Nursing Personnel	25	108	74.1	Recreational Therapists	0	0	0.0
Physician Assistants	33	10	38.9	Dietitians & Nutritionists	11	7	16.0
Nurse Practitioners	101	26	118.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	17	8	21.9	Social Workers	13	12	20.8
Clinical Nurse Specialists	1	2	1.8	All Other Health Professionals	293	156	376.8
Health Info Mgmt-Administrators/Technicians	93	1	93.8	All Other Personnel	722	428	953.1
Pharmacy Personnel	35	15	44.8				
Clinical Laboratory Personnel	65	46	93.5				
				Total	2,390	1,638	3,323.4

039 Bellin Hospital
Green Bay, WI 54305

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$545,411,145	42.3%	46.6%	0.91	47.2%	0.90	46.9%	0.90	43.7%	0.97
Medical Assistance	\$132,843,341	10.3%	13.8%	0.75	11.7%	0.88	12.7%	0.81	10.3%	1.00
Commercial	\$582,891,858	45.2%	34.5%	1.31	36.7%	1.23	34.7%	1.30	41.5%	1.09
All Other	\$27,606,285	2.1%	5.1%	0.42	4.4%	0.48	5.7%	0.38	4.5%	0.47
Deductions as % of Total Gross Patient Revenue										
Medicare	\$397,423,140	30.8%	35.0%	0.88	36.0%	0.86	36.0%	0.86	31.3%	0.98
Medical Assistance	\$100,359,687	7.8%	10.4%	0.75	9.0%	0.87	9.8%	0.79	8.4%	0.92
Commercial	\$186,352,484	14.5%	14.5%	0.99	15.2%	0.95	15.7%	0.92	12.7%	1.14
Charity Care	\$12,327,619	1.0%	1.0%	1.00	0.8%	1.26	1.0%	0.99	1.2%	0.83
Bad Debt	\$15,319,708	1.2%	1.2%	1.01	1.1%	1.08	1.0%	1.17	1.3%	0.95
All Other	\$17,502,558	1.4%	2.6%	0.53	2.7%	0.51	2.7%	0.51	0.9%	1.52
Total Deductions	\$729,285,196	56.6%	64.6%	0.88	64.6%	0.88	66.2%	0.86	55.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.5%	8.4%	0.54	6.6%	0.69	8.0%	0.56	2.0%	2.22	
Net Gains/Losses as % of Net Income	36.7%	13.8%	2.65	12.8%	2.87	13.7%	2.68	6.9%	5.30	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$322,922,006	58.0%	43.5%	1.33	45.2%	1.28	42.2%	1.38	63.7%	0.91
Supplies & Services	\$189,554,693	34.1%	49.9%	0.68	47.8%	0.71	52.0%	0.66	28.8%	1.18
Capital Component	\$43,841,664	7.9%	6.6%	1.20	7.0%	1.13	5.8%	1.35	7.4%	1.06
Fiscal Statistics										
Operating Margin (%)	5.1%	7.5%	0.67	7.5%	0.68	8.5%	0.59	6.5%	0.77	
Total Hospital Net Income (%)	7.8%	8.6%	0.90	8.5%	0.92	9.7%	0.80	7.0%	1.11	
Return on Equity (%)	6.2%	4.1%	1.51	5.4%	1.16	6.1%	1.02	5.8%	1.08	
Current Ratio	3.3	3.9	0.86	3.5	0.96	4.7	0.71	3.8	0.88	
Days in Net Patient Accounts Receivable	48.7	71.5	0.68	54.3	0.90	56.5	0.86	48.0	1.01	
Average Payment Period	61.0	90.1	0.68	79.8	0.76	66.2	0.92	48.8	1.25	
Equity Financing (%)	67.3%	63.6%	1.06	71.2%	0.95	67.7%	0.99	66.8%	1.01	
Long-Term Debt to Equity Ratio	0.3	0.3	0.89	0.2	1.62	0.2	1.37	0.3	0.86	
Times Interest Earned	8.0	12.2	0.65	11.3	0.71	16.4	0.49	8.4	0.96	
Total Asset Turnover	0.8	0.5	1.66	0.6	1.24	0.6	1.26	0.8	0.95	
Average Age of Plant (Years)	9.7	14.1	0.69	10.9	0.89	12.4	0.78	9.4	1.02	
Increase (Decrease) Total Net Patient Revenue	1.8%	-2.2%	N/A	-1.9%	N/A	-0.7%	N/A	9.7%	0.18	
Outpatient Gross Revenue (% of Total GPR)	80.4%	63.0%	1.28	72.6%	1.11	57.1%	1.41	78.5%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,012	\$17,652	0.79	\$14,359	0.98	\$20,210	0.69	\$13,902	1.01	
Inpatient Net Revenue per Day	\$3,661	\$3,704	0.99	\$3,457	1.06	\$3,871	0.95	\$3,520	1.04	
Outpatient Net Revenue per Visit	\$426	\$780	0.55	\$649	0.66	\$898	0.47	\$362	1.18	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,288,752,629	Cash & Cash Equivalents	\$159,772,352	Current Liabilities	\$88,631,238
Less Deductions	\$729,285,196	Net Patient Receivables	\$74,462,322	Long-Term Debt	\$132,829,241
Net Patient Revenue	\$559,467,433	Other Receivables	\$1,012,975	Other Liabilities	\$23,466,800
Plus Other Revenue	\$26,458,937			Subtotal	\$244,927,279
Total Revenue	\$585,926,370	Land, Buildings & Equipment (Net)	\$200,822,238	Unrestricted Fund Balance	\$503,481,268
Less Expenses	\$556,318,363	Other Assets	\$312,338,660	Restricted Fund Balance	\$4,993,895
Non-Operating Gains/Losses	\$17,131,993			Total Liabilities & Fund Balance	\$748,408,547
Net Income	\$46,740,000	Total Assets	\$748,408,547		

041 St Mary's Hospital Medical Center
 1726 Shawano Avenue
 Green Bay, WI 54303
 920-498-4200

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.9%	52.4%	0.88	50.1%	0.92	44.9%	1.02	43.4%	1.06
Obstetrics	12.7%	36.2%	0.35	30.3%	0.05	25.5%	0.50	17.8%	0.71
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	42.3%	53.9%	0.78	46.7%	0.91	52.8%	0.80	41.6%	1.02
Average Census (Patients)									
Adult Medical-Surgical	28.9	25.5	1.13	23.5	1.23	15.7	1.85	27.3	1.06
Obstetrics	1.5	4.7	0.32	3.8	0.40	2.3	0.67	2.1	0.71
Pediatrics	0.0	1.1	N/A	0.5	N/A	4.7	N/A	0.0	N/A
Total Hospital	35.1	47.4	0.74	41.3	0.85	36.1	0.97	34.5	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.3	0.92	4.0	0.98	3.7	1.07	3.5	1.13
Obstetrics	2.1	2.4	0.87	2.2	0.93	2.2	0.94	2.2	0.95
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.0	4.7	0.87	4.1	0.99	4.4	0.91	3.6	1.13
Surgical Operations									
Inpatient	586	1,280	0.46	912	0.64	711	0.82	620	0.95
Outpatient	4,655	4,115	1.13	4,561	1.02	2,960	1.57	5,065	0.92
Inpatient as % of All Surgeries	11.2%	23.7%	0.47	16.7%	0.67	19.4%	0.58	10.9%	1.03
Outpatient Visits									
Non-Emergency Visits	65,181	127,898	0.51	178,054	0.37	117,985	0.55	73,693	0.88
Emergency Visits	23,766	15,799	1.50	16,398	1.45	14,651	1.62	26,183	0.91
Full-Time Equivalents (FTEs)									
Administrators	5.5	20.3	0.27	15.2	0.36	17.3	0.32	7.7	0.71
Nurses, Licensed	159.7	255.1	0.63	279.4	0.57	217.2	0.73	176.2	0.91
Ancillary Nursing Personnel	39.7	42.6	0.93	41.9	0.95	30.0	1.32	22.2	1.78
All Other Personnel	219.9	501.2	0.44	501.4	0.44	363.9	0.60	264.1	0.83
Total FTEs	424.7	819.2	0.52	837.9	0.51	628.4	0.68	470.2	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.4	15.7	0.28	9.9	0.45	16.4	0.27	6.4	0.69
Nurses, Licensed	128.8	197.1	0.65	181.6	0.71	206.1	0.62	146.3	0.88
Ancillary Nursing Personnel	32.0	33.0	0.97	27.2	1.17	28.5	1.12	18.5	1.73
All Other Personnel	177.3	387.2	0.46	325.9	0.54	345.3	0.51	219.3	0.81
Total FTEs	342.5	633.0	0.54	544.7	0.63	596.3	0.57	390.4	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	83	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	3,191	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	262
Inpatient Days	12,850			Inpatient Days	0	Newborn Days	481

041 St Mary's Hospital Medical Center
Green Bay, WI 54303

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	63	2,680	10,588	45.9%	28.9	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	269	558	12.7%	1.5	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	238	1,704	58.2%	4.7	7.2
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	1	5.5	Surgical Personnel	6	15	18.1
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	12	16	21.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	5	9.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	2	3.9
Registered Nurses	68	125	157.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	3	6.5
Licensed Practical Nurses	0	2	1.8	Physical Therapy Assistants/Aides	2	3	3.4
Ancillary Nursing Personnel	16	30	39.7	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	12	22.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	60	47	88.2
Pharmacy Personnel	8	1	8.0				
Clinical Laboratory Personnel	17	18	27.0				
				Total	230	282	424.7

041 St Mary's Hospital Medical Center
Green Bay, WI 54303

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$165,084,968	44.7%	46.6%	0.96	47.2%	0.95	41.7%	1.07	45.5%	0.98
Medical Assistance	\$50,132,680	13.6%	13.8%	0.99	11.7%	1.16	18.4%	0.74	13.0%	1.04
Commercial	\$134,245,375	36.3%	34.5%	1.05	36.7%	0.99	36.0%	1.01	36.9%	0.98
All Other	\$19,850,806	5.4%	5.1%	1.05	4.4%	1.22	4.0%	1.34	4.6%	1.18
Deductions as % of Total Gross Patient Revenue										
Medicare	\$128,621,770	34.8%	35.0%	0.99	36.0%	0.97	30.1%	1.16	34.9%	1.00
Medical Assistance	\$40,356,203	10.9%	10.4%	1.05	9.0%	1.22	12.3%	0.89	11.4%	0.96
Commercial	\$65,952,059	17.9%	14.5%	1.23	15.2%	1.18	12.1%	1.48	17.3%	1.03
Charity Care	\$2,481,133	0.7%	1.0%	0.70	0.8%	0.89	0.8%	0.82	1.2%	0.55
Bad Debt	\$4,560,440	1.2%	1.2%	1.05	1.1%	1.12	1.1%	1.12	1.1%	1.17
All Other	\$11,480,745	3.1%	2.6%	1.22	2.7%	1.16	2.3%	1.33	2.1%	1.46
Total Deductions	\$253,452,350	68.6%	64.6%	1.06	64.6%	1.06	58.8%	1.17	68.1%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.4%	8.4%	0.76	6.6%	0.97	6.4%	1.00	4.1%	1.55	
Net Gains/Losses as % of Net Income	13.7%	13.8%	0.99	12.8%	1.07	N/A	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$52,237,949	38.8%	43.5%	0.89	45.2%	0.86	41.7%	0.93	40.4%	0.96
Supplies & Services	\$73,546,767	54.6%	49.9%	1.10	47.8%	1.14	50.0%	1.09	52.0%	1.05
Capital Component	\$8,818,227	6.6%	6.6%	1.00	7.0%	0.94	8.3%	0.79	7.7%	0.86
Fiscal Statistics										
Operating Margin (%)	-8.8%	7.5%	N/A	7.5%	N/A	6.6%	N/A	-7.0%	1.25	
Total Hospital Net Income (%)	-10.3%	8.6%	N/A	8.5%	N/A	6.2%	N/A	-6.7%	1.54	
Return on Equity (%)	-6.0%	4.1%	N/A	5.4%	N/A	3.0%	N/A	-4.2%	1.44	
Current Ratio	1.4	3.9	0.36	3.5	0.41	3.4	0.42	1.4	1.02	
Days in Net Patient Accounts Receivable	56.5	71.5	0.79	54.3	1.04	48.8	1.16	46.6	1.21	
Average Payment Period	75.1	90.1	0.83	79.8	0.94	63.5	1.18	76.0	0.99	
Equity Financing (%)	65.5%	63.6%	1.03	71.2%	0.92	75.1%	0.87	72.3%	0.91	
Long-Term Debt to Equity Ratio	0.1	0.3	0.42	0.2	0.78	0.2	0.73	0.1	1.50	
Times Interest Earned	-50.9	12.2	N/A	11.3	N/A	7.4	N/A	-17.5	2.91	
Total Asset Turnover	0.6	0.5	1.26	0.6	0.94	0.5	1.23	0.6	0.95	
Average Age of Plant (Years)	13.3	14.1	0.94	10.9	1.22	9.8	1.35	11.8	1.12	
Increase (Decrease) Total Net Patient Revenue	-2.9%	-2.2%	1.32	-1.9%	1.55	-5.0%	0.59	-1.6%	1.84	
Outpatient Gross Revenue (% of Total GPR)	71.9%	63.0%	1.14	72.6%	0.99	64.9%	1.11	71.3%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,431	\$17,652	0.70	\$14,359	0.87	\$18,057	0.69	\$10,657	1.17	
Inpatient Net Revenue per Day	\$3,107	\$3,704	0.84	\$3,457	0.90	\$3,961	0.78	\$2,982	1.04	
Outpatient Net Revenue per Visit	\$908	\$780	1.16	\$649	1.40	\$669	1.36	\$858	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$369,313,830	Cash & Cash Equivalents	\$40,879	Current Liabilities	\$26,263,788
Less Deductions	\$253,452,350	Net Patient Receivables	\$17,873,596	Long-Term Debt	\$17,192,310
Net Patient Revenue	\$115,861,480	Other Receivables	\$2,164,239	Other Liabilities	\$28,312,202
Plus Other Revenue	\$7,894,802			Subtotal	\$71,768,300
Total Revenue	\$123,756,280	Land, Buildings & Equipment (Net)	\$87,333,858	Unrestricted Fund Balance	\$136,131,157
Less Expenses	\$134,602,943	Other Assets	\$100,486,885	Restricted Fund Balance	\$3,863,278
Non-Operating Gains/Losses	-\$1,715,870			Total Liabilities & Fund Balance	\$207,899,457
Net Income	-\$12,562,532	Total Assets	\$207,899,457		

042 St Vincent Hospital
 835 S Van Buren St, PO Box 13508
 Green Bay, WI 54307
 920-433-0111

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Brown
 Analysis Area: Northeastern (4)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	56.7%	52.4%	1.08	50.1%	1.13	64.6%	0.88	49.3%	1.15
Obstetrics	34.1%	36.2%	0.94	30.3%	0.26	49.9%	0.68	46.8%	0.73
Pediatrics	23.4%	53.2%	0.44	19.9%	1.18	38.2%	0.61	27.8%	0.84
Total Hospital	55.2%	53.9%	1.02	46.7%	1.18	63.5%	0.87	52.7%	1.05
Average Census (Patients)									
Adult Medical-Surgical	67.5	25.5	2.64	23.5	2.87	106.5	0.63	61.1	1.10
Obstetrics	7.8	4.7	1.66	3.8	2.06	14.6	0.54	8.4	0.93
Pediatrics	4.7	1.1	4.24	0.5	8.94	3.2	4.24	5.6	0.84
Total Hospital	140.7	47.4	2.97	41.3	3.41	204.5	0.69	134.3	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	5.2	4.3	1.21	4.0	1.29	4.8	1.09	4.4	1.18
Obstetrics	2.4	2.4	1.02	2.2	1.10	2.6	0.92	2.7	0.89
Pediatrics	3.5	3.5	1.01	3.0	1.16	3.4	1.03	3.9	0.90
Total Hospital	5.1	4.7	1.10	4.1	1.26	5.2	0.99	4.7	1.10
Surgical Operations									
Inpatient	2,721	1,280	2.13	912	2.98	5,196	0.52	2,523	1.08
Outpatient	4,461	4,115	1.08	4,561	0.98	15,397	0.29	5,155	0.87
Inpatient as % of All Surgeries	37.9%	23.7%	1.60	16.7%	2.27	25.2%	1.50	32.9%	1.15
Outpatient Visits									
Non-Emergency Visits	144,556	127,898	1.13	178,054	0.81	396,336	0.36	141,497	1.02
Emergency Visits	30,649	15,799	1.94	16,398	1.87	41,684	0.74	32,222	0.95
Full-Time Equivalents (FTEs)									
Administrators	33.0	20.3	1.63	15.2	2.17	64.4	0.51	45.0	0.73
Nurses, Licensed	536.2	255.1	2.10	279.4	1.92	945.5	0.57	559.6	0.96
Ancillary Nursing Personnel	87.7	42.6	2.06	41.9	2.09	159.2	0.55	75.9	1.16
All Other Personnel	804.1	501.2	1.60	501.4	1.60	1,851.4	0.43	1,102.6	0.73
Total FTEs	1,461.0	819.2	1.78	837.9	1.74	3,020.5	0.48	1,783.1	0.82
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.6	15.7	0.61	9.9	0.97	13.4	0.71	13.5	0.71
Nurses, Licensed	155.4	197.1	0.79	181.6	0.86	197.1	0.79	168.3	0.92
Ancillary Nursing Personnel	25.4	33.0	0.77	27.2	0.93	33.2	0.77	22.8	1.11
All Other Personnel	233.1	387.2	0.60	325.9	0.72	386.0	0.60	331.6	0.70
Total FTEs	423.5	633.0	0.67	544.7	0.78	629.7	0.67	536.2	0.79

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	255	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	24
Discharges	10,063	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,123
Inpatient Days	51,503			Inpatient Days	0	Newborn Days	1,867

042 St Vincent Hospital
Green Bay, WI 54307

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	119	4,756	24,691	56.7%	67.5	5.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	32	357	4,468	38.1%	12.2	12.5
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	20	490	1,714	23.4%	4.7	3.5
Obstetrics	1	23	1,172	2,868	34.1%	7.8	2.4
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	20	1,550	6,495	88.7%	17.7	4.2
Cardiac Intensive Unit	1	4	260	1,213	82.9%	3.3	4.7
Pediatric Intensive Care	1	4	378	1,258	85.9%	3.4	3.3
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	9	801	3,308	100.4%	9.0	4.1
Neonatal Intensive/Intermediate Care	1	24	288	5,488	62.5%	15.0	19.1
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	33	0	33.0	Surgical Personnel	21	23	42.8
Physicians & Dentists	14	2	15.0	Radiological Services Personnel	33	32	54.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	23	8	28.9
Dental Hygienists	0	0	0.0	Occupational Therapists	11	14	21.1
Registered Nurses	259	366	520.6	Occupational Therapy Assistants/Aides	0	2	1.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	46	20	59.5
Licensed Practical Nurses	5	5	7.9	Physical Therapy Assistants/Aides	9	6	12.2
Ancillary Nursing Personnel	29	98	87.7	Recreational Therapists	4	5	6.7
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	6	7	11.1
Nurse Practitioners	7	2	7.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	11	19	23.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	79	109	151.0
Health Info Mgmt-Administrators/Technicians	0	1	0.5	All Other Personnel	181	101	244.3
Pharmacy Personnel	39	22	54.1				
Clinical Laboratory Personnel	43	19	55.4				
				Total	866	874	1,461.0

042 St Vincent Hospital
Green Bay, WI 54307

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$573,408,445	50.2%	46.6%	1.08	47.2%	1.06	46.9%	1.07	50.4%	0.99
Medical Assistance	\$136,810,503	12.0%	13.8%	0.87	11.7%	1.02	12.7%	0.94	12.9%	0.93
Commercial	\$368,556,407	32.2%	34.5%	0.94	36.7%	0.88	34.7%	0.93	31.8%	1.01
All Other	\$64,343,007	5.6%	5.1%	1.10	4.4%	1.27	5.7%	1.00	4.9%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$441,974,520	38.7%	35.0%	1.10	36.0%	1.07	36.0%	1.07	38.8%	1.00
Medical Assistance	\$105,025,299	9.2%	10.4%	0.88	9.0%	1.02	9.8%	0.93	10.1%	0.91
Commercial	\$177,906,189	15.6%	14.5%	1.07	15.2%	1.03	15.7%	0.99	14.9%	1.04
Charity Care	\$5,815,691	0.5%	1.0%	0.53	0.8%	0.67	1.0%	0.52	0.9%	0.56
Bad Debt	\$7,684,341	0.7%	1.2%	0.57	1.1%	0.61	1.0%	0.66	0.5%	1.36
All Other	\$42,080,194	3.7%	2.6%	1.44	2.7%	1.37	2.7%	1.38	3.0%	1.22
Total Deductions	\$780,486,232	68.3%	64.6%	1.06	64.6%	1.06	66.2%	1.03	68.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.2%	8.4%	0.61	6.6%	0.78	8.0%	0.64	3.2%	1.64
Net Gains/Losses as % of Net Income		24.5%	13.8%	1.77	12.8%	1.92	13.7%	1.80	283.9%	0.09
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$152,504,961	38.2%	43.5%	0.88	45.2%	0.84	42.2%	0.91	35.8%	1.07
Supplies & Services	\$228,618,734	57.2%	49.9%	1.15	47.8%	1.20	52.0%	1.10	59.2%	0.97
Capital Component	\$18,426,240	4.6%	6.6%	0.70	7.0%	0.66	5.8%	0.79	5.0%	0.93
Fiscal Statistics										
Operating Margin (%)		-4.5%	7.5%	N/A	7.5%	N/A	8.5%	N/A	6.1%	N/A
Total Hospital Net Income (%)		-6.0%	8.6%	N/A	8.5%	N/A	9.7%	N/A	-3.6%	1.66
Return on Equity (%)		-3.2%	4.1%	N/A	5.4%	N/A	6.1%	N/A	-1.7%	1.92
Current Ratio		1.4	3.9	0.36	3.5	0.40	4.7	0.30	2.3	0.60
Days in Net Patient Accounts Receivable		55.7	71.5	0.78	54.3	1.03	56.5	0.99	53.7	1.04
Average Payment Period		94.0	90.1	1.04	79.8	1.18	66.2	1.42	69.5	1.35
Equity Financing (%)		71.5%	63.6%	1.12	71.2%	1.00	67.7%	1.06	78.9%	0.91
Long-Term Debt to Equity Ratio		0.0	0.3	0.16	0.2	0.30	0.2	0.25	0.1	0.93
Times Interest Earned		-30.0	12.2	N/A	11.3	N/A	16.4	N/A	-12.5	2.41
Total Asset Turnover		0.5	0.5	1.15	0.6	0.86	0.6	0.88	0.5	1.06
Average Age of Plant (Years)		16.0	14.1	1.13	10.9	1.47	12.4	1.28	19.5	0.82
Increase (Decrease) Total Net Patient Revenue		6.6%	-2.2%	N/A	-1.9%	N/A	-0.7%	N/A	1.9%	3.52
Outpatient Gross Revenue (% of Total GPR)		58.8%	63.0%	0.93	72.6%	0.81	57.1%	1.03	57.8%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$17,528	\$17,652	0.99	\$14,359	1.22	\$20,210	0.87	\$15,524	1.13
Inpatient Net Revenue per Day		\$3,390	\$3,704	0.92	\$3,457	0.98	\$3,871	0.88	\$3,191	1.06
Outpatient Net Revenue per Visit		\$1,107	\$780	1.42	\$649	1.71	\$898	1.23	\$1,063	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,143,118,361	Cash & Cash Equivalents	\$23,617,676	Current Liabilities	\$99,394,694
Less Deductions	\$780,486,232	Net Patient Receivables	\$55,223,885	Long-Term Debt	\$24,288,660
Net Patient Revenue	\$362,632,129	Other Receivables	\$20,515,324	Other Liabilities	\$76,466,947
Plus Other Revenue	\$19,758,066			Subtotal	\$200,150,301
Total Revenue	\$382,390,195	Land, Buildings & Equipment (Net)	\$134,532,470	Unrestricted Fund Balance	\$501,577,917
Less Expenses	\$399,549,935	Other Assets	\$467,838,863	Restricted Fund Balance	\$21,944,137
Non-Operating Gains/Losses	-\$5,574,262			Total Liabilities & Fund Balance	\$701,728,218
Net Income	-\$22,734,001	Total Assets	\$701,728,218		

043 Aurora Medical Center in Hartford
 1032 East Sumner Street
 Hartford, WI 53027
 262-673-2300

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Washington
 Analysis Area: Southeastern (2A)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.1%	52.4%	0.65	54.8%	0.62	32.9%	1.04	37.6%	0.91
Obstetrics	0.0%	36.2%	N/A	30.8%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	36.8%	53.9%	0.68	53.0%	0.69	33.0%	1.11	40.8%	0.90
Average Census (Patients)									
Adult Medical-Surgical	9.9	25.5	0.39	31.6	0.31	6.4	1.53	10.9	0.91
Obstetrics	0.0	4.7	N/A	4.9	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.9	47.4	0.27	61.1	0.21	8.6	1.50	14.3	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.77	4.0	0.82	3.0	1.12	3.3	1.02
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.7	0.76	4.2	0.85	3.2	1.11	3.5	1.02
Surgical Operations									
Inpatient	245	1,280	0.19	1,268	0.19	247	0.99	441	0.56
Outpatient	2,586	4,115	0.63	3,637	0.71	1,277	2.02	2,831	0.91
Inpatient as % of All Surgeries	8.7%	23.7%	0.36	25.9%	0.33	16.2%	0.53	13.5%	0.64
Outpatient Visits									
Non-Emergency Visits	73,406	127,898	0.57	151,601	0.48	57,441	1.28	79,341	0.93
Emergency Visits	8,291	15,799	0.52	22,748	0.36	8,355	0.99	8,540	0.97
Full-Time Equivalents (FTEs)									
Administrators	6.0	20.3	0.30	22.1	0.27	11.6	0.52	6.0	1.00
Nurses, Licensed	104.2	255.1	0.41	293.4	0.36	84.6	1.23	96.9	1.08
Ancillary Nursing Personnel	31.7	42.6	0.74	53.2	0.60	14.7	2.16	18.2	1.74
All Other Personnel	250.8	501.2	0.50	528.6	0.47	194.6	1.29	244.0	1.03
Total FTEs	392.7	819.2	0.48	897.3	0.44	305.5	1.29	365.1	1.08
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.9	15.7	0.63	12.5	0.79	28.7	0.35	10.7	0.93
Nurses, Licensed	172.0	197.1	0.87	166.3	1.03	210.0	0.82	172.6	1.00
Ancillary Nursing Personnel	52.4	33.0	1.59	30.2	1.74	36.4	1.44	32.4	1.61
All Other Personnel	414.0	387.2	1.07	299.6	1.38	483.0	0.86	434.8	0.95
Total FTEs	648.3	633.0	1.02	508.6	1.27	758.1	0.86	650.5	1.00

Total Hospital:
 Beds Set Up & Staffed 35
 Discharges 1,332
 Inpatient Days 4,713

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

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

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

043 Aurora Medical Center in Hartford
Hartford, WI 53027

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	29	1,092	3,616	34.1%	9.9	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	238	1,097	50.0%	3.0	4.6
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	9	4	11.7
Physicians & Dentists	11	12	12.1	Radiological Services Personnel	13	11	19.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	2	6.7
Dental Hygienists	0	0	0.0	Occupational Therapists	3	6	7.7
Registered Nurses	55	56	95.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	19	24.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	8	11	13.0
Ancillary Nursing Personnel	11	40	31.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	2	2	3.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	1	4.6	Social Workers	1	2	2.8
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	26	20	38.7
Health Info Mgmt-Administrators/Technicians	1	5	4.6	All Other Personnel	54	47	79.3
Pharmacy Personnel	4	3	5.9				
Clinical Laboratory Personnel	12	5	16.1				
				Total	242	250	392.7

043 Aurora Medical Center in Hartford

Hartford, WI 53027

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2A Value	Ratio	3 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$105,727,093	48.5%	46.6%	1.04	51.7%	0.94	47.5%	1.02	48.2%	1.01
Medical Assistance	\$18,156,708	8.3%	13.8%	0.61	10.4%	0.80	12.8%	0.65	7.7%	1.08
Commercial	\$88,753,887	40.7%	34.5%	1.18	35.0%	1.16	35.0%	1.16	41.2%	0.99
All Other	\$5,394,072	2.5%	5.1%	0.48	2.9%	0.84	4.8%	0.52	2.9%	0.87
Deductions as % of Total Gross Patient Revenue										
Medicare	\$84,910,729	38.9%	35.0%	1.11	41.3%	0.94	30.4%	1.28	40.3%	0.97
Medical Assistance	\$15,579,740	7.1%	10.4%	0.69	8.2%	0.87	8.9%	0.80	6.7%	1.06
Commercial	\$43,930,922	20.1%	14.5%	1.39	15.9%	1.27	12.0%	1.68	20.2%	1.00
Charity Care	\$1,778,121	0.8%	1.0%	0.85	1.1%	0.72	0.9%	0.86	1.1%	0.77
Bad Debt	\$2,408,180	1.1%	1.2%	0.94	1.0%	1.09	2.0%	0.56	1.1%	0.99
All Other	\$2,572,782	1.2%	2.6%	0.46	1.4%	0.81	2.3%	0.52	1.2%	0.99
Total Deductions	\$151,180,474	69.3%	64.6%	1.07	69.0%	1.01	56.5%	1.23	70.6%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.2%	8.4%	0.62	8.1%	0.65	10.2%	0.51	0.6%	9.15
Net Gains/Losses as % of Net Income		0.1%	13.8%	0.01	N/A	N/A	22.7%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,530,810	44.6%	43.5%	1.02	38.6%	1.15	51.7%	0.86	47.7%	0.94
Supplies & Services	\$27,045,513	47.3%	49.9%	0.95	52.7%	0.90	40.6%	1.16	43.8%	1.08
Capital Component	\$4,647,928	8.1%	6.6%	1.24	8.6%	0.94	7.7%	1.05	8.5%	0.95
Fiscal Statistics										
Operating Margin (%)		18.9%	7.5%	2.51	10.4%	1.82	7.4%	2.57	19.0%	1.00
Total Hospital Net Income (%)		18.9%	8.6%	2.19	7.5%	2.51	9.3%	2.03	19.0%	1.00
Return on Equity (%)		7.8%	4.1%	1.88	4.7%	1.66	7.6%	1.02	8.1%	0.96
Current Ratio		24.1	3.9	6.21	6.8	3.52	4.8	5.05	26.3	0.92
Days in Net Patient Accounts Receivable		62.7	71.5	0.88	46.9	1.34	49.1	1.28	55.2	1.14
Average Payment Period		42.1	90.1	0.47	50.2	0.84	46.4	0.91	35.8	1.18
Equity Financing (%)		93.9%	63.6%	1.48	78.6%	1.19	79.0%	1.19	95.4%	0.98
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		30.1	12.2	2.46	7.0	4.30	13.2	2.29	16.5	1.82
Total Asset Turnover		0.4	0.5	0.87	0.6	0.64	0.8	0.51	0.4	0.96
Average Age of Plant (Years)		9.3	14.1	0.66	10.1	0.92	8.8	1.05	8.7	1.07
Increase (Decrease) Total Net Patient Revenue		1.3%	-2.2%	N/A	-4.2%	N/A	-1.2%	N/A	4.0%	0.32
Outpatient Gross Revenue (% of Total GPR)		78.1%	63.0%	1.24	63.8%	1.22	78.9%	0.99	74.0%	1.06
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,194		\$17,652	0.75	\$12,198	1.08	\$14,147	0.93	\$11,235	1.17
Inpatient Net Revenue per Day	\$3,620		\$3,704	0.98	\$2,790	1.30	\$4,080	0.89	\$3,158	1.15
Outpatient Net Revenue per Visit	\$633		\$780	0.81	\$754	0.84	\$677	0.93	\$588	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$218,031,760	Cash & Cash Equivalents	\$137,826,289	Current Liabilities	\$6,258,685
Less Deductions	\$151,180,474	Net Patient Receivables	\$11,460,392	Long-Term Debt	\$0
Net Patient Revenue	\$66,851,286	Other Receivables	\$39,462	Other Liabilities	\$4,221,988
Plus Other Revenue	\$3,688,927			Subtotal	\$10,480,673
Total Revenue	\$70,540,215	Land, Buildings & Equipment (Net)	\$18,704,654	Unrestricted Fund Balance	\$161,442,078
Less Expenses	\$57,224,251	Other Assets	\$3,891,954	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$12,000			Total Liabilities & Fund Balance	\$171,922,751
Net Income	\$13,327,964	Total Assets	\$171,922,751		

044 Hayward Area Memorial Hospital
 11040 N State Road 77
 Hayward, WI 54843
 715-934-4321

Fiscal Year: 04/01 to 03/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Sawyer
 Analysis Area: Western Lake Superior (7)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.9%	52.4%	0.51	22.5%	1.20	32.9%	0.82	26.5%	1.02
Obstetrics	19.4%	36.2%	0.54	24.8%	0.03	19.7%	0.99	19.5%	0.99
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.7%	53.9%	0.48	25.0%	1.03	33.0%	0.78	25.4%	1.01
Average Census (Patients)									
Adult Medical-Surgical	5.6	25.5	0.22	4.2	1.34	6.4	0.88	5.6	1.02
Obstetrics	0.8	4.7	0.16	1.1	0.69	0.9	0.86	0.8	0.99
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.4	47.4	0.14	5.8	1.11	8.6	0.75	6.3	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.74	3.0	1.05	3.0	1.07	3.2	0.98
Obstetrics	2.1	2.4	0.89	2.4	0.89	2.0	1.08	2.3	0.91
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.7	0.64	3.5	0.87	3.2	0.94	3.1	0.97
Surgical Operations									
Inpatient	129	1,280	0.10	122	1.06	247	0.52	166	0.78
Outpatient	961	4,115	0.23	777	1.24	1,277	0.75	811	1.18
Inpatient as % of All Surgeries	11.8%	23.7%	0.50	13.5%	0.87	16.2%	0.73	17.0%	0.70
Outpatient Visits									
Non-Emergency Visits	7,867	127,898	0.06	31,162	0.25	57,441	0.14	6,735	1.17
Emergency Visits	7,240	15,799	0.46	6,476	1.12	8,355	0.87	7,408	0.98
Full-Time Equivalents (FTEs)									
Administrators	7.0	20.3	0.35	2.4	2.88	11.6	0.61	4.0	1.75
Nurses, Licensed	79.1	255.1	0.31	68.9	1.15	84.6	0.93	71.9	1.10
Ancillary Nursing Personnel	8.3	42.6	0.20	8.9	0.93	14.7	0.57	6.4	1.29
All Other Personnel	171.7	501.2	0.34	169.3	1.01	194.6	0.88	149.6	1.15
Total FTEs	266.2	819.2	0.32	249.6	1.07	305.5	0.87	231.9	1.15
FTEs per 100 Patient Census (Adjusted)									
Administrators	21.0	15.7	1.34	6.5	3.21	28.7	0.73	13.4	1.56
Nurses, Licensed	237.4	197.1	1.20	185.7	1.28	210.0	1.13	241.5	0.98
Ancillary Nursing Personnel	25.0	33.0	0.76	24.1	1.04	36.4	0.69	21.6	1.15
All Other Personnel	515.2	387.2	1.33	456.1	1.13	483.0	1.07	502.6	1.03
Total FTEs	798.6	633.0	1.26	672.4	1.19	758.1	1.05	779.1	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	2	Bassinets	6
Discharges	784	Organization (HMO)	No	Discharges	38	Total Births	132
Inpatient Days	2,351	Preferred Provider		Inpatient Days	425	Newborn Days	264
		Organization (PPO)	No				

044 Hayward Area Memorial Hospital
Hayward, WI 54843

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	651	2,067	26.9%	5.6	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	133	284	19.4%	0.8	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	2	1	2.2
Physicians & Dentists	6	4	8.2	Radiological Services Personnel	12	7	13.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	4	4.1
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.2
Registered Nurses	63	23	71.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	1	7.2
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	5	0	5.0
Ancillary Nursing Personnel	5	11	8.3	Recreational Therapists	2	0	2.0
Physician Assistants	2	1	2.2	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	2	1.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.8	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	6	30.6
Health Info Mgmt-Administrators/Technicians	6	1	6.6	All Other Personnel	47	27	64.0
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	9	2	10.1				
				Total	224	94	266.2

044 Hayward Area Memorial Hospital
Hayward, WI 54843

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$52,481,711	47.5%	46.6%	1.02	49.5%	0.96	47.5%	1.00	48.9%	0.97
Medical Assistance	\$20,500,351	18.6%	13.8%	1.35	17.2%	1.08	12.8%	1.45	19.8%	0.94
Commercial	\$27,886,228	25.3%	34.5%	0.73	27.4%	0.92	35.0%	0.72	23.3%	1.08
All Other	\$9,555,665	8.7%	5.1%	1.69	5.9%	1.47	4.8%	1.81	8.0%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$30,122,920	27.3%	35.0%	0.78	26.0%	1.05	30.4%	0.90	28.2%	0.97
Medical Assistance	\$13,183,398	11.9%	10.4%	1.15	11.1%	1.08	8.9%	1.34	11.3%	1.05
Commercial	\$2,955,696	2.7%	14.5%	0.18	5.3%	0.51	12.0%	0.22	3.0%	0.88
Charity Care	\$532,012	0.5%	1.0%	0.50	1.2%	0.39	0.9%	0.51	0.7%	0.66
Bad Debt	\$2,665,872	2.4%	1.2%	2.06	1.8%	1.32	2.0%	1.22	2.0%	1.19
All Other	\$3,055,952	2.8%	2.6%	1.08	2.4%	1.18	2.3%	1.22	3.3%	0.84
Total Deductions	\$52,515,850	47.6%	64.6%	0.74	47.8%	1.00	56.5%	0.84	48.6%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.4%	8.4%	0.05		5.0%	0.08	10.2%	0.04	0.8%	0.48
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A		5.2%	N/A	22.7%	N/A	11.4%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,960,982	54.9%	43.5%	1.26	52.9%	1.04	51.7%	1.06	54.9%	1.00
Supplies & Services	\$18,988,581	36.0%	49.9%	0.72	39.9%	0.90	40.6%	0.89	35.5%	1.01
Capital Component	\$4,818,878	9.1%	6.6%	1.39	7.2%	1.26	7.7%	1.18	9.5%	0.96
Fiscal Statistics										
Operating Margin (%)	9.2%	7.5%	1.23		9.6%	0.96	7.4%	1.26	9.9%	0.93
Total Hospital Net Income (%)	9.0%	8.6%	1.05		10.1%	0.89	9.3%	0.97	11.1%	0.82
Return on Equity (%)	6.2%	4.1%	1.50		6.2%	1.00	7.6%	0.81	7.1%	0.88
Current Ratio	7.1	3.9	1.83		3.6	1.97	4.8	1.49	8.8	0.81
Days in Net Patient Accounts Receivable	47.4	71.5	0.66		47.2	1.00	49.1	0.96	49.2	0.96
Average Payment Period	46.5	90.1	0.52		92.6	0.50	46.4	1.00	43.0	1.08
Equity Financing (%)	87.7%	63.6%	1.38		72.6%	1.21	79.0%	1.11	86.9%	1.01
Long-Term Debt to Equity Ratio	0.1	0.3	0.19		0.1	0.39	0.2	0.33	0.1	0.70
Times Interest Earned	24.7	12.2	2.02		24.0	1.03	13.2	1.88	27.5	0.90
Total Asset Turnover	0.7	0.5	1.46		0.6	1.13	0.8	0.86	0.6	1.09
Average Age of Plant (Years)	9.8	14.1	0.69		9.6	1.02	8.8	1.11	9.7	1.01
Increase (Decrease) Total Net Patient Revenue	17.1%	-2.2%	N/A		4.5%	3.84	-1.2%	N/A	7.1%	2.39
Outpatient Gross Revenue (% of Total GPR)	80.7%	63.0%	1.28		85.2%	0.95	78.9%	1.02	78.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,280	\$17,652	1.04		\$13,212	1.38	\$14,147	1.29	\$17,519	1.04
Inpatient Net Revenue per Day	\$5,413	\$3,704	1.46		\$3,475	1.56	\$4,080	1.33	\$4,933	1.10
Outpatient Net Revenue per Visit	\$3,015	\$780	3.86		\$981	3.07	\$677	4.45	\$2,641	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$110,423,955	Cash & Cash Equivalents	\$33,571,113	Current Liabilities	\$6,281,270
Less Deductions	\$52,515,850	Net Patient Receivables	\$7,495,735	Long-Term Debt	\$4,098,825
Net Patient Revenue	\$57,908,105	Other Receivables	\$1,089,685	Other Liabilities	\$0
Plus Other Revenue	\$226,301			Subtotal	\$10,380,095
Total Revenue	\$58,134,406	Land, Buildings & Equipment (Net)	\$28,121,305	Unrestricted Fund Balance	\$74,087,594
Less Expenses	\$52,768,441	Other Assets	\$14,189,851	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$123,793			Total Liabilities & Fund Balance	\$84,467,689
Net Income	\$5,242,172	Total Assets	\$84,467,689		

045 Gunderson St. Joseph's Hospital and Clinics
 PO Box 527, 400 Water Avenue
 Hillsboro, WI 54634
 608-489-8000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Vernon
 Analysis Area: Southwestern (5B)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	12.1%	52.4%	0.23	37.7%	0.32	17.7%	0.68	15.2%	0.79
Obstetrics	0.0%	36.2%	N/A	46.9%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	29.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	12.1%	53.9%	0.22	42.5%	0.28	19.6%	0.62	15.2%	0.79
Average Census (Patients)									
Adult Medical-Surgical	1.6	25.5	0.06	16.4	0.10	2.7	0.58	2.0	0.79
Obstetrics	0.0	4.7	N/A	4.3	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.6	47.4	0.03	27.5	0.06	3.6	0.44	2.0	0.79
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.3	0.71	4.0	0.76	3.3	0.92	2.9	1.03
Obstetrics	0.0	2.4	N/A	3.2	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.7	0.65	4.9	0.62	3.0	1.02	2.9	1.03
Surgical Operations									
Inpatient	8	1,280	0.01	733	0.01	228	0.04	5	1.60
Outpatient	154	4,115	0.04	2,362	0.07	1,022	0.15	239	0.64
Inpatient as % of All Surgeries	4.9%	23.7%	0.21	23.7%	0.21	18.2%	0.27	2.0%	2.41
Outpatient Visits									
Non-Emergency Visits	31,190	127,898	0.24	116,152	0.27	29,970	1.04	33,613	0.93
Emergency Visits	2,953	15,799	0.19	11,771	0.25	3,972	0.74	3,621	0.82
Full-Time Equivalents (FTEs)									
Administrators	17.0	20.3	0.84	15.2	1.12	5.2	3.28	16.0	1.06
Nurses, Licensed	38.1	255.1	0.15	154.7	0.25	42.2	0.90	32.9	1.16
Ancillary Nursing Personnel	6.2	42.6	0.15	21.1	0.29	6.8	0.91	5.1	1.21
All Other Personnel	85.0	501.2	0.17	402.4	0.21	106.2	0.80	89.4	0.95
Total FTEs	146.3	819.2	0.18	593.5	0.25	160.3	0.91	143.4	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	77.4	15.7	4.94	13.5	5.71	30.2	2.56	84.3	0.92
Nurses, Licensed	173.4	197.1	0.88	138.1	1.26	246.1	0.70	173.3	1.00
Ancillary Nursing Personnel	28.2	33.0	0.86	18.9	1.49	39.6	0.71	27.0	1.04
All Other Personnel	387.0	387.2	1.00	359.4	1.08	618.8	0.63	471.1	0.82
Total FTEs	666.1	633.0	1.05	529.9	1.26	934.7	0.71	755.8	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	13	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	189	Preferred Provider Organization (PPO)	Yes	Discharges	36	Total Births	0
Inpatient Days	574			Inpatient Days	317	Newborn Days	0

045 Gunderson St. Joseph's Hospital and Clinics
Hillsboro, WI 54634

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	189	574	12.1%	1.6	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	17	0	17.0	Surgical Personnel	1	1	1.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	1	4.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.2
Registered Nurses	24	21	33.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	2	3.8
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	3	2	3.0
Ancillary Nursing Personnel	5	7	6.2	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	0	1	0.6
Nurse Practitioners	2	2	3.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	35	22	42.7
Pharmacy Personnel	1	3	2.4				
Clinical Laboratory Personnel	5	3	6.5				
				Total	119	71	146.3

045 Gundersen St. Joseph's Hospital and Clinics
Hillsboro, WI 54634

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$22,276,532	53.3%	46.6%	1.14	46.1%	1.16	47.7%	1.12	51.9%	1.03
Medical Assistance	\$4,643,830	11.1%	13.8%	0.81	9.6%	1.16	11.0%	1.01	11.2%	0.99
Commercial	\$11,065,169	26.5%	34.5%	0.77	36.6%	0.72	37.9%	0.70	28.8%	0.92
All Other	\$3,779,218	9.0%	5.1%	1.76	7.7%	1.18	3.4%	2.65	8.1%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,212,161	22.1%	35.0%	0.63	32.6%	0.68	26.3%	0.84	22.3%	0.99
Medical Assistance	\$2,968,055	7.1%	10.4%	0.68	7.4%	0.96	7.6%	0.93	6.8%	1.04
Commercial	\$4,856,422	11.6%	14.5%	0.80	16.1%	0.72	13.5%	0.86	10.2%	1.14
Charity Care	\$559,798	1.3%	1.0%	1.40	0.8%	1.77	0.7%	2.03	1.5%	0.88
Bad Debt	\$501,446	1.2%	1.2%	1.02	1.5%	0.79	1.3%	0.95	1.5%	0.81
All Other	\$2,406,034	5.8%	2.6%	2.25	5.2%	1.11	2.2%	2.61	5.9%	0.97
Total Deductions	\$20,503,916	49.1%	64.6%	0.76	63.7%	0.77	51.6%	0.95	48.2%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	17.5%	8.4%	2.08		23.6%	0.74	8.0%	2.20	1.2%	14.43
Net Gains/Losses as % of Net Income	12.1%	13.8%	0.87		79.9%	0.15	14.0%	0.86	15.8%	0.76
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$12,462,461	51.3%	43.5%	1.18	55.4%	0.93	45.5%	1.13	55.1%	0.93
Supplies & Services	\$9,982,067	41.1%	49.9%	0.82	39.7%	1.03	47.2%	0.87	43.3%	0.95
Capital Component	\$1,846,344	7.6%	6.6%	1.16	4.9%	1.56	7.3%	1.05	1.6%	4.81
Fiscal Statistics										
Operating Margin (%)	5.7%	7.5%	0.76		1.2%	4.79	10.9%	0.53	11.8%	0.49
Total Hospital Net Income (%)	6.5%	8.6%	0.75		5.7%	1.14	12.4%	0.52	13.7%	0.47
Return on Equity (%)	3.2%	4.1%	0.79		4.1%	0.80	1.2%	2.71	8.5%	0.38
Current Ratio	3.9	3.9	1.00		18.3	0.21	2.4	1.61	2.1	1.83
Days in Net Patient Accounts Receivable	49.0	71.5	0.68		57.6	0.85	397.6	0.12	47.6	1.03
Average Payment Period	65.7	90.1	0.73		22.0	2.99	577.7	0.11	95.8	0.69
Equity Financing (%)	47.3%	63.6%	0.74		85.1%	0.56	46.0%	1.03	56.7%	0.83
Long-Term Debt to Equity Ratio	0.9	0.3	3.13		0.1	15.32	0.8	1.15	0.0	N/A
Times Interest Earned	0.0	12.2	N/A		14.9	N/A	17.3	N/A	0.0	N/A
Total Asset Turnover	0.5	0.5	1.05		0.7	0.73	0.1	5.26	0.6	0.82
Average Age of Plant (Years)	2.3	14.1	0.16		9.0	0.26	60.0	0.04	43.4	0.05
Increase (Decrease) Total Net Patient Revenue	-11.6%	-2.2%	5.22		-4.8%	2.40	-3.0%	3.83	-0.6%	18.99
Outpatient Gross Revenue (% of Total GPR)	92.8%	63.0%	1.47		78.6%	1.18	79.2%	1.17	89.7%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,925	\$17,652	0.73		\$17,756	0.73	\$16,342	0.79	\$13,884	0.93
Inpatient Net Revenue per Day	\$3,156	\$3,704	0.85		\$3,811	0.83	\$4,448	0.71	\$3,648	0.86
Outpatient Net Revenue per Visit	\$551	\$780	0.71		\$835	0.66	\$767	0.72	\$557	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$41,764,749	Cash & Cash Equivalents	\$11,345,030	Current Liabilities	\$4,036,820
Less Deductions	\$20,503,916	Net Patient Receivables	\$2,844,823	Long-Term Debt	\$22,917,706
Net Patient Revenue	\$21,260,833	Other Receivables	\$0	Other Liabilities	\$383,035
Plus Other Revenue	\$4,511,105			Subtotal	\$27,337,561
Total Revenue	\$25,771,938	Land, Buildings & Equipment (Net)	\$34,781,094	Unrestricted Fund Balance	\$24,567,498
Less Expenses	\$24,290,872	Other Assets	\$2,934,112	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$202,968			Total Liabilities & Fund Balance	\$51,905,059
Net Income	\$1,684,034	Total Assets	\$51,905,059		

046 Hudson Hospital & Clinics
 405 Stageline Road
 Hudson, WI 54016
 715-531-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	28.3%	52.4%	0.54	40.8%	0.69	40.5%	0.70	34.6%	0.82
Obstetrics	44.7%	36.2%	1.23	24.1%	0.13	24.6%	1.82	44.3%	1.01
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.1%	53.9%	0.61	42.0%	0.79	42.0%	0.79	37.4%	0.88
Average Census (Patients)									
Adult Medical-Surgical	4.8	25.5	0.19	10.7	0.45	10.2	0.47	5.9	0.82
Obstetrics	3.1	4.7	0.66	2.0	1.59	1.7	1.83	3.1	1.01
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.9	47.4	0.17	17.5	0.45	17.9	0.44	9.0	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.3	0.62	3.9	0.68	3.3	0.81	2.4	1.10
Obstetrics	2.3	2.4	0.94	2.2	1.03	2.2	1.04	2.2	1.02
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.4	N/A	0.0	N/A
Total Hospital	2.5	4.7	0.53	4.1	0.61	3.5	0.71	2.3	1.06
Surgical Operations									
Inpatient	274	1,280	0.21	403	0.68	482	0.57	328	0.84
Outpatient	1,219	4,115	0.30	2,235	0.55	1,905	0.64	1,306	0.93
Inpatient as % of All Surgeries	18.4%	23.7%	0.77	15.3%	1.20	20.2%	0.91	20.1%	0.91
Outpatient Visits									
Non-Emergency Visits	33,493	127,898	0.26	76,192	0.44	69,880	0.48	37,413	0.90
Emergency Visits	8,931	15,799	0.57	7,621	1.17	11,349	0.79	11,677	0.76
Full-Time Equivalents (FTEs)									
Administrators	27.6	20.3	1.36	12.1	2.27	14.9	1.85	27.0	1.02
Nurses, Licensed	75.7	255.1	0.30	128.5	0.59	112.6	0.67	54.0	1.40
Ancillary Nursing Personnel	19.7	42.6	0.46	19.1	1.03	19.7	1.00	11.8	1.67
All Other Personnel	128.9	501.2	0.26	251.7	0.51	239.6	0.54	132.1	0.98
Total FTEs	251.9	819.2	0.31	411.5	0.61	386.8	0.65	224.9	1.12
FTEs per 100 Patient Census (Adjusted)									
Administrators	76.4	15.7	4.87	18.7	4.08	21.9	3.49	62.5	1.22
Nurses, Licensed	209.9	197.1	1.06	197.9	1.06	165.1	1.27	124.9	1.68
Ancillary Nursing Personnel	54.7	33.0	1.66	29.5	1.85	28.9	1.89	27.3	2.00
All Other Personnel	357.1	387.2	0.92	387.8	0.92	351.3	1.02	305.7	1.17
Total FTEs	698.0	633.0	1.10	634.0	1.10	567.2	1.23	520.4	1.34

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	6
Discharges	1,172	Preferred Provider Organization (PPO)	Yes	Discharges	62	Total Births	500
Inpatient Days	2,906			Inpatient Days	897	Newborn Days	921

046 Hudson Hospital & Clinics

Hudson, WI 54016

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	664	1,762	28.3%	4.8	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	508	1,144	44.7%	3.1	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	27	1	27.6	Surgical Personnel	3	2	4.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	6	9.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	0	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	38	50	72.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	6	5.1
Licensed Practical Nurses	1	3	3.3	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	10	14	19.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	9	21.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	55	15	62.5
Pharmacy Personnel	6	7	10.6				
Clinical Laboratory Personnel	2	5	6.4				
				Total	172	120	251.9

046 Hudson Hospital & Clinics

Hudson, WI 54016

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$48,114,647	39.4%	46.6%	0.85	50.9%	0.77	49.5%	0.80	41.0%	0.96
Medical Assistance	\$13,756,110	11.3%	13.8%	0.82	11.8%	0.96	11.6%	0.97	9.8%	1.15
Commercial	\$56,727,419	46.5%	34.5%	1.35	33.0%	1.41	34.7%	1.34	46.5%	1.00
All Other	\$3,469,467	2.8%	5.1%	0.55	4.3%	0.66	4.2%	0.68	2.7%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$29,440,297	24.1%	35.0%	0.69	34.0%	0.71	36.2%	0.67	25.6%	0.94
Medical Assistance	\$8,727,168	7.1%	10.4%	0.69	8.2%	0.87	8.8%	0.81	6.5%	1.10
Commercial	\$24,543,537	20.1%	14.5%	1.38	9.2%	2.19	13.9%	1.44	19.1%	1.05
Charity Care	\$646,628	0.5%	1.0%	0.55	0.9%	0.62	0.9%	0.61	0.4%	1.36
Bad Debt	\$1,676,513	1.4%	1.2%	1.17	1.5%	0.93	1.5%	0.93	1.7%	0.81
All Other	\$2,799,088	2.3%	2.6%	0.90	2.1%	1.09	2.2%	1.04	2.3%	0.98
Total Deductions	\$67,833,229	55.6%	64.6%	0.86	55.8%	1.00	63.5%	0.87	55.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		13.6%	8.4%	1.62	5.2%	2.60	7.3%	1.88	7.8%	1.75
Net Gains/Losses as % of Net Income		24.2%	13.8%	1.75	29.1%	0.83	12.9%	1.88	38.4%	0.63
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$24,200,557	42.1%	43.5%	0.97	52.0%	0.81	45.1%	0.93	44.7%	0.94
Supplies & Services	\$29,553,011	51.4%	49.9%	1.03	42.8%	1.20	46.8%	1.10	49.1%	1.05
Capital Component	\$3,762,114	6.5%	6.6%	1.00	5.2%	1.26	8.1%	0.81	6.3%	1.05
Fiscal Statistics										
Operating Margin (%)		8.4%	7.5%	1.12	1.9%	4.34	3.1%	2.74	6.1%	1.39
Total Hospital Net Income (%)		10.8%	8.6%	1.25	2.7%	3.99	3.5%	3.08	9.5%	1.14
Return on Equity (%)		7.1%	4.1%	1.72	0.4%	18.81	2.0%	3.60	7.4%	0.97
Current Ratio		2.0	3.9	0.52	2.4	0.86	4.6	0.44	2.5	0.80
Days in Net Patient Accounts Receivable		42.1	71.5	0.59	254.1	0.17	47.2	0.89	36.0	1.17
Average Payment Period		111.4	90.1	1.24	354.1	0.31	73.5	1.52	57.3	1.94
Equity Financing (%)		71.0%	63.6%	1.12	48.0%	1.48	66.1%	1.07	74.0%	0.96
Long-Term Debt to Equity Ratio		0.1	0.3	0.41	0.7	0.17	0.2	0.60	0.2	0.69
Times Interest Earned		16.6	12.2	1.35	10.3	1.60	4.2	3.94	12.6	1.31
Total Asset Turnover		0.6	0.5	1.36	0.1	4.63	0.6	1.14	0.7	0.86
Average Age of Plant (Years)		14.6	14.1	1.04	51.2	0.29	10.5	1.39	14.6	1.00
Increase (Decrease) Total Net Patient Revenue		-6.1%	-2.2%	2.74	-1.1%	5.77	-6.0%	1.01	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.2%	63.0%	1.24	73.1%	1.07	72.9%	1.07	79.0%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,772		\$17,652	0.67	\$15,718	0.75	\$11,149	1.06	\$9,380	1.25
Inpatient Net Revenue per Day	\$3,631		\$3,704	0.98	\$3,586	1.01	\$3,062	1.19	\$3,773	0.96
Outpatient Net Revenue per Visit	\$973		\$780	1.25	\$840	1.16	\$705	1.38	\$946	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$122,067,642	Cash & Cash Equivalents	\$25,825,558	Current Liabilities	\$16,535,972
Less Deductions	\$67,833,229	Net Patient Receivables	\$6,231,186	Long-Term Debt	\$8,515,936
Net Patient Revenue	\$54,234,413	Other Receivables	\$290,325	Other Liabilities	\$3,379,370
Plus Other Revenue	\$8,564,067			Subtotal	\$28,431,278
Total Revenue	\$62,798,480	Land, Buildings & Equipment (Net)	\$35,837,673	Unrestricted Fund Balance	\$69,615,197
Less Expenses	\$57,515,682	Other Assets	\$29,861,733	Restricted Fund Balance	\$4,620,532
Non-Operating Gains/Losses	\$1,691,125			Total Liabilities & Fund Balance	\$98,046,475
Net Income	\$6,973,923	Total Assets	\$98,046,475		

048 Mercy Health Hospital and Trauma Center - Janesville
 1000 Mineral Point Ave, PO Box 5003
 Janesville, WI 53547
 608-756-6000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.1%	52.4%	1.21	55.7%	1.13	51.7%	1.22	68.8%	0.92
Obstetrics	33.3%	36.2%	0.92	41.0%	0.10	29.4%	1.13	84.4%	0.40
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	57.7%	53.9%	1.07	56.6%	1.02	48.2%	1.20	79.5%	0.73
Average Census (Patients)									
Adult Medical-Surgical	36.0	25.5	1.41	23.1	1.56	30.8	1.17	36.5	0.99
Obstetrics	4.0	4.7	0.85	4.5	0.88	5.1	0.78	4.2	0.95
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	75.6	47.4	1.60	49.2	1.54	57.5	1.32	79.5	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.3	1.02	4.1	1.06	4.2	1.03	4.1	1.07
Obstetrics	1.9	2.4	0.81	2.6	0.75	2.1	0.91	2.0	0.96
Pediatrics	0.0	3.5	N/A	3.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.4	4.7	0.94	4.6	0.96	4.3	1.03	4.2	1.06
Surgical Operations									
Inpatient	1,875	1,280	1.46	1,943	0.97	1,247	1.50	2,001	0.94
Outpatient	4,712	4,115	1.14	7,094	0.66	4,177	1.13	5,545	0.85
Inpatient as % of All Surgeries	28.5%	23.7%	1.20	21.5%	1.32	23.0%	1.24	26.5%	1.07
Outpatient Visits									
Non-Emergency Visits	918,966	127,898	7.19	157,467	5.84	195,436	4.70	1,046,077	0.88
Emergency Visits	25,174	15,799	1.59	15,287	1.65	26,485	0.95	32,545	0.77
Full-Time Equivalents (FTEs)									
Administrators	4.0	20.3	0.20	20.1	0.20	24.9	0.16	4.8	0.83
Nurses, Licensed	312.2	255.1	1.22	268.4	1.16	338.1	0.92	297.8	1.05
Ancillary Nursing Personnel	50.5	42.6	1.18	43.3	1.17	60.0	0.84	62.1	0.81
All Other Personnel	453.7	501.2	0.91	633.6	0.72	661.2	0.69	660.9	0.69
Total FTEs	820.4	819.2	1.00	965.4	0.85	1,084.2	0.76	1,025.5	0.80
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.7	15.7	0.11	16.1	0.10	12.8	0.13	1.8	0.92
Nurses, Licensed	131.0	197.1	0.66	214.6	0.61	174.4	0.75	113.5	1.15
Ancillary Nursing Personnel	21.2	33.0	0.64	34.6	0.61	31.0	0.68	23.6	0.90
All Other Personnel	190.4	387.2	0.49	506.6	0.38	341.1	0.56	251.8	0.76
Total FTEs	344.3	633.0	0.54	771.8	0.45	559.3	0.62	390.7	0.88

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	131	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	6,307	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	737
Inpatient Days	27,684			Inpatient Days	0	Newborn Days	1,371

048 Mercy Health Hospital and Trauma Center - Janesville
 Janesville, WI 53547

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	57	3,005	13,172	63.1%	36.0	4.4
Orthopedic	1	18	1,061	4,369	66.3%	11.9	4.1
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	759	1,464	33.3%	4.0	1.9
Psychiatric	1	6	512	1,794	81.7%	4.9	3.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	15	333	3,010	54.8%	8.2	9.0
Step-Down (Special Care)	1	23	759	3,875	46.0%	10.6	5.1
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	15	11	20.5
Physicians & Dentists	57	28	62.7	Radiological Services Personnel	15	20	27.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	9	8.6
Dental Hygienists	0	0	0.0	Occupational Therapists	1	5	2.9
Registered Nurses	213	183	299.8	Occupational Therapy Assistants/Aides	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	3	2.5
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	0	2	1.3
Ancillary Nursing Personnel	29	73	50.5	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	2	3	4.4
Nurse Practitioners	6	3	8.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	3	3.0	Social Workers	5	5	6.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	110	65	136.0
Health Info Mgmt-Administrators/Technicians	13	3	13.8	All Other Personnel	98	76	103.1
Pharmacy Personnel	22	5	24.5				
Clinical Laboratory Personnel	24	9	29.0				
				Total	633	510	820.4

048 Mercy Health Hospital and Trauma Center - Janesville

Janesville, WI 53547

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$463,221,455	43.1%	46.6%	0.92	41.8%	1.03	47.1%	0.91	41.2%	1.05
Medical Assistance	\$117,529,705	10.9%	13.8%	0.79	11.5%	0.95	15.8%	0.69	11.5%	0.95
Commercial	\$300,300,283	27.9%	34.5%	0.81	38.1%	0.73	32.3%	0.87	29.4%	0.95
All Other	\$193,945,224	18.0%	5.1%	3.52	8.5%	2.12	4.8%	3.75	17.8%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$371,929,906	34.6%	35.0%	0.99	31.1%	1.11	36.7%	0.94	32.5%	1.07
Medical Assistance	\$90,910,738	8.5%	10.4%	0.81	8.7%	0.97	12.3%	0.69	9.3%	0.91
Commercial	\$145,193,392	13.5%	14.5%	0.93	18.1%	0.74	13.5%	1.00	14.5%	0.93
Charity Care	\$5,617,151	0.5%	1.0%	0.54	0.7%	0.78	1.1%	0.49	0.5%	0.97
Bad Debt	\$21,467,251	2.0%	1.2%	1.70	1.3%	1.54	1.4%	1.46	2.0%	1.02
All Other	\$113,218,925	10.5%	2.6%	4.12	4.4%	2.42	2.6%	4.12	10.5%	1.00
Total Deductions	\$748,337,363	69.6%	64.6%	1.08	64.3%	1.08	67.4%	1.03	69.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		34.6%	8.4%	4.12	7.9%	4.40	10.8%	3.22	32.9%	1.05
Net Gains/Losses as % of Net Income		9.4%	13.8%	0.68	48.7%	0.19	21.2%	0.44	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$186,072,715	40.2%	43.5%	0.92	46.6%	0.86	45.0%	0.89	41.1%	0.98
Supplies & Services	\$250,333,965	54.1%	49.9%	1.08	46.2%	1.17	48.5%	1.12	53.5%	1.01
Capital Component	\$26,363,275	5.7%	6.6%	0.87	7.3%	0.79	6.6%	0.87	5.4%	1.06
Fiscal Statistics										
Operating Margin (%)		7.3%	7.5%	0.97	5.4%	1.37	6.5%	1.13	4.6%	1.58
Total Hospital Net Income (%)		8.0%	8.6%	0.93	9.9%	0.81	8.1%	0.99	4.2%	1.93
Return on Equity (%)		6.1%	4.1%	1.49	6.1%	1.00	2.9%	2.09	3.5%	1.74
Current Ratio		2.9	3.9	0.74	3.1	0.92	3.6	0.79	3.1	0.92
Days in Net Patient Accounts Receivable		40.3	71.5	0.56	48.3	0.83	95.9	0.42	62.0	0.65
Average Payment Period		73.0	90.1	0.81	71.6	1.02	121.9	0.60	54.2	1.35
Equity Financing (%)		47.1%	63.6%	0.74	54.8%	0.86	60.0%	0.79	44.3%	1.07
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		8.0	12.2	0.65	10.5	0.76	10.0	0.80	4.6	1.74
Total Asset Turnover		0.8	0.5	1.61	0.6	1.29	0.4	2.13	0.9	0.89
Average Age of Plant (Years)		20.9	14.1	1.48	11.5	1.82	17.7	1.18	20.6	1.01
Increase (Decrease) Total Net Patient Revenue		-2.9%	-2.2%	1.32	-1.0%	2.82	-3.7%	0.79	4.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		68.5%	63.0%	1.09	60.3%	1.14	69.7%	0.98	69.8%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,989		\$17,652	0.96	\$20,439	0.83	\$13,747	1.24	\$15,818	1.07
Inpatient Net Revenue per Day	\$3,906		\$3,704	1.05	\$4,396	0.89	\$3,163	1.23	\$3,818	1.02
Outpatient Net Revenue per Visit	\$255		\$780	0.33	\$707	0.36	\$688	0.37	\$229	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,074,996,667	Cash & Cash Equivalents	\$122,355,449	Current Liabilities	\$88,522,098
Less Deductions	\$748,337,363	Net Patient Receivables	\$35,929,646	Long-Term Debt	\$0
Net Patient Revenue	\$326,659,304	Other Receivables	\$41,057,357	Other Liabilities	\$259,807,064
Plus Other Revenue	\$172,757,258			Subtotal	\$348,329,162
Total Revenue	\$499,416,563	Land, Buildings & Equipment (Net)	\$263,689,561	Unrestricted Fund Balance	\$310,596,619
Less Expenses	\$462,769,955	Other Assets	\$195,893,767	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,808,441			Total Liabilities & Fund Balance	\$658,925,781
Net Income	\$40,455,050	Total Assets	\$658,925,780		

317 St Mary's Janesville Hospital
 3400 E. Racine Street
 Janesville, WI 53546
 608-373-8011

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Rock
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.3%	52.4%	0.88	55.7%	0.83	40.5%	1.14	51.4%	0.90
Obstetrics	36.3%	36.2%	1.00	41.0%	0.07	24.6%	1.48	38.2%	0.95
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.7%	53.9%	0.81	56.6%	0.77	42.0%	1.04	47.6%	0.92
Average Census (Patients)									
Adult Medical-Surgical	17.6	25.5	0.69	23.1	0.76	10.2	1.73	19.5	0.90
Obstetrics	2.9	4.7	0.62	4.5	0.64	1.7	1.70	3.1	0.95
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	21.8	47.4	0.46	49.2	0.44	17.9	1.22	23.8	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.77	4.1	0.80	3.3	1.00	3.4	0.98
Obstetrics	2.1	2.4	0.89	2.6	0.83	2.2	0.98	2.1	0.99
Pediatrics	0.0	3.5	N/A	3.9	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.1	4.7	0.68	4.6	0.69	3.5	0.91	3.2	0.99
Surgical Operations									
Inpatient	780	1,280	0.61	1,943	0.40	482	1.62	715	1.09
Outpatient	2,143	4,115	0.52	7,094	0.30	1,905	1.12	2,672	0.80
Inpatient as % of All Surgeries	26.7%	23.7%	1.12	21.5%	1.24	20.2%	1.32	21.1%	1.26
Outpatient Visits									
Non-Emergency Visits	57,644	127,898	0.45	157,467	0.37	69,880	0.82	64,644	0.89
Emergency Visits	14,240	15,799	0.90	15,287	0.93	11,349	1.25	16,576	0.86
Full-Time Equivalents (FTEs)									
Administrators	15.8	20.3	0.78	20.1	0.78	14.9	1.05	15.0	1.05
Nurses, Licensed	109.3	255.1	0.43	268.4	0.41	112.6	0.97	100.1	1.09
Ancillary Nursing Personnel	17.1	42.6	0.40	43.3	0.40	19.7	0.87	18.7	0.92
All Other Personnel	164.9	501.2	0.33	633.6	0.26	239.6	0.69	164.4	1.00
Total FTEs	307.0	819.2	0.37	965.4	0.32	386.8	0.79	298.1	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	27.4	15.7	1.75	16.1	1.70	21.9	1.25	23.0	1.19
Nurses, Licensed	190.3	197.1	0.97	214.6	0.89	165.1	1.15	153.2	1.24
Ancillary Nursing Personnel	29.8	33.0	0.91	34.6	0.86	28.9	1.03	28.6	1.04
All Other Personnel	287.1	387.2	0.74	506.6	0.57	351.3	0.82	251.8	1.14
Total FTEs	534.7	633.0	0.84	771.8	0.69	567.2	0.94	456.6	1.17

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	50	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	2,538	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	463
Inpatient Days	7,993			Inpatient Days	0	Newborn Days	890

317 St Mary's Janesville Hospital
 Janesville, WI 53546

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	1,959	6,436	46.3%	17.6	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	499	1,063	36.3%	2.9	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	4	80	494	33.7%	1.3	6.2
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	15	1	15.8	Surgical Personnel	13	5	15.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	32	31.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	4	5.9
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	1.0
Registered Nurses	78	42	108.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	2	3.0
Ancillary Nursing Personnel	11	8	17.1	Recreational Therapists	1	6	2.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	4.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	7	10.0
Health Info Mgmt-Administrators/Technicians	5	1	5.6	All Other Personnel	33	20	45.1
Pharmacy Personnel	5	4	7.3				
Clinical Laboratory Personnel	21	5	25.3				
				Total	212	147	307.0

317 St Mary's Janesville Hospital
Janesville, WI 53546

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$120,240,270	51.2%	46.6%	1.10	41.8%	1.22	49.5%	1.03	53.8%	0.95
Medical Assistance	\$31,742,229	13.5%	13.8%	0.98	11.5%	1.17	11.6%	1.17	12.4%	1.09
Commercial	\$72,289,619	30.8%	34.5%	0.89	38.1%	0.81	34.7%	0.89	30.9%	1.00
All Other	\$10,702,708	4.6%	5.1%	0.89	8.5%	0.54	4.2%	1.08	2.9%	1.57
Deductions as % of Total Gross Patient Revenue										
Medicare	\$96,213,034	40.9%	35.0%	1.17	31.1%	1.32	36.2%	1.13	43.7%	0.94
Medical Assistance	\$25,338,070	10.8%	10.4%	1.04	8.7%	1.24	8.8%	1.22	9.6%	1.13
Commercial	\$30,030,775	12.8%	14.5%	0.88	18.1%	0.70	13.9%	0.92	13.0%	0.99
Charity Care	\$1,125,904	0.5%	1.0%	0.50	0.7%	0.72	0.9%	0.55	1.3%	0.37
Bad Debt	\$5,761,757	2.5%	1.2%	2.09	1.3%	1.89	1.5%	1.67	0.9%	2.74
All Other	\$4,464,956	1.9%	2.6%	0.74	4.4%	0.44	2.2%	0.86	1.5%	1.31
Total Deductions	\$162,934,496	69.3%	64.6%	1.07	64.3%	1.08	63.5%	1.09	69.9%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.4%	8.4%	0.16	7.9%	0.18	7.3%	0.19	1.5%	0.94
Net Gains/Losses as % of Net Income		25.6%	13.8%	1.85	48.7%	0.53	12.9%	1.99	27.5%	0.93
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$27,449,329	43.0%	43.5%	0.99	46.6%	0.92	45.1%	0.95	39.1%	1.10
Supplies & Services	\$29,891,425	46.9%	49.9%	0.94	46.2%	1.01	46.8%	1.00	47.5%	0.99
Capital Component	\$6,446,920	10.1%	6.6%	1.54	7.3%	1.39	8.1%	1.25	13.4%	0.75
Fiscal Statistics										
Operating Margin (%)		12.7%	7.5%	1.68	5.4%	2.37	3.1%	4.13	15.0%	0.85
Total Hospital Net Income (%)		16.3%	8.6%	1.89	9.9%	1.64	3.5%	4.65	19.5%	0.84
Return on Equity (%)		3.8%	4.1%	0.91	6.1%	0.61	2.0%	1.91	23.4%	0.16
Current Ratio		19.5	3.9	5.02	3.1	6.24	4.6	4.27	1.3	15.27
Days in Net Patient Accounts Receivable		-2.3	71.5	N/A	48.3	N/A	47.2	N/A	38.1	N/A
Average Payment Period		89.2	90.1	0.99	71.6	1.25	73.5	1.21	51.1	1.75
Equity Financing (%)		20.4%	63.6%	0.32	54.8%	0.37	66.1%	0.31	81.4%	0.25
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		41.1	12.2	3.35	10.5	3.91	4.2	9.76	7.5	5.49
Total Asset Turnover		0.2	0.5	0.47	0.6	0.38	0.6	0.39	1.1	0.19
Average Age of Plant (Years)		10.1	14.1	0.72	11.5	0.88	10.5	0.96	8.8	1.15
Increase (Decrease) Total Net Patient Revenue		-5.0%	-2.2%	2.23	-1.0%	4.77	-6.0%	0.82	10.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		62.0%	63.0%	0.98	60.3%	1.03	72.9%	0.85	63.5%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$13,142	\$17,652	0.74	\$20,439	0.64	\$11,149	1.18	\$11,385	1.15
Inpatient Net Revenue per Day		\$4,173	\$3,704	1.13	\$4,396	0.95	\$3,062	1.36	\$3,574	1.17
Outpatient Net Revenue per Visit		\$618	\$780	0.79	\$707	0.87	\$705	0.88	\$578	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$234,974,826	Cash & Cash Equivalents	\$145,705	Current Liabilities	\$14,212,718
Less Deductions	\$162,934,496	Net Patient Receivables	-\$444,152	Long-Term Debt	\$0
Net Patient Revenue	\$72,040,330	Other Receivables	\$363,907	Other Liabilities	\$248,817,842
Plus Other Revenue	\$1,009,380			Subtotal	\$263,030,560
Total Revenue	\$73,049,710	Land, Buildings & Equipment (Net)	\$41,796,391	Unrestricted Fund Balance	\$67,577,993
Less Expenses	\$63,787,674	Other Assets	\$288,746,702	Restricted Fund Balance	\$237,829
Non-Operating Gains/Losses	\$3,190,607			Total Liabilities & Fund Balance	\$330,608,553
Net Income	\$12,452,643	Total Assets	\$330,608,553		

189 Aurora Medical Center in Kenosha
 10400 75th Avenue
 Kenosha, WI 53142
 262-948-5600

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Kenosha
 Analysis Area: Southeastern (2A)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	75.8%	52.4%	1.45	54.8%	1.38	51.7%	1.47	71.9%	1.05
Obstetrics	89.1%	36.2%	2.46	30.8%	0.23	29.4%	3.03	74.4%	1.20
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	45.2%	53.9%	0.84	53.0%	0.85	48.2%	0.94	67.4%	0.67
Average Census (Patients)									
Adult Medical-Surgical	40.9	25.5	1.60	31.6	1.30	30.8	1.33	38.8	1.05
Obstetrics	7.1	4.7	1.51	4.9	1.47	5.1	1.39	6.0	1.20
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	59.7	47.4	1.26	61.1	0.98	57.5	1.04	55.9	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.3	0.89	4.0	0.95	4.2	0.90	3.4	1.11
Obstetrics	2.2	2.4	0.92	2.2	1.00	2.1	1.04	2.3	0.96
Pediatrics	0.0	3.5	N/A	2.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.79	4.2	0.88	4.3	0.87	3.4	1.09
Surgical Operations									
Inpatient	1,263	1,280	0.99	1,268	1.00	1,247	1.01	1,562	0.81
Outpatient	5,315	4,115	1.29	3,637	1.46	4,177	1.27	6,465	0.82
Inpatient as % of All Surgeries	19.2%	23.7%	0.81	25.9%	0.74	23.0%	0.84	19.5%	0.99
Outpatient Visits									
Non-Emergency Visits	137,982	127,898	1.08	151,601	0.91	195,436	0.71	179,713	0.77
Emergency Visits	28,445	15,799	1.80	22,748	1.25	26,485	1.07	30,991	0.92
Full-Time Equivalents (FTEs)									
Administrators	16.0	20.3	0.79	22.1	0.72	24.9	0.64	15.0	1.07
Nurses, Licensed	398.1	255.1	1.56	293.4	1.36	338.1	1.18	391.3	1.02
Ancillary Nursing Personnel	86.6	42.6	2.03	53.2	1.63	60.0	1.44	44.5	1.94
All Other Personnel	830.2	501.2	1.66	528.6	1.57	661.2	1.26	894.8	0.93
Total FTEs	1,330.9	819.2	1.62	897.3	1.48	1,084.2	1.23	1,345.6	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.7	15.7	0.49	12.5	0.61	12.8	0.60	6.9	1.11
Nurses, Licensed	190.4	197.1	0.97	166.3	1.15	174.4	1.09	179.5	1.06
Ancillary Nursing Personnel	41.4	33.0	1.26	30.2	1.37	31.0	1.34	20.4	2.03
All Other Personnel	397.1	387.2	1.03	299.6	1.33	341.1	1.16	410.3	0.97
Total FTEs	636.6	633.0	1.01	508.6	1.25	559.3	1.14	617.1	1.03

Total Hospital:
 Beds Set Up & Staffed 132
 Discharges 5,910
 Inpatient Days 21,839

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

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

Newborn Nursery:
 Bassinets 12
 Total Births 1,142
 Newborn Days 2,738

189 Aurora Medical Center in Kenosha
Kenosha, WI 53142

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	54	3,934	14,975	75.8%	40.9	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	2	49	1	3	0.0%	0.0	3.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	1,189	2,610	89.1%	7.1	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	416	3,354	76.4%	9.2	8.1
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	9	101	897	27.2%	2.5	8.9
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	16	0	16.0	Surgical Personnel	32	8	37.3
Physicians & Dentists	82	24	88.7	Radiological Services Personnel	57	24	74.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	4	12.3
Dental Hygienists	0	0	0.0	Occupational Therapists	7	6	9.5
Registered Nurses	302	124	365.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	19	6	21.5
Licensed Practical Nurses	6	3	7.8	Physical Therapy Assistants/Aides	4	1	4.5
Ancillary Nursing Personnel	62	42	86.6	Recreational Therapists	0	0	0.0
Physician Assistants	12	6	13.6	Dietitians & Nutritionists	3	1	3.7
Nurse Practitioners	16	11	20.1	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	104	34	118.2
Health Info Mgmt-Administrators/Technicians	26	7	30.9	All Other Personnel	200	87	260.4
Pharmacy Personnel	19	12	25.3				
Clinical Laboratory Personnel	30	9	33.7				
				Total	1,097	427	1,330.9

189 Aurora Medical Center in Kenosha

Kenosha, WI 53142

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$355,566,025	47.0%	46.6%	1.01	51.7%	0.91	47.1%	1.00	46.0%	1.02
Medical Assistance	\$87,437,717	11.5%	13.8%	0.84	10.4%	1.11	15.8%	0.73	10.0%	1.15
Commercial	\$287,696,250	38.0%	34.5%	1.10	35.0%	1.09	32.3%	1.18	40.7%	0.93
All Other	\$26,509,116	3.5%	5.1%	0.68	2.9%	1.20	4.8%	0.73	3.3%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$294,198,360	38.9%	35.0%	1.11	41.3%	0.94	36.7%	1.06	38.1%	1.02
Medical Assistance	\$68,155,438	9.0%	10.4%	0.87	8.2%	1.09	12.3%	0.73	8.2%	1.10
Commercial	\$124,960,210	16.5%	14.5%	1.13	15.9%	1.04	13.5%	1.22	18.0%	0.92
Charity Care	\$9,697,513	1.3%	1.0%	1.33	1.1%	1.14	1.1%	1.20	1.2%	1.07
Bad Debt	\$9,820,600	1.3%	1.2%	1.10	1.0%	1.28	1.4%	0.95	1.3%	1.00
All Other	\$11,834,850	1.6%	2.6%	0.61	1.4%	1.08	2.6%	0.61	1.5%	1.05
Total Deductions	\$518,666,971	68.5%	64.6%	1.06	69.0%	0.99	67.4%	1.02	68.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.3%	8.4%	1.35	8.1%	1.40	10.8%	1.05	0.3%	37.96
Net Gains/Losses as % of Net Income		0.1%	13.8%	0.00	N/A	N/A	21.2%	0.00	0.1%	0.97
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$68,700,369	37.1%	43.5%	0.85	38.6%	0.96	45.0%	0.82	39.1%	0.95
Supplies & Services	\$101,763,384	54.9%	49.9%	1.10	52.7%	1.04	48.5%	1.13	52.4%	1.05
Capital Component	\$14,915,206	8.0%	6.6%	1.22	8.6%	0.93	6.6%	1.23	8.5%	0.94
Fiscal Statistics										
Operating Margin (%)		31.1%	7.5%	4.13	10.4%	3.00	6.5%	4.79	35.0%	0.89
Total Hospital Net Income (%)		31.1%	8.6%	3.60	7.5%	4.13	8.1%	3.84	35.0%	0.89
Return on Equity (%)		8.6%	4.1%	2.09	4.7%	1.85	2.9%	2.95	10.8%	0.80
Current Ratio		24.0	3.9	6.19	6.8	3.51	3.6	6.60	44.2	0.54
Days in Net Patient Accounts Receivable		53.4	71.5	0.75	46.9	1.14	95.9	0.56	51.0	1.05
Average Payment Period		64.9	90.1	0.72	50.2	1.29	121.9	0.53	33.9	1.92
Equity Financing (%)		95.5%	63.6%	1.50	78.6%	1.22	60.0%	1.59	98.0%	0.97
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.01	0.4	0.00	0.0	0.74
Times Interest Earned		26.1	12.2	2.13	7.0	3.73	10.0	2.62	30.2	0.87
Total Asset Turnover		0.3	0.5	0.59	0.6	0.43	0.4	0.78	0.3	0.90
Average Age of Plant (Years)		8.7	14.1	0.61	10.1	0.86	17.7	0.49	7.9	1.09
Increase (Decrease) Total Net Patient Revenue		-9.2%	-2.2%	4.16	-4.2%	2.19	-3.7%	2.50	7.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		70.0%	63.0%	1.11	63.8%	1.10	69.7%	1.00	72.8%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,432		\$17,652	0.76	\$12,198	1.10	\$13,747	0.98	\$12,825	1.05
Inpatient Net Revenue per Day	\$3,461		\$3,704	0.93	\$2,790	1.24	\$3,163	1.09	\$3,559	0.97
Outpatient Net Revenue per Visit	\$1,015		\$780	1.30	\$754	1.35	\$688	1.48	\$933	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$757,209,107	Cash & Cash Equivalents	\$705,628,581	Current Liabilities	\$31,034,669
Less Deductions	\$518,666,971	Net Patient Receivables	\$34,784,162	Long-Term Debt	\$1,269,464
Net Patient Revenue	\$238,542,136	Other Receivables	\$721,219	Other Liabilities	\$11,232,001
Plus Other Revenue	\$30,443,084			Subtotal	\$43,536,134
Total Revenue	\$268,985,222	Land, Buildings & Equipment (Net)	\$220,919,200	Unrestricted Fund Balance	\$925,364,120
Less Expenses	\$185,378,959	Other Assets	\$6,847,092	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$43,803			Total Liabilities & Fund Balance	\$968,900,254
Net Income	\$83,650,066	Total Assets	\$968,900,254		

305 Froedtert South
 6308 8th Ave
 Kenosha, WI 53143
 262-656-3011

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Kenosha
 Analysis Area: Southeastern (2A)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	59.8%	52.4%	1.14	54.8%	1.09	51.7%	1.16	70.8%	0.85
Obstetrics	23.0%	36.2%	0.63	30.8%	0.20	29.4%	0.78	17.1%	1.34
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	6.1%	N/A	5.6%	0.00
Total Hospital	50.3%	53.9%	0.93	53.0%	0.95	48.2%	1.04	50.8%	0.99
Average Census (Patients)									
Adult Medical-Surgical	72.4	25.5	2.83	31.6	2.29	30.8	2.35	77.1	0.94
Obstetrics	6.2	4.7	1.32	4.9	1.28	5.1	1.21	6.7	0.93
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.7	0.00
Total Hospital	90.0	47.4	1.90	61.1	1.47	57.5	1.57	96.9	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	5.3	4.3	1.24	4.0	1.32	4.2	1.25	5.1	1.03
Obstetrics	2.5	2.4	1.05	2.2	1.15	2.1	1.19	2.3	1.12
Pediatrics	0.0	3.5	N/A	2.3	N/A	1.9	N/A	3.8	0.00
Total Hospital	5.0	4.7	1.07	4.2	1.19	4.3	1.17	4.6	1.09
Surgical Operations									
Inpatient	1,538	1,280	1.20	1,268	1.21	1,247	1.23	1,680	0.92
Outpatient	4,532	4,115	1.10	3,637	1.25	4,177	1.08	4,858	0.93
Inpatient as % of All Surgeries	25.3%	23.7%	1.07	25.9%	0.98	23.0%	1.10	25.7%	0.99
Outpatient Visits									
Non-Emergency Visits	368,739	127,898	2.88	151,601	2.43	195,436	1.89	298,660	1.23
Emergency Visits	54,055	15,799	3.42	22,748	2.38	26,485	2.04	61,876	0.87
Full-Time Equivalents (FTEs)									
Administrators	54.1	20.3	2.67	22.1	2.44	24.9	2.17	60.4	0.89
Nurses, Licensed	536.0	255.1	2.10	293.4	1.83	338.1	1.59	569.2	0.94
Ancillary Nursing Personnel	80.0	42.6	1.88	53.2	1.50	60.0	1.33	101.1	0.79
All Other Personnel	1,116.4	501.2	2.23	528.6	2.11	661.2	1.69	1,305.2	0.86
Total FTEs	1,786.4	819.2	2.18	897.3	1.99	1,084.2	1.65	2,036.0	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	18.8	15.7	1.20	12.5	1.50	12.8	1.46	19.2	0.98
Nurses, Licensed	186.1	197.1	0.94	166.3	1.12	174.4	1.07	180.8	1.03
Ancillary Nursing Personnel	27.8	33.0	0.84	30.2	0.92	31.0	0.90	32.1	0.87
All Other Personnel	387.7	387.2	1.00	299.6	1.29	341.1	1.14	414.5	0.94
Total FTEs	620.4	633.0	0.98	508.6	1.22	559.3	1.11	646.6	0.96

Total Hospital:
 Beds Set Up & Staffed 179
 Discharges 6,601
 Inpatient Days 32,940

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

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

Newborn Nursery:
 Bassinets 24
 Total Births 746
 Newborn Days 1,628

305 Froedtert South
Kenosha, WI 53143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	121	4,983	26,488	59.8%	72.4	5.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	27	902	2,271	23.0%	6.2	2.5
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	31	501	4,181	36.8%	11.4	8.3
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	51	4	54.1	Surgical Personnel	29	4	32.6
Physicians & Dentists	57	6	60.6	Radiological Services Personnel	27	48	67.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	16	15	23.9
Dental Hygienists	0	0	0.0	Occupational Therapists	8	3	9.9
Registered Nurses	304	278	500.4	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	29	9	35.5
Licensed Practical Nurses	5	5	11.6	Physical Therapy Assistants/Aides	8	10	14.5
Ancillary Nursing Personnel	35	82	80.0	Recreational Therapists	0	0	0.0
Physician Assistants	5	2	6.6	Dietitians & Nutritionists	5	1	6.3
Nurse Practitioners	15	8	23.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	3	9.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	113	85	165.7
Health Info Mgmt-Administrators/Technicians	50	2	51.7	All Other Personnel	454	125	524.1
Pharmacy Personnel	40	16	47.7				
Clinical Laboratory Personnel	51	14	60.2				
				Total	1,309	720	1,786.4

305 Froedtert South

Kenosha, WI 53143

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$453,166,738	47.8%	46.6%	1.03	51.7%	0.92	47.1%	1.01	47.3%	1.01
Medical Assistance	\$142,307,639	15.0%	13.8%	1.09	10.4%	1.45	15.8%	0.95	15.7%	0.95
Commercial	\$318,858,074	33.6%	34.5%	0.98	35.0%	0.96	32.3%	1.04	34.3%	0.98
All Other	\$33,358,957	3.5%	5.1%	0.69	2.9%	1.20	4.8%	0.73	2.7%	1.29
Deductions as % of Total Gross Patient Revenue										
Medicare	\$342,955,275	36.2%	35.0%	1.03	41.3%	0.88	36.7%	0.99	37.7%	0.96
Medical Assistance	\$120,548,166	12.7%	10.4%	1.22	8.2%	1.54	12.3%	1.04	12.3%	1.03
Commercial	\$128,603,733	13.6%	14.5%	0.93	15.9%	0.85	13.5%	1.00	11.2%	1.21
Charity Care	\$11,784,060	1.2%	1.0%	1.29	1.1%	1.10	1.1%	1.17	1.1%	1.14
Bad Debt	\$8,047,119	0.8%	1.2%	0.72	1.0%	0.84	1.4%	0.62	1.4%	0.59
All Other	\$29,405,614	3.1%	2.6%	1.21	1.4%	2.14	2.6%	1.21	2.5%	1.24
Total Deductions	\$641,343,967	67.7%	64.6%	1.05	69.0%	0.98	67.4%	1.00	66.3%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.3%	8.4%	0.51	8.1%	0.53	10.8%	0.40	2.1%	2.08	
Net Gains/Losses as % of Net Income	481.4%	13.8%	34.80	N/A	N/A	21.2%	22.74	15.7%	30.74	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$175,968,457	53.8%	43.5%	1.23	38.6%	1.39	45.0%	1.20	54.7%	0.98
Supplies & Services	\$123,727,470	37.8%	49.9%	0.76	52.7%	0.72	48.5%	0.78	37.6%	1.00
Capital Component	\$27,647,189	8.4%	6.6%	1.29	8.6%	0.98	6.6%	1.29	7.7%	1.10
Fiscal Statistics										
Operating Margin (%)	-2.2%	7.5%	N/A	10.4%	N/A	6.5%	N/A	3.8%	N/A	
Total Hospital Net Income (%)	0.6%	8.6%	0.07	7.5%	0.08	8.1%	0.07	4.5%	0.13	
Return on Equity (%)	0.4%	4.1%	0.09	4.7%	0.08	2.9%	0.12	3.0%	0.12	
Current Ratio	4.2	3.9	1.09	6.8	0.62	3.6	1.16	4.4	0.96	
Days in Net Patient Accounts Receivable	53.2	71.5	0.74	46.9	1.13	95.9	0.55	59.6	0.89	
Average Payment Period	43.0	90.1	0.48	50.2	0.86	121.9	0.35	43.3	0.99	
Equity Financing (%)	84.3%	63.6%	1.33	78.6%	1.07	60.0%	1.41	80.8%	1.04	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	7.0	N/A	10.0	N/A	0.0	N/A	
Total Asset Turnover	0.6	0.5	1.29	0.6	0.95	0.4	1.71	0.7	0.91	
Average Age of Plant (Years)	11.9	14.1	0.84	10.1	1.18	17.7	0.67	12.5	0.95	
Increase (Decrease) Total Net Patient Revenue	-4.3%	-2.2%	1.95	-4.2%	1.03	-3.7%	1.17	3.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)	68.7%	63.0%	1.09	63.8%	1.08	69.7%	0.99	69.1%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,951	\$17,652	0.85	\$12,198	1.23	\$13,747	1.09	\$13,259	1.13	
Inpatient Net Revenue per Day	\$2,990	\$3,704	0.81	\$2,790	1.07	\$3,163	0.95	\$2,879	1.04	
Outpatient Net Revenue per Visit	\$510	\$780	0.65	\$754	0.68	\$688	0.74	\$642	0.79	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$947,691,409	Cash & Cash Equivalents	\$29,257,206	Current Liabilities	\$35,377,565
Less Deductions	\$641,343,967	Net Patient Receivables	\$44,513,532	Long-Term Debt	\$0
Net Patient Revenue	\$306,347,442	Other Receivables	\$1,780,986	Other Liabilities	\$47,136,000
Plus Other Revenue	\$13,831,680			Subtotal	\$82,513,565
Total Revenue	\$320,179,121	Land, Buildings & Equipment (Net)	\$249,441,118	Unrestricted Fund Balance	\$444,453,156
Less Expenses	\$327,343,116	Other Assets	\$201,973,879	Restricted Fund Balance	\$2,528,391
Non-Operating Gains/Losses	\$9,042,179			Total Liabilities & Fund Balance	\$526,966,721
Net Income	\$1,878,184	Total Assets	\$526,966,721		

056 Gundersen Lutheran Medical Center
 1900 South Avenue
 La Crosse, WI 54601
 608-782-7300

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: La Crosse
 Analysis Area: Southwestern (5B)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.6%	52.4%	0.87	37.7%	1.21	64.6%	0.71	63.4%	0.72
Obstetrics	121.9%	36.2%	3.36	46.9%	0.39	49.9%	2.44	84.7%	1.44
Pediatrics	29.6%	53.2%	0.56	29.6%	1.00	38.2%	0.77	31.9%	0.93
Total Hospital	54.3%	53.9%	1.01	42.5%	1.28	63.5%	0.86	64.3%	0.85
Average Census (Patients)									
Adult Medical-Surgical	96.7	25.5	3.79	16.4	5.90	106.5	0.91	96.9	1.00
Obstetrics	18.3	4.7	3.88	4.3	4.25	14.6	1.25	12.7	1.44
Pediatrics	3.5	1.1	3.21	0.7	5.00	3.2	3.21	3.8	0.93
Total Hospital	192.8	47.4	4.07	27.5	7.02	204.5	0.94	188.3	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.3	1.02	4.0	1.10	4.8	0.92	4.6	0.95
Obstetrics	3.9	2.4	1.65	3.2	1.23	2.6	1.49	2.7	1.47
Pediatrics	2.9	3.5	0.84	2.9	1.00	3.4	0.86	2.8	1.04
Total Hospital	5.9	4.7	1.26	4.9	1.19	5.2	1.13	5.5	1.07
Surgical Operations									
Inpatient	4,119	1,280	3.22	733	5.62	5,196	0.79	4,671	0.88
Outpatient	13,159	4,115	3.20	2,362	5.57	15,397	0.85	15,578	0.84
Inpatient as % of All Surgeries	23.8%	23.7%	1.00	23.7%	1.01	25.2%	0.94	23.1%	1.03
Outpatient Visits									
Non-Emergency Visits	588,824	127,898	4.60	116,152	5.07	396,336	1.49	602,979	0.98
Emergency Visits	50,390	15,799	3.19	11,771	4.28	41,684	1.21	60,293	0.84
Full-Time Equivalents (FTEs)									
Administrators	0.0	20.3	N/A	15.2	N/A	64.4	N/A	0.0	N/A
Nurses, Licensed	436.0	255.1	1.71	154.7	2.82	945.5	0.46	473.0	0.92
Ancillary Nursing Personnel	45.0	42.6	1.06	21.1	2.13	159.2	0.28	54.0	0.83
All Other Personnel	1,265.0	501.2	2.52	402.4	3.14	1,851.4	0.68	1,460.0	0.87
Total FTEs	1,746.0	819.2	2.13	593.5	2.94	3,020.5	0.58	1,987.0	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	15.7	N/A	13.5	N/A	13.4	N/A	0.0	N/A
Nurses, Licensed	59.7	197.1	0.30	138.1	0.43	197.1	0.30	60.8	0.98
Ancillary Nursing Personnel	6.2	33.0	0.19	18.9	0.33	33.2	0.19	6.9	0.89
All Other Personnel	173.2	387.2	0.45	359.4	0.48	386.0	0.45	187.5	0.92
Total FTEs	239.1	633.0	0.38	529.9	0.45	629.7	0.38	255.2	0.94

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	355	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	12,035	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,673
Inpatient Days	70,566			Inpatient Days	0	Newborn Days	5,678

056 Gundersen Lutheran Medical Center
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	212	8,063	35,395	45.6%	96.7	4.4
Orthopedic	2	24	1,428	5,634	64.1%	15.4	3.9
Rehabilitation & Physical Medicine	1	20	582	5,619	76.8%	15.4	9.7
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	12	446	1,299	29.6%	3.5	2.9
Obstetrics	2	15	1,698	6,691	121.9%	18.3	3.9
Psychiatric	2	30	1,318	8,523	77.6%	23.3	6.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	4	23	122	8.3%	0.3	5.3
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	20	1,765	3,460	47.3%	9.5	2.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	18	330	3,823	58.0%	10.4	11.6
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	57	41	57.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	26	30	26.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	25	28	25.0
Dental Hygienists	0	0	0.0	Occupational Therapists	17	12	17.0
Registered Nurses	422	879	422.0	Occupational Therapy Assistants/Aides	1	5	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	45	9	45.0
Licensed Practical Nurses	14	20	14.0	Physical Therapy Assistants/Aides	15	8	15.0
Ancillary Nursing Personnel	45	183	45.0	Recreational Therapists	1	7	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	13	9	13.0
Nurse Practitioners	0	0	0.0	Psychologists	5	1	5.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	38	24	38.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	366	280	366.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	398	176	398.0
Pharmacy Personnel	59	23	59.0				
Clinical Laboratory Personnel	37	38	37.0				
				Total	1,746	1,880	1,746.0

056 Gundersen Lutheran Medical Center

La Crosse, WI 54601

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,011,726,991	43.7%	46.6%	0.94	46.1%	0.95	46.9%	0.93	43.6%	1.00
Medical Assistance	\$204,106,314	8.8%	13.8%	0.64	9.6%	0.92	12.7%	0.69	8.7%	1.01
Commercial	\$876,658,636	37.9%	34.5%	1.10	36.6%	1.03	34.7%	1.09	39.2%	0.97
All Other	\$222,081,543	9.6%	5.1%	1.87	7.7%	1.25	5.7%	1.70	8.4%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$765,772,172	33.1%	35.0%	0.94	32.6%	1.01	36.0%	0.92	34.0%	0.97
Medical Assistance	\$170,164,688	7.4%	10.4%	0.71	7.4%	0.99	9.8%	0.75	7.3%	1.00
Commercial	\$467,509,652	20.2%	14.5%	1.39	16.1%	1.25	15.7%	1.29	19.2%	1.05
Charity Care	\$7,515,951	0.3%	1.0%	0.34	0.8%	0.43	1.0%	0.33	0.4%	0.90
Bad Debt	\$39,341,619	1.7%	1.2%	1.45	1.5%	1.12	1.0%	1.68	0.8%	2.09
All Other	\$160,258,724	6.9%	2.6%	2.71	5.2%	1.33	2.7%	2.59	6.0%	1.15
Total Deductions	\$1,610,562,806	69.6%	64.6%	1.08	63.7%	1.09	66.2%	1.05	67.8%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		32.6%	8.4%	3.88	23.6%	1.38	8.0%	4.05	30.7%	1.06
Net Gains/Losses as % of Net Income		87.5%	13.8%	6.33	79.9%	1.10	13.7%	6.41	43.1%	2.03
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$551,958,586	53.4%	43.5%	1.23	55.4%	0.96	42.2%	1.27	54.3%	0.98
Supplies & Services	\$444,352,005	43.0%	49.9%	0.86	39.7%	1.08	52.0%	0.83	41.6%	1.03
Capital Component	\$37,707,574	3.6%	6.6%	0.55	4.9%	0.75	5.8%	0.62	4.0%	0.90
Fiscal Statistics										
Operating Margin (%)		1.0%	7.5%	0.14	1.2%	0.85	8.5%	0.12	9.7%	0.10
Total Hospital Net Income (%)		7.6%	8.6%	0.88	5.7%	1.34	9.7%	0.78	15.9%	0.48
Return on Equity (%)		4.6%	4.1%	1.11	4.1%	1.12	6.1%	0.74	11.5%	0.40
Current Ratio		44.2	3.9	11.38	18.3	2.42	4.7	9.41	224.8	0.20
Days in Net Patient Accounts Receivable		65.6	71.5	0.92	57.6	1.14	56.5	1.16	70.5	0.93
Average Payment Period		12.8	90.1	0.14	22.0	0.58	66.2	0.19	2.2	5.71
Equity Financing (%)		96.9%	63.6%	1.52	85.1%	1.14	67.7%	1.43	99.4%	0.97
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	14.9	N/A	16.4	N/A	0.0	N/A
Total Asset Turnover		0.6	0.5	1.19	0.7	0.82	0.6	0.90	0.7	0.83
Average Age of Plant (Years)		8.1	14.1	0.58	9.0	0.91	12.4	0.65	7.3	1.12
Increase (Decrease) Total Net Patient Revenue		-8.4%	-2.2%	3.79	-4.8%	1.74	-0.7%	12.67	3.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.3%	63.0%	1.24	78.6%	1.00	57.1%	1.37	79.8%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,148		\$17,652	0.97	\$17,756	0.97	\$20,210	0.85	\$14,962	1.15
Inpatient Net Revenue per Day	\$3,553		\$3,704	0.96	\$3,811	0.93	\$3,871	0.92	\$3,266	1.09
Outpatient Net Revenue per Visit	\$840		\$780	1.08	\$835	1.01	\$898	0.94	\$906	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,314,573,483	Cash & Cash Equivalents	\$380,510	Current Liabilities	\$35,154,122
Less Deductions	\$1,610,562,806	Net Patient Receivables	\$126,212,214	Long-Term Debt	\$0
Net Patient Revenue	\$704,010,677	Other Receivables	\$59,838,665	Other Liabilities	\$22,405,175
Plus Other Revenue	\$340,645,150			Subtotal	\$57,559,297
Total Revenue	\$1,044,655,825	Land, Buildings & Equipment (Net)	\$312,626,161	Unrestricted Fund Balance	\$1,810,154,091
Less Expenses	\$1,034,018,165	Other Assets	\$1,368,655,838	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$74,610,868			Total Liabilities & Fund Balance	\$1,867,713,388
Net Income	\$85,248,528	Total Assets	\$1,867,713,388		

057 Mayo Clinic Health System - La Crosse
 700 West Avenue South
 La Crosse, WI 54601
 608-785-0940

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: La Crosse
 Analysis Area: Southwestern (5B)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	43.2%	52.4%	0.82	37.7%	1.15	51.7%	0.84	49.4%	0.87
Obstetrics	17.1%	36.2%	0.47	46.9%	0.08	29.4%	0.58	54.7%	0.31
Pediatrics	0.0%	53.2%	N/A	29.6%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	34.9%	53.9%	0.65	42.5%	0.82	48.2%	0.72	49.8%	0.70
Average Census (Patients)									
Adult Medical-Surgical	37.6	25.5	1.47	16.4	2.29	30.8	1.22	38.6	0.97
Obstetrics	3.8	4.7	0.80	4.3	0.88	5.1	0.73	4.4	0.86
Pediatrics	0.0	1.1	N/A	0.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	47.9	47.4	1.01	27.5	1.74	57.5	0.83	49.8	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	4.3	4.3	1.00	4.0	1.07	4.2	1.01	4.0	1.08
Obstetrics	2.2	2.4	0.94	3.2	0.70	2.1	1.06	2.3	0.97
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.3	4.7	0.92	4.9	0.87	4.3	1.00	4.0	1.06
Surgical Operations									
Inpatient	708	1,280	0.55	733	0.97	1,247	0.57	1,106	0.64
Outpatient	4,412	4,115	1.07	2,362	1.87	4,177	1.06	5,060	0.87
Inpatient as % of All Surgeries	13.8%	23.7%	0.58	23.7%	0.58	23.0%	0.60	17.9%	0.77
Outpatient Visits									
Non-Emergency Visits	296,776	127,898	2.32	116,152	2.56	195,436	1.52	315,571	0.94
Emergency Visits	17,857	15,799	1.13	11,771	1.52	26,485	0.67	19,147	0.93
Full-Time Equivalents (FTEs)									
Administrators	89.0	20.3	4.39	15.2	5.87	24.9	3.58	89.0	1.00
Nurses, Licensed	541.5	255.1	2.12	154.7	3.50	338.1	1.60	552.7	0.98
Ancillary Nursing Personnel	47.5	42.6	1.11	21.1	2.24	60.0	0.79	50.5	0.94
All Other Personnel	1,480.7	501.2	2.95	402.4	3.68	661.2	2.24	1,480.6	1.00
Total FTEs	2,158.6	819.2	2.63	593.5	3.64	1,084.2	1.99	2,172.9	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	40.0	15.7	2.56	13.5	2.95	12.8	3.12	41.8	0.96
Nurses, Licensed	243.5	197.1	1.24	138.1	1.76	174.4	1.40	259.6	0.94
Ancillary Nursing Personnel	21.3	33.0	0.65	18.9	1.13	31.0	0.69	23.7	0.90
All Other Personnel	665.8	387.2	1.72	359.4	1.85	341.1	1.95	695.3	0.96
Total FTEs	970.7	633.0	1.53	529.9	1.83	559.3	1.74	1,020.4	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	137	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	6
Discharges	4,102	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	578
Inpatient Days	17,514			Inpatient Days	0	Newborn Days	919

057 Mayo Clinic Health System - La Crosse
La Crosse, WI 54601

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	87	3,221	13,760	43.2%	37.6	4.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	22	615	1,379	17.1%	3.8	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	207	1,922	37.5%	5.3	9.3
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	14	59	453	8.8%	1.2	7.7
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	89	1	89.0	Surgical Personnel	14	14	22.5
Physicians & Dentists	151	57	177.3	Radiological Services Personnel	31	33	52.6
Medical & Dental Residents	18	0	18.0	Respiratory Therapists	4	23	17.5
Dental Hygienists	0	0	0.0	Occupational Therapists	6	9	10.8
Registered Nurses	205	338	412.5	Occupational Therapy Assistants/Aides	2	2	3.6
Certified Nurse Midwives	7	0	7.0	Physical Therapists	15	8	19.5
Licensed Practical Nurses	39	35	62.8	Physical Therapy Assistants/Aides	9	12	12.5
Ancillary Nursing Personnel	17	70	47.5	Recreational Therapists	0	2	0.8
Physician Assistants	17	11	21.3	Dietitians & Nutritionists	5	4	7.4
Nurse Practitioners	23	13	31.4	Psychologists	3	2	4.6
Certified Registered Nurse Anesthetists	14	8	19.8	Social Workers	19	12	20.6
Clinical Nurse Specialists	8	0	8.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	46	2	46.8	All Other Personnel	763	256	896.4
Pharmacy Personnel	32	18	35.2				
Clinical Laboratory Personnel	21	20	35.9				
				Total	1,605	996	2,158.6

057 Mayo Clinic Health System - La Crosse

La Crosse, WI 54601

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5B Value	Ratio	6 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$460,090,561	52.1%	46.6%	1.12	46.1%	1.13	47.1%	1.11	50.5%	1.03
Medical Assistance	\$86,166,002	9.8%	13.8%	0.71	9.6%	1.01	15.8%	0.62	9.7%	1.01
Commercial	\$299,161,408	33.9%	34.5%	0.98	36.6%	0.92	32.3%	1.05	35.4%	0.96
All Other	\$38,144,527	4.3%	5.1%	0.84	7.7%	0.56	4.8%	0.90	4.5%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$340,371,183	38.5%	35.0%	1.10	32.6%	1.18	36.7%	1.05	37.6%	1.03
Medical Assistance	\$65,705,458	7.4%	10.4%	0.72	7.4%	1.00	12.3%	0.61	7.5%	0.99
Commercial	\$91,381,641	10.3%	14.5%	0.71	16.1%	0.64	13.5%	0.77	11.1%	0.93
Charity Care	\$7,793,151	0.9%	1.0%	0.92	0.8%	1.16	1.1%	0.83	1.1%	0.78
Bad Debt	\$8,609,369	1.0%	1.2%	0.83	1.5%	0.64	1.4%	0.71	0.6%	1.58
All Other	\$22,470,954	2.5%	2.6%	1.00	5.2%	0.49	2.6%	0.99	3.0%	0.85
Total Deductions	\$536,331,756	60.7%	64.6%	0.94	63.7%	0.95	67.4%	0.90	60.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.8%	8.4%	1.40	23.6%	0.50	10.8%	1.09	3.1%	3.76
Net Gains/Losses as % of Net Income		N/A	13.8%	N/A	79.9%	N/A	21.2%	N/A	129.8%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$243,900,829	60.6%	43.5%	1.39	55.4%	1.09	45.0%	1.35	61.4%	0.99
Supplies & Services	\$139,623,750	34.7%	49.9%	0.70	39.7%	0.87	48.5%	0.72	33.5%	1.04
Capital Component	\$18,620,406	4.6%	6.6%	0.70	4.9%	0.95	6.6%	0.71	5.1%	0.91
Fiscal Statistics										
Operating Margin (%)		-2.2%	7.5%	N/A	1.2%	N/A	6.5%	N/A	-0.5%	4.44
Total Hospital Net Income (%)		-0.9%	8.6%	N/A	5.7%	N/A	8.1%	N/A	1.6%	N/A
Return on Equity (%)		-1.4%	4.1%	N/A	4.1%	N/A	2.9%	N/A	2.7%	N/A
Current Ratio		9.5	3.9	2.45	18.3	0.52	3.6	2.61	6.2	1.53
Days in Net Patient Accounts Receivable		46.3	71.5	0.65	57.6	0.80	95.9	0.48	59.0	0.78
Average Payment Period		13.6	90.1	0.15	22.0	0.62	121.9	0.11	15.2	0.89
Equity Financing (%)		53.0%	63.6%	0.83	85.1%	0.62	60.0%	0.88	48.9%	1.08
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	14.9	N/A	10.0	N/A	2.4	N/A
Total Asset Turnover		1.5	0.5	3.19	0.7	2.21	0.4	4.24	1.7	0.91
Average Age of Plant (Years)		14.2	14.1	1.01	9.0	1.58	17.7	0.80	14.1	1.01
Increase (Decrease) Total Net Patient Revenue		0.0%	-2.2%	N/A	-4.8%	N/A	-3.7%	N/A	2.5%	0.01
Outpatient Gross Revenue (% of Total GPR)		78.6%	63.0%	1.25	78.6%	1.00	69.7%	1.13	76.5%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$18,573		\$17,652	1.05	\$17,756	1.05	\$13,747	1.35	\$15,098	1.23
Inpatient Net Revenue per Day	\$4,379		\$3,704	1.18	\$3,811	1.15	\$3,163	1.38	\$3,745	1.17
Outpatient Net Revenue per Visit	\$889		\$780	1.14	\$835	1.06	\$688	1.29	\$849	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$883,562,499	Cash & Cash Equivalents	\$14,150	Current Liabilities	\$14,425,401
Less Deductions	\$536,331,756	Net Patient Receivables	\$43,884,750	Long-Term Debt	\$0
Net Patient Revenue	\$347,230,743	Other Receivables	\$1,258,550	Other Liabilities	\$108,180,326
Plus Other Revenue	\$46,359,847			Subtotal	\$122,605,727
Total Revenue	\$393,590,594	Land, Buildings & Equipment (Net)	\$94,264,191	Unrestricted Fund Balance	\$138,489,717
Less Expenses	\$402,144,985	Other Assets	\$121,673,805	Restricted Fund Balance	\$8,444,247
Non-Operating Gains/Losses	\$4,961,070			Total Liabilities & Fund Balance	\$261,095,444
Net Income	-\$3,593,320	Total Assets	\$261,095,446		

058 Marshfield Medical Center - Ladysmith
 900 College Avenue West
 Ladysmith, WI 54848
 715-532-5561

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Rusk
 Analysis Area: West Central (5A)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	7.2%	52.4%	0.14	40.8%	0.18	17.7%	0.41	9.1%	0.79
Obstetrics	0.0%	36.2%	N/A	24.1%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	7.2%	53.9%	0.13	42.0%	0.17	19.6%	0.37	9.1%	0.79
Average Census (Patients)									
Adult Medical-Surgical	1.8	25.5	0.07	10.7	0.17	2.7	0.67	2.3	0.79
Obstetrics	0.0	4.7	N/A	2.0	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.8	47.4	0.04	17.5	0.10	3.6	0.50	2.3	0.79
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.3	0.86	3.9	0.95	3.3	1.11	2.8	1.34
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.79	4.1	0.90	3.0	1.24	2.8	1.34
Surgical Operations									
Inpatient	7	1,280	0.01	403	0.02	228	0.03	5	1.40
Outpatient	483	4,115	0.12	2,235	0.22	1,022	0.47	348	1.39
Inpatient as % of All Surgeries	1.4%	23.7%	0.06	15.3%	0.09	18.2%	0.08	1.4%	1.01
Outpatient Visits									
Non-Emergency Visits	48,175	127,898	0.38	76,192	0.63	29,970	1.61	45,108	1.07
Emergency Visits	8,048	15,799	0.51	7,621	1.06	3,972	2.03	8,873	0.91
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	12.1	0.25	5.2	0.58	10.2	0.30
Nurses, Licensed	31.5	255.1	0.12	128.5	0.24	42.2	0.74	25.2	1.25
Ancillary Nursing Personnel	5.3	42.6	0.12	19.1	0.28	6.8	0.78	4.1	1.31
All Other Personnel	122.1	501.2	0.24	251.7	0.49	106.2	1.15	72.6	1.68
Total FTEs	161.9	819.2	0.20	411.5	0.39	160.3	1.01	111.9	1.45
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.3	15.7	0.66	18.7	0.55	30.2	0.34	37.0	0.28
Nurses, Licensed	108.5	197.1	0.55	197.9	0.55	246.1	0.44	91.8	1.18
Ancillary Nursing Personnel	18.3	33.0	0.55	29.5	0.62	39.6	0.46	14.8	1.24
All Other Personnel	421.2	387.2	1.09	387.8	1.09	618.8	0.68	264.5	1.59
Total FTEs	558.3	633.0	0.88	634.0	0.88	934.7	0.60	408.1	1.37

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	179	Preferred Provider Organization (PPO)	Yes	Discharges	42	Total Births	0
Inpatient Days	659			Inpatient Days	485	Newborn Days	0

058 Marshfield Medical Center - Ladysmith
Ladysmith, WI 54848

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	179	659	7.2%	1.8	3.7
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	8	3	9.8	Radiological Services Personnel	6	2	7.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	21	9	25.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.8
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	5	2	5.3	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	3	3.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	1	23.6
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	41	10	46.5
Pharmacy Personnel	6	4	7.3				
Clinical Laboratory Personnel	4	0	4.0				
				Total	144	37	161.9

058 Marshfield Medical Center - Ladysmith

Ladysmith, WI 54848

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$28,902,660	55.9%	46.6%	1.20	50.9%	1.10	47.7%	1.17	56.6%	0.99
Medical Assistance	\$8,496,779	16.4%	13.8%	1.19	11.8%	1.39	11.0%	1.49	15.8%	1.04
Commercial	\$11,782,218	22.8%	34.5%	0.66	33.0%	0.69	37.9%	0.60	24.2%	0.94
All Other	\$2,561,016	4.9%	5.1%	0.96	4.3%	1.15	3.4%	1.45	3.4%	1.46
Deductions as % of Total Gross Patient Revenue										
Medicare	\$11,583,768	22.4%	35.0%	0.64	34.0%	0.66	26.3%	0.85	21.9%	1.02
Medical Assistance	\$4,428,214	8.6%	10.4%	0.82	8.2%	1.05	7.6%	1.12	11.8%	0.73
Commercial	\$1,708,120	3.3%	14.5%	0.23	9.2%	0.36	13.5%	0.24	2.0%	1.67
Charity Care	\$461,705	0.9%	1.0%	0.93	0.9%	1.05	0.7%	1.35	0.4%	2.21
Bad Debt	\$1,061,213	2.1%	1.2%	1.75	1.5%	1.39	1.3%	1.62	1.3%	1.61
All Other	\$9,262	0.0%	2.6%	0.01	2.1%	0.01	2.2%	0.01	2.0%	0.01
Total Deductions	\$19,252,282	37.2%	64.6%	0.58	55.8%	0.67	51.6%	0.72	39.4%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.7%	8.4%	0.09		5.2%	0.14	8.0%	0.09	2.1%	0.35
Net Gains/Losses as % of Net Income	1.0%	13.8%	0.07		29.1%	0.04	14.0%	0.07	13.6%	0.08
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,141,650	45.4%	43.5%	1.04	52.0%	0.87	45.5%	1.00	47.2%	0.96
Supplies & Services	\$15,877,018	51.0%	49.9%	1.02	42.8%	1.19	47.2%	1.08	49.0%	1.04
Capital Component	\$1,119,238	3.6%	6.6%	0.55	5.2%	0.69	7.3%	0.50	3.8%	0.94
Fiscal Statistics										
Operating Margin (%)	4.9%	7.5%	0.65		1.9%	2.51	10.9%	0.45	-10.4%	N/A
Total Hospital Net Income (%)	4.9%	8.6%	0.57		2.7%	1.81	12.4%	0.39	-12.2%	N/A
Return on Equity (%)	0.1%	4.1%	0.01		0.4%	0.13	1.2%	0.04	-0.1%	N/A
Current Ratio	2.3	3.9	0.60		2.4	0.99	2.4	0.97	2.3	1.03
Days in Net Patient Accounts Receivable	3,173.0	71.5	44.36		254.1	12.49	397.6	7.98	2,946.2	1.08
Average Payment Period	4,743.7	90.1	52.66		354.1	13.40	577.7	8.21	3,058.8	1.55
Equity Financing (%)	44.0%	63.6%	0.69		48.0%	0.92	46.0%	0.96	46.4%	0.95
Long-Term Debt to Equity Ratio	0.9	0.3	3.01		0.7	1.24	0.8	1.11	0.8	1.06
Times Interest Earned	399.1	12.2	32.59		10.3	38.67	17.3	23.10	-535.4	N/A
Total Asset Turnover	0.0	0.5	0.02		0.1	0.07	0.1	0.11	0.0	0.92
Average Age of Plant (Years)	1,547.8	14.1	109.66		51.2	30.21	60.0	25.80	1,052.3	1.47
Increase (Decrease) Total Net Patient Revenue	13.7%	-2.2%	N/A		-1.1%	N/A	-3.0%	N/A	37.8%	0.36
Outpatient Gross Revenue (% of Total GPR)	93.8%	63.0%	1.49		73.1%	1.28	79.2%	1.18	91.6%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,078	\$17,652	0.51		\$15,718	0.58	\$16,342	0.56	\$7,358	1.23
Inpatient Net Revenue per Day	\$1,721	\$3,704	0.46		\$3,586	0.48	\$4,448	0.39	\$2,182	0.79
Outpatient Net Revenue per Visit	\$560	\$780	0.72		\$840	0.67	\$767	0.73	\$493	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$51,742,672	Cash & Cash Equivalents	\$449,687,000	Current Liabilities	\$396,361,000
Less Deductions	\$19,252,282	Net Patient Receivables	\$281,675,000	Long-Term Debt	\$1,265,169,000
Net Patient Revenue	\$32,490,390	Other Receivables	\$75,472,000	Other Liabilities	\$130,430,000
Plus Other Revenue	\$240,057			Subtotal	\$1,791,960,000
Total Revenue	\$32,730,443	Land, Buildings & Equipment (Net)	\$1,067,031,000	Unrestricted Fund Balance	\$1,410,717,000
Less Expenses	\$31,137,906	Other Assets	\$1,328,812,000	Restricted Fund Balance	\$42,704,000
Non-Operating Gains/Losses	\$16,532			Total Liabilities & Fund Balance	\$3,202,677,000
Net Income	\$1,609,069	Total Assets	\$3,202,677,000		

309 Mercyhealth Hospital and Medical Center - Walworth
 N 2950 State Road 67
 Lake Geneva, WI 53147
 262-245-0535

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Walworth
 Analysis Area: Southeastern (2A)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	56.8%	52.4%	1.08	54.8%	1.04	32.9%	1.73	74.1%	0.77
Obstetrics	26.6%	36.2%	0.73	30.8%	0.03	19.7%	1.35	34.7%	0.77
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	46.4%	53.9%	0.86	53.0%	0.88	33.0%	1.41	59.6%	0.78
Average Census (Patients)									
Adult Medical-Surgical	7.4	25.5	0.29	31.6	0.23	6.4	1.15	8.9	0.83
Obstetrics	0.8	4.7	0.17	4.9	0.16	0.9	0.88	1.0	0.77
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.4	47.4	0.18	61.1	0.14	8.6	0.97	10.1	0.82
Average Length of Stay (Days)									
Adult Medical-Surgical	2.3	4.3	0.54	4.0	0.58	3.0	0.78	2.8	0.83
Obstetrics	1.8	2.4	0.74	2.2	0.81	2.0	0.90	2.0	0.89
Pediatrics	0.0	3.5	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.6	4.7	0.56	4.2	0.62	3.2	0.81	2.8	0.93
Surgical Operations									
Inpatient	456	1,280	0.36	1,268	0.36	247	1.85	525	0.87
Outpatient	2,582	4,115	0.63	3,637	0.71	1,277	2.02	2,948	0.88
Inpatient as % of All Surgeries	15.0%	23.7%	0.63	25.9%	0.58	16.2%	0.93	15.1%	0.99
Outpatient Visits									
Non-Emergency Visits	144,393	127,898	1.13	151,601	0.95	57,441	2.51	155,787	0.93
Emergency Visits	9,965	15,799	0.63	22,748	0.44	8,355	1.19	10,283	0.97
Full-Time Equivalents (FTEs)									
Administrators	0.8	20.3	0.04	22.1	0.03	11.6	0.06	0.8	0.94
Nurses, Licensed	87.3	255.1	0.34	293.4	0.30	84.6	1.03	101.7	0.86
Ancillary Nursing Personnel	8.5	42.6	0.20	53.2	0.16	14.7	0.58	9.7	0.87
All Other Personnel	178.6	501.2	0.36	528.6	0.34	194.6	0.92	201.7	0.89
Total FTEs	275.0	819.2	0.34	897.3	0.31	305.5	0.90	313.8	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.9	15.7	0.12	12.5	0.15	28.7	0.07	1.7	1.10
Nurses, Licensed	221.8	197.1	1.13	166.3	1.33	210.0	1.06	221.0	1.00
Ancillary Nursing Personnel	21.5	33.0	0.65	30.2	0.71	36.4	0.59	21.1	1.02
All Other Personnel	453.9	387.2	1.17	299.6	1.52	483.0	0.94	438.4	1.04
Total FTEs	699.1	633.0	1.10	508.6	1.37	758.1	0.92	682.2	1.02

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	18	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	1
Discharges	1,184	Preferred Provider Organization (PPO)	Yes	Discharges	1	Total Births	143
Inpatient Days	3,058			Inpatient Days	3	Newborn Days	205

309 Mercyhealth Hospital and Medical Center - Walworth
Lake Geneva, WI 53147

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	1,169	2,703	56.8%	7.4	2.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	164	292	26.6%	0.8	1.8
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	23	63	8.6%	0.2	2.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	1	0.8	Surgical Personnel	0	7	3.5
Physicians & Dentists	25	19	30.3	Radiological Services Personnel	5	6	9.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.0
Registered Nurses	50	62	81.9	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.0
Licensed Practical Nurses	1	4	3.6	Physical Therapy Assistants/Aides	2	1	2.9
Ancillary Nursing Personnel	5	9	8.5	Recreational Therapists	0	0	0.0
Physician Assistants	5	1	5.0	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	0	1	0.8	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	1	1	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	31	33.6
Health Info Mgmt-Administrators/Technicians	5	1	5.5	All Other Personnel	29	47	54.1
Pharmacy Personnel	6	1	6.7				
Clinical Laboratory Personnel	5	3	5.8				
				Total	179	209	275.0

309 Mercyhealth Hospital and Medical Center - Walworth
Lake Geneva, WI 53147

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$81,596,807	40.7%	46.6%	0.87	51.7%	0.79	47.5%	0.86	38.5%	1.06
Medical Assistance	\$16,485,879	8.2%	13.8%	0.60	10.4%	0.79	12.8%	0.64	9.6%	0.85
Commercial	\$69,801,996	34.8%	34.5%	1.01	35.0%	0.99	35.0%	1.00	36.4%	0.95
All Other	\$32,779,721	16.3%	5.1%	3.18	2.9%	5.58	4.8%	3.42	15.4%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$65,415,846	32.6%	35.0%	0.93	41.3%	0.79	30.4%	1.07	30.4%	1.07
Medical Assistance	\$13,199,106	6.6%	10.4%	0.63	8.2%	0.80	8.9%	0.74	8.0%	0.82
Commercial	\$34,407,577	17.1%	14.5%	1.18	15.9%	1.08	12.0%	1.43	18.4%	0.93
Charity Care	\$1,042,015	0.5%	1.0%	0.54	1.1%	0.46	0.9%	0.55	0.5%	0.95
Bad Debt	\$4,006,091	2.0%	1.2%	1.70	1.0%	1.97	2.0%	1.01	2.0%	1.02
All Other	\$18,076,999	9.0%	2.6%	3.52	1.4%	6.22	2.3%	3.96	8.5%	1.05
Total Deductions	\$136,147,634	67.8%	64.6%	1.05	69.0%	0.98	56.5%	1.20	67.8%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	30.4%	8.4%	3.62	8.1%	3.76	10.2%	2.97	26.9%	1.13	
Net Gains/Losses as % of Net Income	0.0%	13.8%	N/A	N/A	N/A	22.7%	N/A	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,497,565	29.7%	43.5%	0.68	38.6%	0.77	51.7%	0.57	28.5%	1.04
Supplies & Services	\$54,346,977	63.3%	49.9%	1.27	52.7%	1.20	40.6%	1.56	64.1%	0.99
Capital Component	\$6,045,716	7.0%	6.6%	1.07	8.6%	0.81	7.7%	0.91	7.5%	0.94
Fiscal Statistics										
Operating Margin (%)	7.3%	7.5%	0.97	10.4%	0.71	7.4%	1.00	4.6%	1.58	
Total Hospital Net Income (%)	7.3%	8.6%	0.85	7.5%	0.97	9.3%	0.79	4.6%	1.58	
Return on Equity (%)	0.0%	4.1%	N/A	4.7%	N/A	7.6%	N/A	0.0%	N/A	
Current Ratio	0.0	3.9	N/A	6.8	N/A	4.8	N/A	0.0	N/A	
Days in Net Patient Accounts Receivable	0.0	71.5	N/A	46.9	N/A	49.1	N/A	0.0	N/A	
Average Payment Period	0.0	90.1	N/A	50.2	N/A	46.4	N/A	0.0	N/A	
Equity Financing (%)	0.0%	63.6%	N/A	78.6%	N/A	79.0%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	6.1	12.2	0.49	7.0	0.86	13.2	0.46	3.8	1.60	
Total Asset Turnover	0.0	0.5	N/A	0.6	N/A	0.8	N/A	0.0	N/A	
Average Age of Plant (Years)	0.0	14.1	N/A	10.1	N/A	8.8	N/A	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue	-3.5%	-2.2%	1.57	-4.2%	0.83	-1.2%	3.00	7.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	78.9%	63.0%	1.25	63.8%	1.24	78.9%	1.00	78.3%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,815	\$17,652	0.67	\$12,198	0.97	\$14,147	0.84	\$12,161	0.97	
Inpatient Net Revenue per Day	\$4,613	\$3,704	1.25	\$2,790	1.65	\$4,080	1.13	\$4,406	1.05	
Outpatient Net Revenue per Visit	\$353	\$780	0.45	\$754	0.47	\$677	0.52	\$329	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$200,664,402	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$136,147,634	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$64,516,768	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$28,175,115			Subtotal	\$0
Total Revenue	\$92,691,880	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$85,890,258	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$0	Total Liabilities & Fund Balance	\$0
Net Income	\$6,801,622				

059 Grant Regional Health Center
 507 South Monroe Street
 Lancaster, WI 53813
 608-723-2143

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Grant
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	153.0%	52.4%	2.92	55.7%	2.75	17.7%	8.65	48.2%	3.17
Obstetrics	74.9%	36.2%	2.07	41.0%	0.02	19.7%	3.80	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	130.2%	53.9%	2.42	56.6%	2.30	19.6%	6.65	61.5%	2.12
Average Census (Patients)									
Adult Medical-Surgical	3.1	25.5	0.12	23.1	0.13	2.7	1.14	3.4	0.91
Obstetrics	0.7	4.7	0.16	4.5	0.17	0.6	1.17	0.9	0.83
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	0.00
Total Hospital	3.9	47.4	0.08	49.2	0.08	3.6	1.09	4.3	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.3	0.85	4.1	0.88	3.3	1.10	3.3	1.10
Obstetrics	1.9	2.4	0.81	2.6	0.75	2.1	0.94	2.1	0.90
Pediatrics	0.0	3.5	N/A	3.9	N/A	0.0	N/A	1.0	0.00
Total Hospital	3.4	4.7	0.73	4.6	0.74	3.0	1.14	3.0	1.12
Surgical Operations									
Inpatient	83	1,280	0.06	1,943	0.04	228	0.36	143	0.58
Outpatient	842	4,115	0.20	7,094	0.12	1,022	0.82	934	0.90
Inpatient as % of All Surgeries	9.0%	23.7%	0.38	21.5%	0.42	18.2%	0.49	13.3%	0.68
Outpatient Visits									
Non-Emergency Visits	33,458	127,898	0.26	157,467	0.21	29,970	1.12	37,389	0.89
Emergency Visits	2,979	15,799	0.19	15,287	0.19	3,972	0.75	3,487	0.85
Full-Time Equivalents (FTEs)									
Administrators	6.0	20.3	0.30	20.1	0.30	5.2	1.16	6.0	1.00
Nurses, Licensed	64.4	255.1	0.25	268.4	0.24	42.2	1.53	60.9	1.06
Ancillary Nursing Personnel	5.3	42.6	0.12	43.3	0.12	6.8	0.78	5.3	1.00
All Other Personnel	135.1	501.2	0.27	633.6	0.21	106.2	1.27	132.1	1.02
Total FTEs	210.8	819.2	0.26	965.4	0.22	160.3	1.31	204.3	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	29.1	15.7	1.86	16.1	1.81	30.2	0.96	29.1	1.00
Nurses, Licensed	312.9	197.1	1.59	214.6	1.46	246.1	1.27	295.6	1.06
Ancillary Nursing Personnel	25.6	33.0	0.78	34.6	0.74	39.6	0.65	25.6	1.00
All Other Personnel	655.8	387.2	1.69	506.6	1.29	618.8	1.06	640.6	1.02
Total FTEs	1,023.5	633.0	1.62	771.8	1.33	934.7	1.09	990.9	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	3	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	1
Discharges	421	Preferred Provider Organization (PPO)	Yes	Discharges	74	Total Births	139
Inpatient Days	1,430			Inpatient Days	918	Newborn Days	248

059 Grant Regional Health Center
Lancaster, WI 53813

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	2	308	1,120	153.0%	3.1	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	15	36	0.0%	0.1	2.4
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	1	141	274	74.9%	0.7	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	6	0	6.0	Surgical Personnel	0	4	3.8
Physicians & Dentists	5	5	10.3	Radiological Services Personnel	2	7	7.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	29	29	50.6	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	4	5.8
Licensed Practical Nurses	6	1	6.9	Physical Therapy Assistants/Aides	1	2	2.6
Ancillary Nursing Personnel	1	7	5.3	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	3	1	3.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	1	0.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	2	12.9
Health Info Mgmt-Administrators/Technicians	4	1	4.8	All Other Personnel	41	28	59.8
Pharmacy Personnel	3	1	3.9				
Clinical Laboratory Personnel	9	1	10.2				
				Total	138	97	210.8

059 Grant Regional Health Center
Lancaster, WI 53813

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,296,467	43.0%	46.6%	0.92	41.8%	1.03	47.7%	0.90	44.4%	0.97
Medical Assistance	\$6,261,694	11.6%	13.8%	0.84	11.5%	1.00	11.0%	1.05	10.9%	1.06
Commercial	\$23,114,885	42.7%	34.5%	1.24	38.1%	1.12	37.9%	1.13	41.8%	1.02
All Other	\$1,486,204	2.7%	5.1%	0.53	8.5%	0.32	3.4%	0.80	2.8%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,558,294	15.8%	35.0%	0.45	31.1%	0.51	26.3%	0.60	20.0%	0.79
Medical Assistance	\$3,497,432	6.5%	10.4%	0.62	8.7%	0.74	7.6%	0.85	4.3%	1.50
Commercial	\$8,202,893	15.1%	14.5%	1.04	18.1%	0.83	13.5%	1.12	14.7%	1.03
Charity Care	\$363,275	0.7%	1.0%	0.70	0.7%	1.01	0.7%	1.02	0.6%	1.11
Bad Debt	-\$380,139	-0.7%	1.2%	N/A	1.3%	N/A	1.3%	N/A	0.6%	N/A
All Other	\$1,330,130	2.5%	2.6%	0.96	4.4%	0.56	2.2%	1.11	2.8%	0.87
Total Deductions	\$21,571,885	39.8%	64.6%	0.62	64.3%	0.62	51.6%	0.77	43.0%	0.93
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	12.8%	8.4%	1.53	7.9%	1.63	8.0%	1.61	4.5%	2.83	
Net Gains/Losses as % of Net Income	60.4%	13.8%	4.36	48.7%	1.24	14.0%	4.30	100.4%	0.60	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,930,122	57.2%	43.5%	1.31	46.6%	1.23	45.5%	1.26	55.9%	1.02
Supplies & Services	\$10,927,590	29.9%	49.9%	0.60	46.2%	0.65	47.2%	0.63	30.2%	0.99
Capital Component	\$4,726,015	12.9%	6.6%	1.97	7.3%	1.78	7.3%	1.78	13.9%	0.93
Fiscal Statistics										
Operating Margin (%)	2.2%	7.5%	0.29	5.4%	0.40	10.9%	0.20	0.0%	N/A	
Total Hospital Net Income (%)	5.3%	8.6%	0.61	9.9%	0.53	12.4%	0.42	7.8%	0.67	
Return on Equity (%)	3.0%	4.1%	0.73	6.1%	0.49	1.2%	2.53	4.6%	0.66	
Current Ratio	2.1	3.9	0.53	3.1	0.66	2.4	0.85	2.2	0.92	
Days in Net Patient Accounts Receivable	50.2	71.5	0.70	48.3	1.04	397.6	0.13	44.6	1.13	
Average Payment Period	93.7	90.1	1.04	71.6	1.31	577.7	0.16	56.0	1.67	
Equity Financing (%)	43.7%	63.6%	0.69	54.8%	0.80	46.0%	0.95	43.8%	1.00	
Long-Term Debt to Equity Ratio	1.0	0.3	3.35	0.3	3.62	0.8	1.23	1.1	0.89	
Times Interest Earned	2.8	12.2	0.23	10.5	0.26	17.3	0.16	3.5	0.80	
Total Asset Turnover	0.6	0.5	1.18	0.6	0.95	0.1	5.90	0.5	1.03	
Average Age of Plant (Years)	6.6	14.1	0.47	11.5	0.57	60.0	0.11	6.8	0.96	
Increase (Decrease) Total Net Patient Revenue	2.1%	-2.2%	N/A	-1.0%	N/A	-3.0%	N/A	14.6%	0.14	
Outpatient Gross Revenue (% of Total GPR)	82.5%	63.0%	1.31	60.3%	1.37	79.2%	1.04	79.3%	1.04	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,455	\$17,652	0.93	\$20,439	0.81	\$16,342	1.01	\$14,257	1.15	
Inpatient Net Revenue per Day	\$3,590	\$3,704	0.97	\$4,396	0.82	\$4,448	0.81	\$3,938	0.91	
Outpatient Net Revenue per Visit	\$659	\$780	0.84	\$707	0.93	\$767	0.86	\$581	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$54,159,249	Cash & Cash Equivalents	\$10,016,759	Current Liabilities	\$8,518,990
Less Deductions	\$21,571,885	Net Patient Receivables	\$4,469,593	Long-Term Debt	\$29,232,870
Net Patient Revenue	\$32,587,364	Other Receivables	\$1,450,977	Other Liabilities	\$0
Plus Other Revenue	\$4,800,977			Subtotal	\$37,751,860
Total Revenue	\$37,388,340	Land, Buildings & Equipment (Net)	\$38,132,912	Unrestricted Fund Balance	\$29,353,544
Less Expenses	\$36,583,727	Other Assets	\$13,035,164	Restricted Fund Balance	\$684,707
Non-Operating Gains/Losses	\$1,225,996			Total Liabilities & Fund Balance	\$67,105,404
Net Income	\$2,030,609	Total Assets	\$67,105,405		

063 St Mary's Hospital
 700 South Park Street
 Madison, WI 53715
 608-251-6100

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	72.1%	52.4%	1.38	55.7%	1.29	64.6%	1.11	81.1%	0.89
Obstetrics	41.7%	36.2%	1.15	41.0%	0.48	49.9%	0.84	40.5%	1.03
Pediatrics	10.4%	53.2%	0.19	50.3%	0.21	38.2%	0.27	13.0%	0.80
Total Hospital	61.3%	53.9%	1.14	56.6%	1.08	63.5%	0.97	69.9%	0.88
Average Census (Patients)									
Adult Medical-Surgical	23.1	25.5	0.90	23.1	1.00	106.5	0.22	26.0	0.89
Obstetrics	19.6	4.7	4.16	4.5	4.32	14.6	1.34	19.0	1.03
Pediatrics	1.2	1.1	1.13	1.9	0.65	3.2	1.13	1.6	0.80
Total Hospital	229.4	47.4	4.84	49.2	4.67	204.5	1.12	248.0	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.3	0.90	4.1	0.94	4.8	0.82	3.6	1.08
Obstetrics	3.2	2.4	1.33	2.6	1.23	2.6	1.20	3.0	1.06
Pediatrics	2.0	3.5	0.58	3.9	0.52	3.4	0.59	1.8	1.10
Total Hospital	4.9	4.7	1.05	4.6	1.07	5.2	0.95	4.8	1.02
Surgical Operations									
Inpatient	4,514	1,280	3.53	1,943	2.32	5,196	0.87	5,459	0.83
Outpatient	3,525	4,115	0.86	7,094	0.50	15,397	0.23	3,503	1.01
Inpatient as % of All Surgeries	56.2%	23.7%	2.37	21.5%	2.61	25.2%	2.23	60.9%	0.92
Outpatient Visits									
Non-Emergency Visits	45,434	127,898	0.36	157,467	0.29	396,336	0.11	52,337	0.87
Emergency Visits	38,990	15,799	2.47	15,287	2.55	41,684	0.94	47,093	0.83
Full-Time Equivalents (FTEs)									
Administrators	78.0	20.3	3.85	20.1	3.87	64.4	1.21	84.9	0.92
Nurses, Licensed	740.2	255.1	2.90	268.4	2.76	945.5	0.78	694.5	1.07
Ancillary Nursing Personnel	105.4	42.6	2.47	43.3	2.44	159.2	0.66	109.6	0.96
All Other Personnel	780.8	501.2	1.56	633.6	1.23	1,851.4	0.42	817.8	0.95
Total FTEs	1,704.4	819.2	2.08	965.4	1.77	3,020.5	0.56	1,706.7	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	21.9	15.7	1.40	16.1	1.36	13.4	1.63	22.4	0.98
Nurses, Licensed	208.1	197.1	1.06	214.6	0.97	197.1	1.06	183.3	1.14
Ancillary Nursing Personnel	29.6	33.0	0.90	34.6	0.86	33.2	0.89	28.9	1.02
All Other Personnel	219.6	387.2	0.57	506.6	0.43	386.0	0.57	215.9	1.02
Total FTEs	479.3	633.0	0.76	771.8	0.62	629.7	0.76	450.6	1.06

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	374	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	30
Discharges	17,112	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,033
Inpatient Days	83,961			Inpatient Days	0	Newborn Days	3,311

063 St Mary's Hospital
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	32	2,174	8,439	72.1%	23.1	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	12	226	455	10.4%	1.2	2.0
Obstetrics	1	47	2,252	7,167	41.7%	19.6	3.2
Psychiatric	1	20	1,014	5,502	75.2%	15.0	5.4
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	39	300	6,946	48.7%	19.0	23.2
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	186	10,469	49,382	72.5%	134.9	4.7
Neonatal Intensive/Intermediate Care	1	38	320	6,070	43.6%	16.6	19.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	76	3	78.0	Surgical Personnel	20	24	36.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	16	37	37.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	18	15	23.8
Dental Hygienists	0	0	0.0	Occupational Therapists	5	9	11.0
Registered Nurses	426	522	740.2	Occupational Therapy Assistants/Aides	0	2	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	10	12.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	51	107	105.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.4
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	11	15	17.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	9	2	10.1	All Other Personnel	391	218	503.2
Pharmacy Personnel	36	39	56.1				
Clinical Laboratory Personnel	35	19	49.2				
				Total	1,116	1,037	1,704.4

063 St Mary's Hospital
Madison, WI 53715

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$719,801,891	53.3%	46.6%	1.14	41.8%	1.27	46.9%	1.14	54.9%	0.97
Medical Assistance	\$166,346,922	12.3%	13.8%	0.89	11.5%	1.07	12.7%	0.97	11.7%	1.05
Commercial	\$421,663,542	31.2%	34.5%	0.91	38.1%	0.82	34.7%	0.90	30.7%	1.02
All Other	\$42,832,562	3.2%	5.1%	0.62	8.5%	0.37	5.7%	0.56	2.8%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$547,202,292	40.5%	35.0%	1.16	31.1%	1.30	36.0%	1.13	41.2%	0.98
Medical Assistance	\$124,375,045	9.2%	10.4%	0.89	8.7%	1.06	9.8%	0.94	8.8%	1.05
Commercial	\$187,497,461	13.9%	14.5%	0.95	18.1%	0.76	15.7%	0.88	13.9%	1.00
Charity Care	\$8,438,453	0.6%	1.0%	0.65	0.7%	0.94	1.0%	0.64	1.2%	0.51
Bad Debt	\$17,929,671	1.3%	1.2%	1.13	1.3%	1.02	1.0%	1.31	0.6%	2.20
All Other	\$11,818,015	0.9%	2.6%	0.34	4.4%	0.20	2.7%	0.33	0.7%	1.32
Total Deductions	\$897,260,937	66.4%	64.6%	1.03	64.3%	1.03	66.2%	1.00	66.4%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.0%	8.4%	0.83	7.9%	0.89	8.0%	0.87	4.3%	1.64	
Net Gains/Losses as % of Net Income	20.5%	13.8%	1.48	48.7%	0.42	13.7%	1.50	19.6%	1.04	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$175,257,095	43.8%	43.5%	1.01	46.6%	0.94	42.2%	1.04	42.3%	1.04
Supplies & Services	\$202,209,196	50.6%	49.9%	1.01	46.2%	1.10	52.0%	0.97	50.9%	0.99
Capital Component	\$22,493,171	5.6%	6.6%	0.86	7.3%	0.78	5.8%	0.96	6.9%	0.82
Fiscal Statistics										
Operating Margin (%)	17.9%	7.5%	2.38	5.4%	3.35	8.5%	2.11	17.7%	1.01	
Total Hospital Net Income (%)	21.6%	8.6%	2.50	9.9%	2.17	9.7%	2.22	21.1%	1.02	
Return on Equity (%)	21.5%	4.1%	5.21	6.1%	3.50	6.1%	3.50	29.2%	0.74	
Current Ratio	0.7	3.9	0.17	3.1	0.21	4.7	0.14	1.4	0.48	
Days in Net Patient Accounts Receivable	44.2	71.5	0.62	48.3	0.91	56.5	0.78	41.6	1.06	
Average Payment Period	97.7	90.1	1.08	71.6	1.37	66.2	1.48	55.9	1.75	
Equity Financing (%)	78.5%	63.6%	1.23	54.8%	1.43	67.7%	1.16	78.6%	1.00	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	10.5	N/A	16.4	N/A	27.1	N/A	
Total Asset Turnover	1.0	0.5	2.02	0.6	1.62	0.6	1.53	1.3	0.72	
Average Age of Plant (Years)	18.5	14.1	1.31	11.5	1.61	12.4	1.49	17.2	1.08	
Increase (Decrease) Total Net Patient Revenue	-3.4%	-2.2%	1.51	-1.0%	3.24	-0.7%	5.05	6.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)	33.3%	63.0%	0.53	60.3%	0.55	57.1%	0.58	32.3%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$19,216	\$17,652	1.09	\$20,439	0.94	\$20,210	0.95	\$17,452	1.10	
Inpatient Net Revenue per Day	\$3,788	\$3,704	1.02	\$4,396	0.86	\$3,871	0.98	\$3,523	1.08	
Outpatient Net Revenue per Visit	\$1,688	\$780	2.16	\$707	2.39	\$898	1.88	\$1,485	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,350,644,917	Cash & Cash Equivalents	\$772,369	Current Liabilities	\$101,845,175
Less Deductions	\$897,260,937	Net Patient Receivables	\$54,692,772	Long-Term Debt	\$0
Net Patient Revenue	\$453,383,980	Other Receivables	\$2,137,707	Other Liabilities	\$8,219,806
Plus Other Revenue	\$33,980,122			Subtotal	\$110,064,981
Total Revenue	\$487,364,101	Land, Buildings & Equipment (Net)	\$143,702,185	Unrestricted Fund Balance	\$401,580,824
Less Expenses	\$399,959,462	Other Assets	\$310,340,771	Restricted Fund Balance	\$7,625,527
Non-Operating Gains/Losses	\$22,503,243			Total Liabilities & Fund Balance	\$511,645,805
Net Income	\$109,907,883	Total Assets	\$511,645,804		

061 UnityPoint Health - Meriter
 202 South Park Street
 Madison, WI 53715
 608-417-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	66.6%	52.4%	1.27	55.7%	1.19	64.6%	1.03	81.3%	0.82
Obstetrics	84.3%	36.2%	2.33	41.0%	0.94	49.9%	1.69	99.9%	0.84
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	77.9%	53.9%	1.44	56.6%	1.37	63.5%	1.23	93.5%	0.83
Average Census (Patients)									
Adult Medical-Surgical	48.6	25.5	1.90	23.1	2.11	106.5	0.46	52.0	0.93
Obstetrics	38.8	4.7	8.24	4.5	8.55	14.6	2.65	42.0	0.92
Pediatrics	0.0	1.1	N/A	1.9	N/A	3.2	N/A	0.0	N/A
Total Hospital	186.1	47.4	3.93	49.2	3.79	204.5	0.91	200.2	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.3	0.85	4.1	0.88	4.8	0.76	3.4	1.06
Obstetrics	2.8	2.4	1.16	2.6	1.08	2.6	1.05	3.0	0.93
Pediatrics	0.0	3.5	N/A	3.9	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.6	4.7	0.99	4.6	1.01	5.2	0.89	4.5	1.02
Surgical Operations									
Inpatient	1,403	1,280	1.10	1,943	0.72	5,196	0.27	1,413	0.99
Outpatient	6,885	4,115	1.67	7,094	0.97	15,397	0.45	7,009	0.98
Inpatient as % of All Surgeries	16.9%	23.7%	0.71	21.5%	0.79	25.2%	0.67	16.8%	1.01
Outpatient Visits									
Non-Emergency Visits	252,472	127,898	1.97	157,467	1.60	396,336	0.64	285,921	0.88
Emergency Visits	35,265	15,799	2.23	15,287	2.31	41,684	0.85	42,375	0.83
Full-Time Equivalents (FTEs)									
Administrators	32.0	20.3	1.58	20.1	1.59	64.4	0.50	32.0	1.00
Nurses, Licensed	748.7	255.1	2.93	268.4	2.79	945.5	0.79	714.6	1.05
Ancillary Nursing Personnel	136.8	42.6	3.21	43.3	3.16	159.2	0.86	135.3	1.01
All Other Personnel	1,519.7	501.2	3.03	633.6	2.40	1,851.4	0.82	1,530.4	0.99
Total FTEs	2,437.1	819.2	2.97	965.4	2.52	3,020.5	0.81	2,412.3	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.0	15.7	0.51	16.1	0.50	13.4	0.60	7.5	1.08
Nurses, Licensed	188.3	197.1	0.96	214.6	0.88	197.1	0.96	167.0	1.13
Ancillary Nursing Personnel	34.4	33.0	1.04	34.6	0.99	33.2	1.04	31.6	1.09
All Other Personnel	382.2	387.2	0.99	506.6	0.75	386.0	0.99	357.7	1.07
Total FTEs	613.0	633.0	0.97	771.8	0.79	629.7	0.97	563.8	1.09

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	239	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	27
Discharges	14,826	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	4,794
Inpatient Days	68,111			Inpatient Days	0	Newborn Days	8,674

061 UnityPoint Health - Meriter
Madison, WI 53715

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	73	4,900	17,781	66.6%	48.6	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	46	5,090	14,190	84.3%	38.8	2.8
Psychiatric	1	25	1,325	7,851	85.8%	21.5	5.9
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	16	187	3,979	67.9%	10.9	21.3
Cardiac Intensive Unit	1	37	2,104	10,547	77.9%	28.8	5.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	29	576	9,687	91.3%	26.5	16.8
Other Intensive Care	1	13	644	4,076	85.7%	11.1	6.3
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	32	0	32.0	Surgical Personnel	11	32	34.7
Physicians & Dentists	28	50	28.0	Radiological Services Personnel	32	32	52.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	28	27.2
Dental Hygienists	0	0	0.0	Occupational Therapists	10	25	22.7
Registered Nurses	228	714	732.9	Occupational Therapy Assistants/Aides	2	3	4.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	15	39	35.9
Licensed Practical Nurses	2	0	2.0	Physical Therapy Assistants/Aides	20	21	32.8
Ancillary Nursing Personnel	35	194	136.8	Recreational Therapists	1	1	1.9
Physician Assistants	1	2	1.0	Dietitians & Nutritionists	3	6	7.6
Nurse Practitioners	3	9	3.9	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	32	25	44.9
Clinical Nurse Specialists	9	1	9.9	All Other Health Professionals	186	190	298.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	509	409	742.9
Pharmacy Personnel	58	37	75.6				
Clinical Laboratory Personnel	21	18	34.9				
				Total	1,298	1,872	2,437.1

061 UnityPoint Health - Meriter

Madison, WI 53715

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$471,038,050	35.3%	46.6%	0.76	41.8%	0.84	46.9%	0.75	36.2%	0.98
Medical Assistance	\$210,498,231	15.8%	13.8%	1.15	11.5%	1.37	12.7%	1.24	15.0%	1.05
Commercial	\$596,910,362	44.8%	34.5%	1.30	38.1%	1.17	34.7%	1.29	43.9%	1.02
All Other	\$55,055,982	4.1%	5.1%	0.80	8.5%	0.49	5.7%	0.73	4.9%	0.84
Deductions as % of Total Gross Patient Revenue										
Medicare	\$357,416,799	26.8%	35.0%	0.77	31.1%	0.86	36.0%	0.74	27.7%	0.97
Medical Assistance	\$152,704,476	11.5%	10.4%	1.10	8.7%	1.32	9.8%	1.16	11.2%	1.02
Commercial	\$319,680,746	24.0%	14.5%	1.65	18.1%	1.32	15.7%	1.53	23.5%	1.02
Charity Care	\$6,224,611	0.5%	1.0%	0.49	0.7%	0.70	1.0%	0.48	0.7%	0.69
Bad Debt	\$11,585,210	0.9%	1.2%	0.74	1.3%	0.67	1.0%	0.86	0.9%	0.99
All Other	\$42,396,901	3.2%	2.6%	1.24	4.4%	0.73	2.7%	1.19	3.0%	1.07
Total Deductions	\$890,008,743	66.7%	64.6%	1.03	64.3%	1.04	66.2%	1.01	67.0%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		8.8%	8.4%	1.05	7.9%	1.12	8.0%	1.09	7.1%	1.24
Net Gains/Losses as % of Net Income		66.7%	13.8%	4.82	48.7%	1.37	13.7%	4.89	75.2%	0.89
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$242,285,217	52.2%	43.5%	1.20	46.6%	1.12	42.2%	1.24	51.6%	1.01
Supplies & Services	\$186,611,520	40.2%	49.9%	0.81	46.2%	0.87	52.0%	0.77	40.9%	0.98
Capital Component	\$34,930,552	7.5%	6.6%	1.15	7.3%	1.04	5.8%	1.29	7.5%	1.00
Fiscal Statistics										
Operating Margin (%)		4.6%	7.5%	0.61	5.4%	0.86	8.5%	0.54	4.0%	1.16
Total Hospital Net Income (%)		12.7%	8.6%	1.47	9.9%	1.28	9.7%	1.30	14.3%	0.89
Return on Equity (%)		7.4%	4.1%	1.80	6.1%	1.21	6.1%	1.21	9.1%	0.82
Current Ratio		1.5	3.9	0.40	3.1	0.50	4.7	0.33	1.5	1.05
Days in Net Patient Accounts Receivable		35.9	71.5	0.50	48.3	0.74	56.5	0.64	38.8	0.93
Average Payment Period		62.7	90.1	0.70	71.6	0.88	66.2	0.95	59.4	1.06
Equity Financing (%)		69.9%	63.6%	1.10	54.8%	1.28	67.7%	1.03	65.8%	1.06
Long-Term Debt to Equity Ratio		0.3	0.3	0.86	0.3	0.93	0.2	1.33	0.3	0.82
Times Interest Earned		10.8	12.2	0.88	10.5	1.03	16.4	0.66	11.5	0.93
Total Asset Turnover		0.5	0.5	1.13	0.6	0.91	0.6	0.86	0.6	0.94
Average Age of Plant (Years)		6.5	14.1	0.46	11.5	0.57	12.4	0.52	5.7	1.14
Increase (Decrease) Total Net Patient Revenue		0.7%	-2.2%	N/A	-1.0%	N/A	-0.7%	N/A	1.5%	0.47
Outpatient Gross Revenue (% of Total GPR)		53.2%	63.0%	0.84	60.3%	0.88	57.1%	0.93	53.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$15,401	\$17,652	0.87	\$20,439	0.75	\$20,210	0.76	\$13,397	1.15
Inpatient Net Revenue per Day		\$3,352	\$3,704	0.91	\$4,396	0.76	\$3,871	0.87	\$2,973	1.13
Outpatient Net Revenue per Visit		\$788	\$780	1.01	\$707	1.11	\$898	0.88	\$715	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,333,502,625	Cash & Cash Equivalents	\$54,831,285	Current Liabilities	\$75,752,978
Less Deductions	\$890,008,743	Net Patient Receivables	\$43,560,097	Long-Term Debt	\$162,237,427
Net Patient Revenue	\$443,493,882	Other Receivables	\$9,862,455	Other Liabilities	\$30,381,422
Plus Other Revenue	\$42,741,856			Subtotal	\$268,371,827
Total Revenue	\$486,235,736	Land, Buildings & Equipment (Net)	\$283,337,841	Unrestricted Fund Balance	\$634,068,212
Less Expenses	\$463,827,289	Other Assets	\$516,107,205	Restricted Fund Balance	\$5,258,844
Non-Operating Gains/Losses	\$44,933,846			Total Liabilities & Fund Balance	\$902,440,039
Net Income	\$67,342,293	Total Assets	\$907,698,883		

064 UW Hospital and Clinics Authority
 600 Highland Avenue
 Madison, WI 53792
 608-263-6400

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	76.7%	52.4%	1.46	55.7%	1.38	64.6%	1.19	84.1%	0.91
Obstetrics	0.0%	36.2%	N/A	41.0%	N/A	49.9%	N/A	0.0%	N/A
Pediatrics	60.8%	53.2%	1.14	50.3%	1.21	38.2%	1.59	53.1%	1.14
Total Hospital	72.1%	53.9%	1.34	56.6%	1.27	63.5%	1.13	76.5%	0.94
Average Census (Patients)									
Adult Medical-Surgical	293.0	25.5	11.47	23.1	12.71	106.5	2.75	313.6	0.93
Obstetrics	0.0	4.7	N/A	4.5	N/A	14.6	N/A	0.0	N/A
Pediatrics	32.8	1.1	29.70	1.9	17.26	3.2	29.70	35.1	0.94
Total Hospital	449.1	47.4	9.48	49.2	9.13	204.5	2.20	477.2	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	5.0	4.3	1.16	4.1	1.21	4.8	1.05	4.9	1.02
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.6	N/A	0.0	N/A
Pediatrics	4.0	3.5	1.16	3.9	1.04	3.4	1.19	3.7	1.09
Total Hospital	5.4	4.7	1.15	4.6	1.17	5.2	1.03	5.2	1.03
Surgical Operations									
Inpatient	30,265	1,280	23.64	1,943	15.58	5,196	5.82	32,255	0.94
Outpatient	124,696	4,115	30.30	7,094	17.58	15,397	8.10	138,765	0.90
Inpatient as % of All Surgeries	19.5%	23.7%	0.82	21.5%	0.91	25.2%	0.77	18.9%	1.04
Outpatient Visits									
Non-Emergency Visits	894,280	127,898	6.99	157,467	5.68	396,336	2.26	986,260	0.91
Emergency Visits	79,448	15,799	5.03	15,287	5.20	41,684	1.91	80,141	0.99
Full-Time Equivalents (FTEs)									
Administrators	135.0	20.3	6.66	20.1	6.70	64.4	2.10	141.3	0.96
Nurses, Licensed	2,389.4	255.1	9.36	268.4	8.90	945.5	2.53	2,256.5	1.06
Ancillary Nursing Personnel	351.6	42.6	8.24	43.3	8.12	159.2	2.21	358.1	0.98
All Other Personnel	6,684.3	501.2	13.34	633.6	10.55	1,851.4	3.61	6,615.6	1.01
Total FTEs	9,560.2	819.2	11.67	965.4	9.90	3,020.5	3.17	9,371.5	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.9	15.7	0.89	16.1	0.86	13.4	1.04	14.0	1.00
Nurses, Licensed	246.1	197.1	1.25	214.6	1.15	197.1	1.25	223.0	1.10
Ancillary Nursing Personnel	36.2	33.0	1.10	34.6	1.05	33.2	1.09	35.4	1.02
All Other Personnel	688.5	387.2	1.78	506.6	1.36	386.0	1.78	653.8	1.05
Total FTEs	984.8	633.0	1.56	771.8	1.28	629.7	1.56	926.1	1.06

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	623	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	30,660	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1
Inpatient Days	164,373			Inpatient Days	0	Newborn Days	0

064 UW Hospital and Clinics Authority
Madison, WI 53792

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	382	21,496	107,255	76.7%	293.0	5.0
Orthopedic	1	45	3,150	10,172	61.8%	27.8	3.2
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	54	2,984	12,009	60.8%	32.8	4.0
Obstetrics	4	0	0	0	0.0%	0.0	0.0
Psychiatric	1	18	1,199	4,790	72.7%	13.1	4.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	31	456	10,262	90.4%	28.0	22.5
Cardiac Intensive Unit	1	7	173	2,012	78.5%	5.5	11.6
Pediatric Intensive Care	1	21	275	4,606	59.9%	12.6	16.7
Burn Care	1	11	214	2,462	61.2%	6.7	11.5
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	26	184	4,332	45.5%	11.8	23.5
Other Intensive Care	1	18	380	5,728	86.9%	15.7	15.1
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	10	148	745	20.4%	2.0	5.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	135	0	135.0	Surgical Personnel	90	23	105.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	215	60	252.3
Medical & Dental Residents	679	2	679.7	Respiratory Therapists	115	24	126.0
Dental Hygienists	0	0	0.0	Occupational Therapists	28	48	49.1
Registered Nurses	1,758	896	2,340.4	Occupational Therapy Assistants/Aides	2	4	4.9
Certified Nurse Midwives	3	2	4.3	Physical Therapists	72	66	105.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	4	4	6.5
Ancillary Nursing Personnel	205	271	351.6	Recreational Therapists	33	80	57.8
Physician Assistants	0	2	1.5	Dietitians & Nutritionists	41	8	44.8
Nurse Practitioners	1	2	2.4	Psychologists	6	1	6.6
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	57	21	72.2
Clinical Nurse Specialists	37	7	42.3	All Other Health Professionals	874	245	963.5
Health Info Mgmt-Administrators/Technicians	195	21	208.8	All Other Personnel	2,921	457	3,146.0
Pharmacy Personnel	208	57	247.7				
Clinical Laboratory Personnel	227	60	264.8				
				Total	8,167	2,475	9,560.2

064 UW Hospital and Clinics Authority

Madison, WI 53792

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ⁷	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$1,885,814,444	35.6%	46.6%	0.76	41.8%	0.85	46.9%	0.76	35.8%	0.99
Medical Assistance	\$498,479,322	9.4%	13.8%	0.68	11.5%	0.81	12.7%	0.74	9.9%	0.94
Commercial	\$2,203,998,923	41.6%	34.5%	1.21	38.1%	1.09	34.7%	1.20	42.4%	0.98
All Other	\$713,878,278	13.5%	5.1%	2.62	8.5%	1.58	5.7%	2.38	11.8%	1.14
Deductions as % of Total Gross Patient Revenue										
Medicare	\$1,379,118,286	26.0%	35.0%	0.74	31.1%	0.84	36.0%	0.72	26.6%	0.98
Medical Assistance	\$356,410,236	6.7%	10.4%	0.65	8.7%	0.77	9.8%	0.68	7.3%	0.92
Commercial	\$1,067,273,509	20.1%	14.5%	1.38	18.1%	1.11	15.7%	1.28	20.5%	0.98
Charity Care	\$48,078,094	0.9%	1.0%	0.94	0.7%	1.36	1.0%	0.93	0.8%	1.07
Bad Debt	\$50,507,825	1.0%	1.2%	0.81	1.3%	0.73	1.0%	0.94	0.8%	1.19
All Other	\$344,865,957	6.5%	2.6%	2.54	4.4%	1.49	2.7%	2.43	4.8%	1.36
Total Deductions	\$3,246,253,907	61.2%	64.6%	0.95	64.3%	0.95	66.2%	0.93	60.8%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.9%	8.4%	0.11	7.9%	0.12	8.0%	0.12	1.4%	0.67
Net Gains/Losses as % of Net Income		47.7%	13.8%	3.45	48.7%	0.98	13.7%	3.49	35.1%	1.36
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$821,050,518	41.7%	43.5%	0.96	46.6%	0.89	42.2%	0.99	43.1%	0.97
Supplies & Services	\$1,014,977,210	51.5%	49.9%	1.03	46.2%	1.12	52.0%	0.99	50.2%	1.03
Capital Component	\$134,270,419	6.8%	6.6%	1.04	7.3%	0.94	5.8%	1.17	6.7%	1.01
Fiscal Statistics										
Operating Margin (%)		5.1%	7.5%	0.67	5.4%	0.95	8.5%	0.60	6.3%	0.80
Total Hospital Net Income (%)		9.3%	8.6%	1.07	9.9%	0.93	9.7%	0.95	9.4%	0.99
Return on Equity (%)		5.3%	4.1%	1.28	6.1%	0.86	6.1%	0.86	6.6%	0.79
Current Ratio		4.4	3.9	1.15	3.1	1.42	4.7	0.95	2.3	1.96
Days in Net Patient Accounts Receivable		49.2	71.5	0.69	48.3	1.02	56.5	0.87	49.3	1.00
Average Payment Period		58.6	90.1	0.65	71.6	0.82	66.2	0.89	53.7	1.09
Equity Financing (%)		47.0%	63.6%	0.74	54.8%	0.86	67.7%	0.69	52.9%	0.89
Long-Term Debt to Equity Ratio		0.4	0.3	1.20	0.3	1.30	0.2	1.85	0.4	0.86
Times Interest Earned		10.0	12.2	0.81	10.5	0.95	16.4	0.61	10.4	0.96
Total Asset Turnover		0.5	0.5	1.15	0.6	0.92	0.6	0.87	0.7	0.79
Average Age of Plant (Years)		10.5	14.1	0.75	11.5	0.92	12.4	0.85	9.2	1.15
Increase (Decrease) Total Net Patient Revenue		2.5%	-2.2%	N/A	-1.0%	N/A	-0.7%	N/A	7.8%	0.32
Outpatient Gross Revenue (% of Total GPR)		53.1%	63.0%	0.84	60.3%	0.88	57.1%	0.93	52.6%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$30,320	\$17,652	1.72	\$20,439	1.48	\$20,210	1.50	\$28,808	1.05
Inpatient Net Revenue per Day		\$5,582	\$3,704	1.51	\$4,396	1.27	\$3,871	1.44	\$5,516	1.01
Outpatient Net Revenue per Visit		\$1,209	\$780	1.55	\$707	1.71	\$898	1.35	\$1,015	1.19

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,302,170,966	Cash & Cash Equivalents	\$366,247,230	Current Liabilities	\$301,735,481
Less Deductions	\$3,246,253,907	Net Patient Receivables	\$276,189,559	Long-Term Debt	\$641,003,839
Net Patient Revenue	\$2,055,917,059	Other Receivables	\$23,723,293	Other Liabilities	\$1,085,290,229
Plus Other Revenue	\$19,714,184			Subtotal	\$2,028,029,549
Total Revenue	\$2,075,631,241	Land, Buildings & Equipment (Net)	\$775,610,088	Unrestricted Fund Balance	\$1,798,713,250
Less Expenses	\$1,970,298,147	Other Assets	\$2,384,972,630	Restricted Fund Balance	\$34,877,498
Non-Operating Gains/Losses	\$96,117,787			Total Liabilities & Fund Balance	\$3,826,742,799
Net Income	\$201,450,881	Total Assets	\$3,826,742,800		

178 Holy Family Memorial Inc
 2300 Western Ave, PO Box 1450
 Manitowoc, WI 54221
 920-320-2011

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Manitowoc
 Analysis Area: Northeastern (4)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	42.6%	52.4%	0.81	50.1%	0.85	40.5%	1.05	50.2%	0.85
Obstetrics	6.2%	36.2%	0.17	30.3%	0.03	24.6%	0.25	8.3%	0.75
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	36.8%	53.9%	0.68	46.7%	0.79	42.0%	0.88	40.7%	0.90
Average Census (Patients)									
Adult Medical-Surgical	14.9	25.5	0.58	23.5	0.64	10.2	1.47	17.6	0.85
Obstetrics	0.8	4.7	0.17	3.8	0.21	1.7	0.47	1.1	0.75
Pediatrics	0.0	1.1	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	21.3	47.4	0.45	41.3	0.52	17.9	1.19	23.6	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.75	4.0	0.80	3.3	0.98	3.3	0.98
Obstetrics	2.2	2.4	0.92	2.2	0.99	2.2	1.02	2.2	1.02
Pediatrics	0.0	3.5	N/A	3.0	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.6	4.7	0.76	4.1	0.88	3.5	1.02	3.4	1.06
Surgical Operations									
Inpatient	760	1,280	0.59	912	0.83	482	1.58	984	0.77
Outpatient	1,726	4,115	0.42	4,561	0.38	1,905	0.91	1,855	0.93
Inpatient as % of All Surgeries	30.6%	23.7%	1.29	16.7%	1.83	20.2%	1.51	34.7%	0.88
Outpatient Visits									
Non-Emergency Visits	211,931	127,898	1.66	178,054	1.19	69,880	3.03	216,752	0.98
Emergency Visits	8,849	15,799	0.56	16,398	0.54	11,349	0.78	10,498	0.84
Full-Time Equivalents (FTEs)									
Administrators	22.7	20.3	1.12	15.2	1.49	14.9	1.52	8.0	2.84
Nurses, Licensed	142.5	255.1	0.56	279.4	0.51	112.6	1.27	146.7	0.97
Ancillary Nursing Personnel	19.7	42.6	0.46	41.9	0.47	19.7	1.00	16.0	1.23
All Other Personnel	459.7	501.2	0.92	501.4	0.92	239.6	1.92	496.7	0.93
Total FTEs	644.6	819.2	0.79	837.9	0.77	386.8	1.67	667.3	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.7	15.7	1.57	9.9	2.50	21.9	1.13	7.8	3.15
Nurses, Licensed	154.7	197.1	0.78	181.6	0.85	165.1	0.94	143.7	1.08
Ancillary Nursing Personnel	21.4	33.0	0.65	27.2	0.78	28.9	0.74	15.7	1.36
All Other Personnel	499.0	387.2	1.29	325.9	1.53	351.3	1.42	486.7	1.03
Total FTEs	699.7	633.0	1.11	544.7	1.28	567.2	1.23	653.9	1.07

Total Hospital:
 Beds Set Up & Staffed 58
 Discharges 2,196
 Inpatient Days 7,810

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

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

Newborn Nursery:
 Bassinets 6
 Total Births 110
 Newborn Days 248

178 Holy Family Memorial Inc
Manitowoc, WI 54221

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,694	5,458	42.6%	14.9	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	13	134	296	6.2%	0.8	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	10	368	2,056	56.2%	5.6	5.6
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	21	2	22.7	Surgical Personnel	5	1	5.6
Physicians & Dentists	41	9	43.8	Radiological Services Personnel	9	15	18.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	5	5.9
Dental Hygienists	0	0	0.0	Occupational Therapists	4	2	4.8
Registered Nurses	92	56	121.5	Occupational Therapy Assistants/Aides	0	2	0.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	5	12.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	4	5	6.1
Ancillary Nursing Personnel	16	17	19.7	Recreational Therapists	0	0	0.0
Physician Assistants	10	3	10.8	Dietitians & Nutritionists	1	3	1.2
Nurse Practitioners	17	0	17.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	61	49	84.5
Health Info Mgmt-Administrators/Technicians	5	1	5.9	All Other Personnel	147	90	178.4
Pharmacy Personnel	7	4	8.8				
Clinical Laboratory Personnel	8	8	12.0				
				Total	518	294	644.6

178 Holy Family Memorial Inc
Manitowoc, WI 54221

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$188,578,231	55.7%	46.6%	1.19	47.2%	1.18	49.5%	1.12	55.9%	1.00
Medical Assistance	\$39,442,705	11.6%	13.8%	0.85	11.7%	1.00	11.6%	1.00	10.7%	1.09
Commercial	\$99,025,566	29.2%	34.5%	0.85	36.7%	0.80	34.7%	0.84	30.4%	0.96
All Other	\$11,811,771	3.5%	5.1%	0.68	4.4%	0.79	4.2%	0.83	3.0%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$144,279,122	42.6%	35.0%	1.22	36.0%	1.18	36.2%	1.17	41.9%	1.02
Medical Assistance	\$31,624,516	9.3%	10.4%	0.90	9.0%	1.04	8.8%	1.06	8.7%	1.07
Commercial	\$45,213,319	13.3%	14.5%	0.92	15.2%	0.88	13.9%	0.96	11.8%	1.13
Charity Care	\$294,551	0.1%	1.0%	0.09	0.8%	0.11	0.9%	0.10	0.1%	0.71
Bad Debt	\$5,779,740	1.7%	1.2%	1.45	1.1%	1.55	1.5%	1.16	3.1%	0.56
All Other	\$8,135,881	2.4%	2.6%	0.94	2.7%	0.90	2.2%	1.09	1.9%	1.25
Total Deductions	\$235,327,129	69.4%	64.6%	1.07	64.6%	1.07	63.5%	1.09	67.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	12.3%	8.4%	1.47	6.6%	1.87	7.3%	1.69	2.2%	5.66	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	12.8%	N/A	12.9%	N/A	106.3%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$68,265,380	54.3%	43.5%	1.25	45.2%	1.20	45.1%	1.20	56.0%	0.97
Supplies & Services	\$48,956,107	38.9%	49.9%	0.78	47.8%	0.81	46.8%	0.83	36.9%	1.05
Capital Component	\$8,603,558	6.8%	6.6%	1.04	7.0%	0.98	8.1%	0.84	7.1%	0.96
Fiscal Statistics										
Operating Margin (%)	-6.6%	7.5%	N/A	7.5%	N/A	3.1%	N/A	-0.5%	12.86	
Total Hospital Net Income (%)	-0.5%	8.6%	N/A	8.5%	N/A	3.5%	N/A	7.4%	N/A	
Return on Equity (%)	-0.3%	4.1%	N/A	5.4%	N/A	2.0%	N/A	5.5%	N/A	
Current Ratio	1.4	3.9	0.37	3.5	0.41	4.6	0.31	1.6	0.89	
Days in Net Patient Accounts Receivable	37.9	71.5	0.53	54.3	0.70	47.2	0.80	37.2	1.02	
Average Payment Period	54.8	90.1	0.61	79.8	0.69	73.5	0.75	57.5	0.95	
Equity Financing (%)	61.9%	63.6%	0.97	71.2%	0.87	66.1%	0.94	64.0%	0.97	
Long-Term Debt to Equity Ratio	0.4	0.3	1.34	0.2	2.45	0.2	1.95	0.4	1.00	
Times Interest Earned	0.6	12.2	0.05	11.3	0.06	4.2	0.15	6.6	0.09	
Total Asset Turnover	0.7	0.5	1.40	0.6	1.04	0.6	1.18	0.7	0.97	
Average Age of Plant (Years)	19.3	14.1	1.37	10.9	1.78	10.5	1.83	19.7	0.98	
Increase (Decrease) Total Net Patient Revenue	-13.6%	-2.2%	6.13	-1.9%	7.23	-6.0%	2.25	3.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)	76.8%	63.0%	1.22	72.6%	1.06	72.9%	1.05	76.9%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,969	\$17,652	0.73	\$14,359	0.90	\$11,149	1.16	\$12,117	1.07	
Inpatient Net Revenue per Day	\$3,647	\$3,704	0.98	\$3,457	1.05	\$3,062	1.19	\$3,606	1.01	
Outpatient Net Revenue per Visit	\$366	\$780	0.47	\$649	0.56	\$705	0.52	\$441	0.83	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$338,858,273	Cash & Cash Equivalents	\$7,276,233	Current Liabilities	\$17,831,339
Less Deductions	\$235,327,129	Net Patient Receivables	\$10,729,762	Long-Term Debt	\$44,122,298
Net Patient Revenue	\$103,531,144	Other Receivables	\$1,569,594	Other Liabilities	\$6,382,609
Plus Other Revenue	\$14,545,551			Subtotal	\$68,336,246
Total Revenue	\$118,076,695	Land, Buildings & Equipment (Net)	\$73,807,837	Unrestricted Fund Balance	\$110,926,493
Less Expenses	\$125,825,045	Other Assets	\$85,879,314	Restricted Fund Balance	\$3,888,219
Non-Operating Gains/Losses	\$7,161,810			Total Liabilities & Fund Balance	\$179,262,739
Net Income	-\$586,540	Total Assets	\$179,262,740		

067 Aurora Medical Center - Bay Area
 3003 University Drive
 Marinette, WI 54143
 715-735-6621

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Marinette
 Analysis Area: Northeastern (4)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	63.2%	52.4%	1.21	50.1%	1.26	44.9%	1.41	52.7%	1.20
Obstetrics	21.4%	36.2%	0.59	30.3%	0.05	25.5%	0.84	20.5%	1.04
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	52.5%	53.9%	0.97	46.7%	1.12	52.8%	0.99	44.5%	1.18
Average Census (Patients)									
Adult Medical-Surgical	24.0	25.5	0.94	23.5	1.02	15.7	1.53	20.0	1.20
Obstetrics	1.5	4.7	0.32	3.8	0.39	2.3	0.66	1.4	1.04
Pediatrics	0.0	1.1	N/A	0.5	N/A	4.7	N/A	0.0	N/A
Total Hospital	31.0	47.4	0.65	41.3	0.75	36.1	0.86	26.3	1.18
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.3	0.82	4.0	0.87	3.7	0.95	3.2	1.11
Obstetrics	1.5	2.4	0.62	2.2	0.67	2.2	0.68	2.4	0.63
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.6	4.7	0.77	4.1	0.88	4.4	0.81	3.3	1.09
Surgical Operations									
Inpatient	370	1,280	0.29	912	0.41	711	0.52	495	0.75
Outpatient	1,902	4,115	0.46	4,561	0.42	2,960	0.64	3,475	0.55
Inpatient as % of All Surgeries	16.3%	23.7%	0.69	16.7%	0.98	19.4%	0.84	12.5%	1.31
Outpatient Visits									
Non-Emergency Visits	91,806	127,898	0.72	178,054	0.52	117,985	0.78	354,001	0.26
Emergency Visits	17,829	15,799	1.13	16,398	1.09	14,651	1.22	20,371	0.88
Full-Time Equivalents (FTEs)									
Administrators	13.0	20.3	0.64	15.2	0.86	17.3	0.75	16.8	0.78
Nurses, Licensed	173.4	255.1	0.68	279.4	0.62	217.2	0.80	152.7	1.14
Ancillary Nursing Personnel	59.1	42.6	1.39	41.9	1.41	30.0	1.97	27.3	2.17
All Other Personnel	323.1	501.2	0.64	501.4	0.64	363.9	0.89	354.8	0.91
Total FTEs	568.6	819.2	0.69	837.9	0.68	628.4	0.90	551.6	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.2	15.7	0.71	9.9	1.13	16.4	0.68	13.0	0.86
Nurses, Licensed	149.3	197.1	0.76	181.6	0.82	206.1	0.72	118.5	1.26
Ancillary Nursing Personnel	50.9	33.0	1.54	27.2	1.87	28.5	1.79	21.2	2.40
All Other Personnel	278.1	387.2	0.72	325.9	0.85	345.3	0.81	275.2	1.01
Total FTEs	489.4	633.0	0.77	544.7	0.90	596.3	0.82	427.9	1.14

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	59	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	11
Discharges	3,184	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	167
Inpatient Days	11,337			Inpatient Days	0	Newborn Days	513

067 Aurora Medical Center - Bay Area
Marinette, WI 54143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	2,505	8,789	63.2%	24.0	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	367	548	21.4%	1.5	1.5
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	10	175	2,000	54.6%	5.5	11.4
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	1	4	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	13	0	13.0	Surgical Personnel	13	7	18.2
Physicians & Dentists	23	12	24.1	Radiological Services Personnel	23	10	28.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	11	9.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	52	125	153.9	Occupational Therapy Assistants/Aides	1	1	1.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	2	10.3
Licensed Practical Nurses	7	5	9.6	Physical Therapy Assistants/Aides	4	3	6.9
Ancillary Nursing Personnel	6	70	59.1	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.0	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	5	1	5.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	30	20	44.1
Health Info Mgmt-Administrators/Technicians	16	2	18.1	All Other Personnel	52	63	104.7
Pharmacy Personnel	12	9	17.5				
Clinical Laboratory Personnel	10	14	21.3				
				Total	300	357	568.6

067 Aurora Medical Center - Bay Area

Marinette, WI 54143

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$204,495,016	57.8%	46.6%	1.24	47.2%	1.22	41.7%	1.39	58.0%	1.00
Medical Assistance	\$41,506,389	11.7%	13.8%	0.85	11.7%	1.00	18.4%	0.64	11.6%	1.01
Commercial	\$77,837,042	22.0%	34.5%	0.64	36.7%	0.60	36.0%	0.61	24.5%	0.90
All Other	\$30,122,362	8.5%	5.1%	1.66	4.4%	1.93	4.0%	2.12	6.0%	1.42
Deductions as % of Total Gross Patient Revenue										
Medicare	\$162,671,525	46.0%	35.0%	1.31	36.0%	1.28	30.1%	1.53	44.2%	1.04
Medical Assistance	\$34,637,004	9.8%	10.4%	0.94	9.0%	1.09	12.3%	0.79	9.6%	1.02
Commercial	\$35,013,600	9.9%	14.5%	0.68	15.2%	0.65	12.1%	0.82	12.1%	0.82
Charity Care	\$2,620,424	0.7%	1.0%	0.77	0.8%	0.98	0.8%	0.90	1.1%	0.69
Bad Debt	\$3,558,121	1.0%	1.2%	0.86	1.1%	0.91	1.1%	0.91	1.4%	0.72
All Other	\$18,943,073	5.4%	2.6%	2.09	2.7%	2.00	2.3%	2.28	3.9%	1.36
Total Deductions	\$257,443,747	72.7%	64.6%	1.13	64.6%	1.13	58.8%	1.24	72.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.1%	8.4%	1.20	6.6%	1.53	6.4%	1.57	15.0%	0.67	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	12.8%	N/A	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,258,855	36.9%	43.5%	0.85	45.2%	0.82	41.7%	0.88	43.8%	0.84
Supplies & Services	\$52,290,254	51.7%	49.9%	1.04	47.8%	1.08	50.0%	1.03	44.4%	1.17
Capital Component	\$11,497,134	11.4%	6.6%	1.73	7.0%	1.63	8.3%	1.37	11.9%	0.96
Fiscal Statistics										
Operating Margin (%)	5.8%	7.5%	0.78	7.5%	0.78	6.6%	0.89	5.0%	1.17	
Total Hospital Net Income (%)	4.8%	8.6%	0.55	8.5%	0.56	6.2%	0.77	4.1%	1.18	
Return on Equity (%)	2.3%	4.1%	0.55	5.4%	0.42	3.0%	0.76	2.4%	0.94	
Current Ratio	3.5	3.9	0.90	3.5	1.00	3.4	1.03	3.1	1.13	
Days in Net Patient Accounts Receivable	56.5	71.5	0.79	54.3	1.04	48.8	1.16	46.0	1.23	
Average Payment Period	89.9	90.1	1.00	79.8	1.13	63.5	1.42	52.2	1.72	
Equity Financing (%)	47.0%	63.6%	0.74	71.2%	0.66	75.1%	0.63	50.5%	0.93	
Long-Term Debt to Equity Ratio	0.7	0.3	2.47	0.2	4.52	0.2	4.24	0.8	0.97	
Times Interest Earned	3.1	12.2	0.25	11.3	0.27	7.4	0.42	3.2	0.97	
Total Asset Turnover	0.5	0.5	1.02	0.6	0.76	0.5	1.00	0.6	0.80	
Average Age of Plant (Years)	1.7	14.1	0.12	10.9	0.15	9.8	0.17	0.8	2.24	
Increase (Decrease) Total Net Patient Revenue	-9.3%	-2.2%	4.18	-1.9%	4.93	-5.0%	1.88	3.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)	72.7%	63.0%	1.15	72.6%	1.00	64.9%	1.12	77.2%	0.94	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,546	\$17,652	0.54	\$14,359	0.66	\$18,057	0.53	\$10,237	0.93	
Inpatient Net Revenue per Day	\$2,615	\$3,704	0.71	\$3,457	0.76	\$3,961	0.66	\$2,801	0.93	
Outpatient Net Revenue per Visit	\$636	\$780	0.81	\$649	0.98	\$669	0.95	\$218	2.91	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$353,960,807	Cash & Cash Equivalents	\$59,575,407	Current Liabilities	\$22,832,107
Less Deductions	\$257,443,747	Net Patient Receivables	\$14,899,066	Long-Term Debt	\$76,890,000
Net Patient Revenue	\$96,517,060	Other Receivables	\$661,154	Other Liabilities	\$18,176,812
Plus Other Revenue	\$10,798,897			Subtotal	\$117,898,919
Total Revenue	\$107,315,955	Land, Buildings & Equipment (Net)	\$139,063,719	Unrestricted Fund Balance	\$104,522,900
Less Expenses	\$101,046,243	Other Assets	\$8,222,473	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,203,076	Total Assets	\$222,421,819	Total Liabilities & Fund Balance	\$222,421,819
Net Income	\$5,066,636				

069 Marshfield Medical Center
 611 St Joseph Avenue
 Marshfield, WI 54449
 715-387-1713

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

County: Wood
 Analysis Area: North Central (6)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	76.7%	52.4%	1.46	47.5%	1.62	64.6%	1.19	82.2%	0.93
Obstetrics	78.5%	36.2%	2.17	52.9%	0.16	49.9%	1.57	159.9%	0.49
Pediatrics	78.6%	53.2%	1.48	78.6%	1.00	38.2%	2.06	122.9%	0.64
Total Hospital	77.0%	53.9%	1.43	55.7%	1.38	63.5%	1.21	93.2%	0.83
Average Census (Patients)									
Adult Medical-Surgical	108.9	25.5	4.26	18.9	5.77	106.5	1.02	124.9	0.87
Obstetrics	8.6	4.7	1.83	3.6	2.42	14.6	0.59	9.6	0.90
Pediatrics	7.1	1.1	6.40	0.6	12.75	3.2	6.40	9.8	0.72
Total Hospital	164.8	47.4	3.48	36.1	4.56	204.5	0.81	186.3	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.3	1.05	3.9	1.16	4.8	0.94	4.8	0.93
Obstetrics	3.3	2.4	1.37	2.6	1.28	2.6	1.24	3.5	0.93
Pediatrics	2.6	3.5	0.74	2.5	1.01	3.4	0.76	3.0	0.87
Total Hospital	5.0	4.7	1.08	4.2	1.20	5.2	0.97	5.3	0.96
Surgical Operations									
Inpatient	4,688	1,280	3.66	1,491	3.14	5,196	0.90	5,331	0.88
Outpatient	15,580	4,115	3.79	3,438	4.53	15,397	1.01	17,855	0.87
Inpatient as % of All Surgeries	23.1%	23.7%	0.97	30.3%	0.76	25.2%	0.92	23.0%	1.01
Outpatient Visits									
Non-Emergency Visits	408,655	127,898	3.20	103,283	3.96	396,336	1.03	412,094	0.99
Emergency Visits	20,003	15,799	1.27	11,943	1.67	41,684	0.48	22,566	0.89
Full-Time Equivalents (FTEs)									
Administrators	29.0	20.3	1.43	22.1	1.31	64.4	0.45	142.9	0.20
Nurses, Licensed	861.8	255.1	3.38	178.4	4.83	945.5	0.91	760.2	1.13
Ancillary Nursing Personnel	84.9	42.6	1.99	23.0	3.69	159.2	0.53	63.4	1.34
All Other Personnel	3,493.9	501.2	6.97	456.9	7.65	1,851.4	1.89	2,152.8	1.62
Total FTEs	4,469.6	819.2	5.46	680.4	6.57	3,020.5	1.48	3,119.2	1.43
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.2	15.7	0.39	20.6	0.30	13.4	0.46	27.1	0.23
Nurses, Licensed	183.2	197.1	0.93	166.5	1.10	197.1	0.93	143.9	1.27
Ancillary Nursing Personnel	18.0	33.0	0.55	21.4	0.84	33.2	0.54	12.0	1.50
All Other Personnel	742.9	387.2	1.92	426.5	1.74	386.0	1.92	407.6	1.82
Total FTEs	950.3	633.0	1.50	635.1	1.50	629.7	1.51	590.6	1.61

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	214	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	3
Discharges	11,981	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	921
Inpatient Days	60,307			Inpatient Days	0	Newborn Days	1,635

069 Marshfield Medical Center
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	142	8,881	39,855	76.7%	108.9	4.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	9	165	2,547	77.3%	7.0	15.4
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	9	1,009	2,588	78.6%	7.1	2.6
Obstetrics	1	11	966	3,161	78.5%	8.6	3.3
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	28	638	6,587	64.3%	18.0	10.3
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	4	129	1,366	93.3%	3.7	10.6
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	193	4,203	104.4%	11.5	21.8
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	29	0	29.0	Surgical Personnel	38	18	49.7
Physicians & Dentists	216	116	277.0	Radiological Services Personnel	50	17	60.1
Medical & Dental Residents	79	0	79.0	Respiratory Therapists	21	31	38.6
Dental Hygienists	0	0	0.0	Occupational Therapists	9	11	15.6
Registered Nurses	606	272	767.2	Occupational Therapy Assistants/Aides	0	3	1.5
Certified Nurse Midwives	2	0	2.0	Physical Therapists	14	14	23.2
Licensed Practical Nurses	1	1	1.8	Physical Therapy Assistants/Aides	2	2	3.0
Ancillary Nursing Personnel	57	86	84.9	Recreational Therapists	0	1	0.1
Physician Assistants	32	7	36.3	Dietitians & Nutritionists	5	4	6.1
Nurse Practitioners	54	26	71.5	Psychologists	12	0	12.0
Certified Registered Nurse Anesthetists	9	3	9.4	Social Workers	14	8	18.3
Clinical Nurse Specialists	10	0	10.0	All Other Health Professionals	655	208	762.6
Health Info Mgmt-Administrators/Technicians	26	6	30.2	All Other Personnel	1,615	233	1,735.5
Pharmacy Personnel	61	19	71.2				
Clinical Laboratory Personnel	64	14	74.1				
				Total	3,849	1,147	4,469.6

069 Marshfield Medical Center

Marshfield, WI 54449

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$898,262,465	52.5%	46.6%	1.13	51.5%	1.02	46.9%	1.12	50.6%	1.04
Medical Assistance	\$224,418,313	13.1%	13.8%	0.95	12.9%	1.02	12.7%	1.03	13.1%	1.00
Commercial	\$534,322,147	31.2%	34.5%	0.91	30.6%	1.02	34.7%	0.90	33.5%	0.93
All Other	\$53,497,326	3.1%	5.1%	0.61	5.0%	0.62	5.7%	0.55	2.8%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$663,122,761	38.8%	35.0%	1.11	36.8%	1.05	36.0%	1.08	39.4%	0.98
Medical Assistance	\$165,083,200	9.7%	10.4%	0.93	9.7%	1.00	9.8%	0.98	9.9%	0.97
Commercial	\$170,129,825	9.9%	14.5%	0.68	9.1%	1.09	15.7%	0.63	9.5%	1.05
Charity Care	\$11,028,277	0.6%	1.0%	0.67	1.0%	0.65	1.0%	0.66	0.3%	2.35
Bad Debt	\$9,150,520	0.5%	1.2%	0.46	0.9%	0.61	1.0%	0.53	0.3%	1.58
All Other	\$21,407,902	1.3%	2.6%	0.49	2.8%	0.44	2.7%	0.47	0.8%	1.51
Total Deductions	\$1,039,922,485	60.8%	64.6%	0.94	60.3%	1.01	66.2%	0.92	60.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.2%	8.4%	0.14	5.2%	0.23	8.0%	0.15	1.3%	0.94
Net Gains/Losses as % of Net Income		0.0%	13.8%	N/A	N/A	N/A	13.7%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$310,772,251	49.7%	43.5%	1.14	43.5%	1.14	42.2%	1.18	45.2%	1.10
Supplies & Services	\$294,732,881	47.1%	49.9%	0.94	51.3%	0.92	52.0%	0.91	50.4%	0.94
Capital Component	\$20,044,208	3.2%	6.6%	0.49	5.3%	0.61	5.8%	0.55	4.4%	0.73
Fiscal Statistics										
Operating Margin (%)		7.8%	7.5%	1.04	8.6%	0.91	8.5%	0.92	-0.7%	N/A
Total Hospital Net Income (%)		7.8%	8.6%	0.91	8.2%	0.95	9.7%	0.80	-0.7%	N/A
Return on Equity (%)		1.7%	4.1%	0.40	3.5%	0.47	6.1%	0.27	-0.2%	N/A
Current Ratio		2.3	3.9	0.60	2.4	0.97	4.7	0.50	2.3	1.03
Days in Net Patient Accounts Receivable		153.7	71.5	2.15	82.7	1.86	56.5	2.72	122.7	1.25
Average Payment Period		239.1	90.1	2.65	127.5	1.88	66.2	3.61	143.7	1.66
Equity Financing (%)		44.0%	63.6%	0.69	51.2%	0.86	67.7%	0.65	46.4%	0.95
Long-Term Debt to Equity Ratio		0.9	0.3	3.01	0.6	1.52	0.2	4.65	0.8	1.06
Times Interest Earned		0.0	12.2	N/A	21.3	N/A	16.4	N/A	0.0	N/A
Total Asset Turnover		0.2	0.5	0.45	0.4	0.49	0.6	0.34	0.3	0.80
Average Age of Plant (Years)		45.8	14.1	3.24	17.5	2.62	12.4	3.68	25.7	1.78
Increase (Decrease) Total Net Patient Revenue		-2.3%	-2.2%	1.04	-2.0%	1.17	-0.7%	3.46	113.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		65.0%	63.0%	1.03	66.3%	0.98	57.1%	1.14	64.6%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$20,239	\$17,652	1.15	\$15,397	1.31	\$20,210	1.00	\$20,324	1.00
Inpatient Net Revenue per Day		\$4,028	\$3,704	1.09	\$3,651	1.10	\$3,871	1.04	\$3,844	1.05
Outpatient Net Revenue per Visit		\$1,020	\$780	1.31	\$850	1.20	\$898	1.14	\$989	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,710,500,251	Cash & Cash Equivalents	\$449,687,000	Current Liabilities	\$396,361,000
Less Deductions	\$1,039,922,485	Net Patient Receivables	\$281,675,000	Long-Term Debt	\$1,265,169,000
Net Patient Revenue	\$670,577,766	Other Receivables	\$75,472,000	Other Liabilities	\$130,430,000
Plus Other Revenue	\$8,041,629			Subtotal	\$1,791,960,000
Total Revenue	\$678,619,395	Land, Buildings & Equipment (Net)	\$1,067,031,000	Unrestricted Fund Balance	\$1,410,717,000
Less Expenses	\$625,549,340	Other Assets	\$1,328,812,000	Restricted Fund Balance	\$42,704,000
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$3,202,677,000
Net Income	\$53,070,055	Total Assets	\$3,202,677,000		

070 Mile Bluff Medical Center
 1050 Division Street
 Mauston, WI 53948
 608-847-6161

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

County: Juneau
 Analysis Area: North Central (6)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	37.8%	52.4%	0.72	47.5%	0.80	32.9%	1.15	92.0%	0.41
Obstetrics	69.9%	36.2%	1.93	52.9%	0.01	19.7%	3.55	75.1%	0.93
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	40.0%	53.9%	0.74	55.7%	0.72	33.0%	1.21	89.9%	0.44
Average Census (Patients)									
Adult Medical-Surgical	5.3	25.5	0.21	18.9	0.28	6.4	0.82	6.4	0.82
Obstetrics	0.7	4.7	0.15	3.6	0.20	0.9	0.77	0.8	0.93
Pediatrics	0.0	1.1	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.0	47.4	0.13	36.1	0.17	8.6	0.70	7.2	0.83
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.3	0.67	3.9	0.75	3.0	0.98	3.2	0.92
Obstetrics	1.9	2.4	0.80	2.6	0.75	2.0	0.97	2.0	0.95
Pediatrics	0.0	3.5	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	4.7	0.59	4.2	0.65	3.2	0.86	3.0	0.91
Surgical Operations									
Inpatient	236	1,280	0.18	1,491	0.16	247	0.96	287	0.82
Outpatient	1,481	4,115	0.36	3,438	0.43	1,277	1.16	1,565	0.95
Inpatient as % of All Surgeries	13.7%	23.7%	0.58	30.3%	0.45	16.2%	0.85	15.5%	0.89
Outpatient Visits									
Non-Emergency Visits	156,874	127,898	1.23	103,283	1.52	57,441	2.73	163,623	0.96
Emergency Visits	7,772	15,799	0.49	11,943	0.65	8,355	0.93	8,457	0.92
Full-Time Equivalents (FTEs)									
Administrators	41.0	20.3	2.02	22.1	1.85	11.6	3.55	37.0	1.11
Nurses, Licensed	88.9	255.1	0.35	178.4	0.50	84.6	1.05	82.9	1.07
Ancillary Nursing Personnel	10.6	42.6	0.25	23.0	0.46	14.7	0.72	7.8	1.36
All Other Personnel	403.4	501.2	0.80	456.9	0.88	194.6	2.07	369.2	1.09
Total FTEs	543.9	819.2	0.66	680.4	0.80	305.5	1.78	496.8	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	109.2	15.7	6.97	20.6	5.29	28.7	3.81	86.9	1.26
Nurses, Licensed	237.1	197.1	1.20	166.5	1.42	210.0	1.13	194.5	1.22
Ancillary Nursing Personnel	28.3	33.0	0.86	21.4	1.32	36.4	0.78	18.3	1.55
All Other Personnel	1,075.5	387.2	2.78	426.5	2.52	483.0	2.23	866.6	1.24
Total FTEs	1,450.2	633.0	2.29	635.1	2.28	758.1	1.91	1,166.3	1.24

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	1
Discharges	803	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	134
Inpatient Days	2,194			Inpatient Days	0	Newborn Days	229

070 Mile Bluff Medical Center
Mauston, WI 53948

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	669	1,938	37.8%	5.3	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	1	134	256	69.9%	0.7	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	38	5	41.0	Surgical Personnel	4	1	5.1
Physicians & Dentists	28	8	31.6	Radiological Services Personnel	16	7	18.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	2	4.7
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.2
Registered Nurses	69	24	78.4	Occupational Therapy Assistants/Aides	1	1	1.3
Certified Nurse Midwives	1	0	1.0	Physical Therapists	2	3	4.0
Licensed Practical Nurses	4	2	4.0	Physical Therapy Assistants/Aides	3	2	3.7
Ancillary Nursing Personnel	10	4	10.6	Recreational Therapists	0	0	0.0
Physician Assistants	12	1	12.0	Dietitians & Nutritionists	2	1	2.0
Nurse Practitioners	1	1	1.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	61	9	65.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	164	41	186.8
Pharmacy Personnel	19	4	22.4				
Clinical Laboratory Personnel	8	6	11.6				
				Total	484	127	543.9

070 Mile Bluff Medical Center
Mauston, WI 53948

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$89,469,692	45.5%	46.6%	0.97	51.5%	0.88	47.5%	0.96	43.9%	1.03
Medical Assistance	\$37,675,459	19.2%	13.8%	1.39	12.9%	1.48	12.8%	1.49	19.3%	0.99
Commercial	\$58,797,600	29.9%	34.5%	0.87	30.6%	0.98	35.0%	0.86	31.3%	0.95
All Other	\$10,791,989	5.5%	5.1%	1.07	5.0%	1.10	4.8%	1.15	5.4%	1.01
Deductions as % of Total Gross Patient Revenue										
Medicare	\$62,907,523	32.0%	35.0%	0.91	36.8%	0.87	30.4%	1.05	32.5%	0.98
Medical Assistance	\$26,080,046	13.3%	10.4%	1.28	9.7%	1.37	8.9%	1.49	13.4%	0.99
Commercial	\$15,969,587	8.1%	14.5%	0.56	9.1%	0.89	12.0%	0.68	8.1%	1.01
Charity Care	\$1,942,926	1.0%	1.0%	1.03	1.0%	1.00	0.9%	1.05	1.7%	0.59
Bad Debt	\$3,210,033	1.6%	1.2%	1.39	0.9%	1.87	2.0%	0.82	1.4%	1.17
All Other	\$4,223,359	2.1%	2.6%	0.84	2.8%	0.75	2.3%	0.94	1.3%	1.60
Total Deductions	\$114,333,474	58.1%	64.6%	0.90	60.3%	0.96	56.5%	1.03	58.3%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		14.2%	8.4%	1.69	5.2%	2.72	10.2%	1.39	6.8%	2.08
Net Gains/Losses as % of Net Income		5.0%	13.8%	0.36	N/A	N/A	22.7%	0.22	15.5%	0.32
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$59,017,333	64.0%	43.5%	1.47	43.5%	1.47	51.7%	1.24	63.0%	1.02
Supplies & Services	\$28,213,872	30.6%	49.9%	0.61	51.3%	0.60	40.6%	0.75	31.1%	0.98
Capital Component	\$5,038,145	5.5%	6.6%	0.83	5.3%	1.04	7.7%	0.71	5.9%	0.93
Fiscal Statistics										
Operating Margin (%)		3.9%	7.5%	0.52	8.6%	0.46	7.4%	0.53	2.1%	1.90
Total Hospital Net Income (%)		4.1%	8.6%	0.47	8.2%	0.50	9.3%	0.44	2.4%	1.69
Return on Equity (%)		5.0%	4.1%	1.22	3.5%	1.42	7.6%	0.66	3.1%	1.62
Current Ratio		3.3	3.9	0.84	2.4	1.36	4.8	0.68	4.3	0.75
Days in Net Patient Accounts Receivable		49.2	71.5	0.69	82.7	0.60	49.1	1.00	53.9	0.91
Average Payment Period		59.9	90.1	0.66	127.5	0.47	46.4	1.29	39.1	1.53
Equity Financing (%)		0.0%	63.6%	N/A	51.2%	N/A	79.0%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		3.7	12.2	0.30	21.3	0.18	13.2	0.28	2.4	1.53
Total Asset Turnover		1.2	0.5	2.60	0.4	2.84	0.8	1.53	1.3	0.96
Average Age of Plant (Years)		18.2	14.1	1.29	17.5	1.04	8.8	2.06	17.8	1.02
Increase (Decrease) Total Net Patient Revenue		-0.2%	-2.2%	0.10	-2.0%	0.11	-1.2%	0.19	2.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.0%	63.0%	1.33	66.3%	1.27	78.9%	1.07	83.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$20,279	\$17,652	1.15	\$15,397	1.32	\$14,147	1.43	\$17,625	1.15	
Inpatient Net Revenue per Day	\$7,432	\$3,704	2.01	\$3,651	2.04	\$4,080	1.82	\$5,936	1.25	
Outpatient Net Revenue per Visit	\$421	\$780	0.54	\$850	0.50	\$677	0.62	\$406	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$196,734,740	Cash & Cash Equivalents	\$27,102,935	Current Liabilities	\$14,560,889
Less Deductions	\$114,333,474	Net Patient Receivables	\$11,083,174	Long-Term Debt	\$25,215,629
Net Patient Revenue	\$82,401,266	Other Receivables	\$1,062,440	Other Liabilities	\$0
Plus Other Revenue	\$13,617,967			Subtotal	\$39,776,518
Total Revenue	\$96,019,233	Land, Buildings & Equipment (Net)	\$26,069,382	Unrestricted Fund Balance	\$0
Less Expenses	\$92,269,350	Other Assets	\$12,871,630	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$197,033			Total Liabilities & Fund Balance	\$39,776,518
Net Income	\$3,946,916	Total Assets	\$78,189,561		

071 Aspirus Medford Hospital & Clinics, Inc
 135 S Gibson Street
 Medford, WI 54451
 715-748-8100

Fiscal Year: 07/01 to 06/30
 Type: **GMS**
 Critical Access Hospital
 Control: **Other Not-For-Profit**

County: Taylor
 Analysis Area: **North Central (6)**
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	28.0%	52.4%	0.54	47.5%	0.59	40.5%	0.69	19.5%	1.44
Obstetrics	74.7%	36.2%	2.06	52.9%	0.03	24.6%	3.04	29.1%	2.57
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	0.0%	N/A	1.1%	0.00
Total Hospital	32.2%	53.9%	0.60	55.7%	0.58	42.0%	0.77	20.0%	1.61
Average Census (Patients)									
Adult Medical-Surgical	3.1	25.5	0.12	18.9	0.16	10.2	0.30	3.1	0.99
Obstetrics	1.5	4.7	0.32	3.6	0.42	1.7	0.88	1.5	1.03
Pediatrics	0.0	1.1	N/A	0.6	N/A	0.0	N/A	0.0	0.00
Total Hospital	4.8	47.4	0.10	36.1	0.13	17.9	0.27	5.0	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.3	0.81	3.9	0.90	3.3	1.05	3.1	1.13
Obstetrics	2.3	2.4	0.98	2.6	0.92	2.2	1.08	2.5	0.95
Pediatrics	0.0	3.5	N/A	2.5	N/A	2.4	N/A	1.3	0.00
Total Hospital	2.9	4.7	0.63	4.2	0.70	3.5	0.85	2.8	1.05
Surgical Operations									
Inpatient	165	1,280	0.13	1,491	0.11	482	0.34	131	1.26
Outpatient	1,310	4,115	0.32	3,438	0.38	1,905	0.69	1,471	0.89
Inpatient as % of All Surgeries	11.2%	23.7%	0.47	30.3%	0.37	20.2%	0.55	8.2%	1.37
Outpatient Visits									
Non-Emergency Visits	78,313	127,898	0.61	103,283	0.76	69,880	1.12	77,768	1.01
Emergency Visits	8,374	15,799	0.53	11,943	0.70	11,349	0.74	8,645	0.97
Full-Time Equivalents (FTEs)									
Administrators	22.8	20.3	1.12	22.1	1.03	14.9	1.53	25.0	0.91
Nurses, Licensed	99.9	255.1	0.39	178.4	0.56	112.6	0.89	116.9	0.85
Ancillary Nursing Personnel	18.1	42.6	0.42	23.0	0.79	19.7	0.92	16.7	1.08
All Other Personnel	218.3	501.2	0.44	456.9	0.48	239.6	0.91	248.9	0.88
Total FTEs	359.0	819.2	0.44	680.4	0.53	386.8	0.93	407.5	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	45.4	15.7	2.90	20.6	2.20	21.9	2.07	48.0	0.95
Nurses, Licensed	199.0	197.1	1.01	166.5	1.20	165.1	1.21	224.4	0.89
Ancillary Nursing Personnel	36.0	33.0	1.09	21.4	1.68	28.9	1.24	32.0	1.12
All Other Personnel	434.7	387.2	1.12	426.5	1.02	351.3	1.24	477.8	0.91
Total FTEs	715.1	633.0	1.13	635.1	1.13	567.2	1.26	782.1	0.91

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	1
Discharges	600	Preferred Provider Organization (PPO)	Yes	Discharges	26	Total Births	219
Inpatient Days	1,767			Inpatient Days	486	Newborn Days	438

071 Aspirus Medford Hospital & Clinics, Inc
 Medford, WI 54451

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	11	326	1,129	28.0%	3.1	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	233	547	74.7%	1.5	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	41	91	12.4%	0.2	2.2
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	22	2	22.8	Surgical Personnel	6	0	6.0
Physicians & Dentists	13	5	13.0	Radiological Services Personnel	8	15	13.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	8	6.8
Dental Hygienists	0	0	0.0	Occupational Therapists	3	0	3.0
Registered Nurses	21	99	74.6	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	2	7.6
Licensed Practical Nurses	5	3	6.6	Physical Therapy Assistants/Aides	5	3	6.1
Ancillary Nursing Personnel	6	71	18.1	Recreational Therapists	0	0	0.0
Physician Assistants	2	4	4.4	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	9	13	14.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	4	4.4	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	43	28.7
Health Info Mgmt-Administrators/Technicians	0	1	0.5	All Other Personnel	43	232	79.3
Pharmacy Personnel	17	5	18.4				
Clinical Laboratory Personnel	3	11	10.0				
				Total	201	532	359.0

071 Aspirus Medford Hospital & Clinics, Inc
Medford, WI 54451

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$57,784,498	40.6%	46.6%	0.87	51.5%	0.79	49.5%	0.82	42.6%	0.95
Medical Assistance	\$21,023,705	14.8%	13.8%	1.07	12.9%	1.14	11.6%	1.27	14.7%	1.01
Commercial	\$60,125,746	42.2%	34.5%	1.22	30.6%	1.38	34.7%	1.22	40.1%	1.05
All Other	\$3,518,058	2.5%	5.1%	0.48	5.0%	0.49	4.2%	0.59	2.6%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$34,470,540	24.2%	35.0%	0.69	36.8%	0.66	36.2%	0.67	24.3%	1.00
Medical Assistance	\$13,793,363	9.7%	10.4%	0.93	9.7%	1.00	8.8%	1.10	9.8%	0.99
Commercial	\$16,362,523	11.5%	14.5%	0.79	9.1%	1.26	13.9%	0.82	8.9%	1.29
Charity Care	\$2,141,238	1.5%	1.0%	1.56	1.0%	1.52	0.9%	1.72	1.3%	1.19
Bad Debt	\$1,260,290	0.9%	1.2%	0.75	0.9%	1.01	1.5%	0.60	1.4%	0.64
All Other	\$1,239,641	0.9%	2.6%	0.34	2.8%	0.31	2.2%	0.39	0.6%	1.40
Total Deductions	\$69,267,595	48.6%	64.6%	0.75	60.3%	0.81	63.5%	0.77	46.3%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	8.9%	8.4%	1.06	5.2%	1.70	7.3%	1.22	6.5%	1.36	
Net Gains/Losses as % of Net Income	10.0%	13.8%	0.72	N/A	N/A	12.9%	0.77	31.7%	0.31	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,089,935	52.9%	43.5%	1.21	43.5%	1.22	45.1%	1.17	51.7%	1.02
Supplies & Services	\$28,257,715	40.3%	49.9%	0.81	51.3%	0.79	46.8%	0.86	41.3%	0.98
Capital Component	\$4,809,817	6.9%	6.6%	1.04	5.3%	1.30	8.1%	0.85	7.1%	0.97
Fiscal Statistics										
Operating Margin (%)	12.7%	7.5%	1.68	8.6%	1.48	3.1%	4.12	10.4%	1.22	
Total Hospital Net Income (%)	13.9%	8.6%	1.60	8.2%	1.68	3.5%	3.95	14.5%	0.95	
Return on Equity (%)	6.9%	4.1%	1.68	3.5%	1.96	2.0%	3.52	8.2%	0.84	
Current Ratio	3.6	3.9	0.93	2.4	1.49	4.6	0.79	5.3	0.68	
Days in Net Patient Accounts Receivable	47.4	71.5	0.66	82.7	0.57	47.2	1.00	65.9	0.72	
Average Payment Period	91.5	90.1	1.02	127.5	0.72	73.5	1.25	46.0	1.99	
Equity Financing (%)	78.4%	63.6%	1.23	51.2%	1.53	66.1%	1.19	80.7%	0.97	
Long-Term Debt to Equity Ratio	0.1	0.3	0.45	0.6	0.22	0.2	0.65	0.1	0.91	
Times Interest Earned	22.2	12.2	1.81	21.3	1.04	4.2	5.27	20.6	1.07	
Total Asset Turnover	0.5	0.5	1.05	0.4	1.14	0.6	0.88	0.5	0.92	
Average Age of Plant (Years)	10.5	14.1	0.74	17.5	0.60	10.5	0.99	10.3	1.02	
Increase (Decrease) Total Net Patient Revenue	0.1%	-2.2%	N/A	-2.0%	N/A	-6.0%	N/A	7.6%	0.02	
Outpatient Gross Revenue (% of Total GPR)	89.4%	63.0%	1.42	66.3%	1.35	72.9%	1.23	89.3%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,735	\$17,652	0.83	\$15,397	0.96	\$11,149	1.32	\$14,240	1.03	
Inpatient Net Revenue per Day	\$3,803	\$3,704	1.03	\$3,651	1.04	\$3,062	1.24	\$3,913	0.97	
Outpatient Net Revenue per Visit	\$752	\$780	0.96	\$850	0.88	\$705	1.07	\$757	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$142,452,006	Cash & Cash Equivalents	\$45,025,284	Current Liabilities	\$16,523,562
Less Deductions	\$69,267,595	Net Patient Receivables	\$9,481,794	Long-Term Debt	\$16,864,576
Net Patient Revenue	\$73,184,411	Other Receivables	\$0	Other Liabilities	\$1,727,790
Plus Other Revenue	\$7,133,438			Subtotal	\$35,115,928
Total Revenue	\$80,317,847	Land, Buildings & Equipment (Net)	\$30,102,477	Unrestricted Fund Balance	\$127,239,283
Less Expenses	\$70,157,467	Other Assets	\$77,745,654	Restricted Fund Balance	\$1,727,790
Non-Operating Gains/Losses	\$1,123,086			Total Liabilities & Fund Balance	\$162,355,211
Net Income	\$11,283,466	Total Assets	\$162,355,209		

072 Froedtert Menomonee Falls Hospital
W180 N8085 Town Hall Road
Menomonee Falls, WI 53051
262-251-1000

Fiscal Year: 07/01 to 06/30
Type: GMS
General Medical & Surgical
Control: Other Not-For-Profit

County: Waukesha
Analysis Area: Southeastern (2A)
Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.4%	52.4%	0.92	54.8%	0.88	51.7%	0.94	57.6%	0.84
Obstetrics	24.0%	36.2%	0.66	30.8%	0.14	29.4%	0.82	28.3%	0.85
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	50.4%	53.9%	0.94	53.0%	0.95	48.2%	1.05	52.1%	0.97
Average Census (Patients)									
Adult Medical-Surgical	51.4	25.5	2.01	31.6	1.63	30.8	1.67	51.3	1.00
Obstetrics	4.3	4.7	0.92	4.9	0.89	5.1	0.84	5.1	0.85
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	101.8	47.4	2.15	61.1	1.67	57.5	1.77	105.2	0.97
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.3	0.81	4.0	0.87	4.2	0.82	3.3	1.05
Obstetrics	2.3	2.4	0.95	2.2	1.04	2.1	1.07	2.4	0.93
Pediatrics	0.0	3.5	N/A	2.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.0	4.7	0.85	4.2	0.95	4.3	0.93	3.9	1.03
Surgical Operations									
Inpatient	3,167	1,280	2.47	1,268	2.50	1,247	2.54	3,506	0.90
Outpatient	3,734	4,115	0.91	3,637	1.03	4,177	0.89	4,440	0.84
Inpatient as % of All Surgeries	45.9%	23.7%	1.93	25.9%	1.77	23.0%	2.00	44.1%	1.04
Outpatient Visits									
Non-Emergency Visits	87,150	127,898	0.68	151,601	0.57	195,436	0.45	87,952	0.99
Emergency Visits	28,014	15,799	1.77	22,748	1.23	26,485	1.06	28,722	0.98
Full-Time Equivalents (FTEs)									
Administrators	83.2	20.3	4.10	22.1	3.76	24.9	3.34	93.9	0.89
Nurses, Licensed	364.5	255.1	1.43	293.4	1.24	338.1	1.08	368.4	0.99
Ancillary Nursing Personnel	51.2	42.6	1.20	53.2	0.96	60.0	0.85	59.6	0.86
All Other Personnel	621.0	501.2	1.24	528.6	1.17	661.2	0.94	727.3	0.85
Total FTEs	1,119.8	819.2	1.37	897.3	1.25	1,084.2	1.03	1,249.2	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	36.9	15.7	2.35	12.5	2.94	12.8	2.87	41.6	0.89
Nurses, Licensed	161.6	197.1	0.82	166.3	0.97	174.4	0.93	163.3	0.99
Ancillary Nursing Personnel	22.7	33.0	0.69	30.2	0.75	31.0	0.73	26.4	0.86
All Other Personnel	275.3	387.2	0.71	299.6	0.92	341.1	0.81	322.4	0.85
Total FTEs	496.5	633.0	0.78	508.6	0.98	559.3	0.89	553.8	0.90

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	202	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	9,397	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	668
Inpatient Days	37,276			Inpatient Days	0	Newborn Days	1,263

072 Froedtert Menomonee Falls Hospital
Menomonee Falls, WI 53051

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	106	5,403	18,796	48.4%	51.4	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	0	177	2,089	0.0%	5.7	11.8
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	697	1,581	24.0%	4.3	2.3
Psychiatric	1	16	931	4,285	73.2%	11.7	4.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	15	353	2,622	47.8%	7.2	7.4
Step-Down (Special Care)	1	39	1,806	7,578	53.1%	20.7	4.2
Neonatal Intensive/Intermediate Care	1	8	30	325	11.1%	0.9	10.8
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	81	3	83.2	Surgical Personnel	21	17	29.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	17	55	46.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	9	16.5
Dental Hygienists	0	0	0.0	Occupational Therapists	1	15	9.3
Registered Nurses	205	246	354.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	17	14.6
Licensed Practical Nurses	2	3	3.2	Physical Therapy Assistants/Aides	0	3	1.3
Ancillary Nursing Personnel	11	76	51.2	Recreational Therapists	0	1	0.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	2	6.6
Nurse Practitioners	3	1	3.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	11	11	15.5
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	110	99	157.0
Health Info Mgmt-Administrators/Technicians	1	1	1.8	All Other Personnel	160	145	230.3
Pharmacy Personnel	45	34	59.4				
Clinical Laboratory Personnel	20	8	23.3				
				Total	719	756	1,119.8

072 Froedtert Menomonee Falls Hospital

Menomonee Falls, WI 53051

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2A Value	Ratio	6 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$473,278,776	55.9%	46.6%	1.20	51.7%	1.08	47.1%	1.19	55.9%	1.00
Medical Assistance	\$67,176,911	7.9%	13.8%	0.58	10.4%	0.76	15.8%	0.50	7.6%	1.04
Commercial	\$269,070,653	31.8%	34.5%	0.92	35.0%	0.91	32.3%	0.99	31.7%	1.00
All Other	\$36,475,505	4.3%	5.1%	0.84	2.9%	1.47	4.8%	0.90	4.7%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$375,575,570	44.4%	35.0%	1.27	41.3%	1.08	36.7%	1.21	44.1%	1.01
Medical Assistance	\$55,767,740	6.6%	10.4%	0.63	8.2%	0.80	12.3%	0.54	6.3%	1.04
Commercial	\$121,811,991	14.4%	14.5%	0.99	15.9%	0.91	13.5%	1.07	14.0%	1.03
Charity Care	\$3,193,865	0.4%	1.0%	0.39	1.1%	0.34	1.1%	0.36	0.4%	0.98
Bad Debt	\$8,134,659	1.0%	1.2%	0.82	1.0%	0.95	1.4%	0.70	0.9%	1.04
All Other	\$20,730,140	2.5%	2.6%	0.96	1.4%	1.69	2.6%	0.96	2.5%	0.96
Total Deductions	\$585,213,965	69.2%	64.6%	1.07	69.0%	1.00	67.4%	1.03	68.3%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	14.0%	8.4%	1.66	8.1%	1.73	10.8%	1.30	14.6%	0.96	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	N/A	N/A	21.2%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$116,274,794	41.7%	43.5%	0.96	38.6%	1.08	45.0%	0.93	41.5%	1.00
Supplies & Services	\$147,170,169	52.8%	49.9%	1.06	52.7%	1.00	48.5%	1.09	52.3%	1.01
Capital Component	\$15,543,572	5.6%	6.6%	0.85	8.6%	0.64	6.6%	0.85	6.2%	0.90
Fiscal Statistics										
Operating Margin (%)	8.0%	7.5%	1.06	10.4%	0.77	6.5%	1.23	7.0%	1.14	
Total Hospital Net Income (%)	0.4%	8.6%	0.05	7.5%	0.06	8.1%	0.06	0.1%	4.46	
Return on Equity (%)	0.9%	4.1%	0.22	4.7%	0.20	2.9%	0.31	0.2%	4.71	
Current Ratio	1.3	3.9	0.35	6.8	0.20	3.6	0.37	5.4	0.25	
Days in Net Patient Accounts Receivable	37.1	71.5	0.52	46.9	0.79	95.9	0.39	42.3	0.88	
Average Payment Period	38.6	90.1	0.43	50.2	0.77	121.9	0.32	9.6	4.03	
Equity Financing (%)	49.4%	63.6%	0.78	78.6%	0.63	60.0%	0.82	75.8%	0.65	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	1.6	12.2	0.13	7.0	0.23	10.0	0.16	1.1	1.40	
Total Asset Turnover	2.2	0.5	4.68	0.6	3.46	0.4	6.21	2.1	1.06	
Average Age of Plant (Years)	12.9	14.1	0.91	10.1	1.28	17.7	0.73	11.8	1.09	
Increase (Decrease) Total Net Patient Revenue	0.3%	-2.2%	N/A	-4.2%	N/A	-3.7%	N/A	10.6%	0.02	
Outpatient Gross Revenue (% of Total GPR)	54.5%	63.0%	0.87	63.8%	0.85	69.7%	0.78	52.9%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,779	\$17,652	0.78	\$12,198	1.13	\$13,747	1.00	\$13,016	1.06	
Inpatient Net Revenue per Day	\$3,446	\$3,704	0.93	\$2,790	1.24	\$3,163	1.09	\$3,338	1.03	
Outpatient Net Revenue per Visit	\$1,211	\$780	1.55	\$754	1.61	\$688	1.76	\$1,186	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$846,001,845	Cash & Cash Equivalents	\$8,087	Current Liabilities	\$28,204,451
Less Deductions	\$585,213,965	Net Patient Receivables	\$26,400,513	Long-Term Debt	\$0
Net Patient Revenue	\$260,787,880	Other Receivables	\$81,458	Other Liabilities	\$41,210,745
Plus Other Revenue	\$42,337,349			Subtotal	\$69,415,196
Total Revenue	\$303,125,230	Land, Buildings & Equipment (Net)	\$91,386,550	Unrestricted Fund Balance	\$67,696,866
Less Expenses	\$278,988,535	Other Assets	\$19,235,454	Restricted Fund Balance	\$739,938
Non-Operating Gains/Losses	-\$22,882,961			Total Liabilities & Fund Balance	\$137,112,062
Net Income	\$1,253,734	Total Assets	\$137,112,062		

073 Mayo Clinic Health System - Red Cedar in Menomonie
 2321 Stout Road
 Menomonie, WI 54751
 715-235-5531

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Dunn
 Analysis Area: West Central (5A)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.0%	52.4%	0.92	40.8%	1.18	44.9%	1.07	44.0%	1.09
Obstetrics	22.7%	36.2%	0.63	24.1%	0.06	25.5%	0.89	25.3%	0.90
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	36.5%	53.9%	0.68	42.0%	0.87	52.8%	0.69	38.1%	0.96
Average Census (Patients)									
Adult Medical-Surgical	6.2	25.5	0.24	10.7	0.58	15.7	0.40	5.7	1.09
Obstetrics	1.4	4.7	0.29	2.0	0.69	2.3	0.60	1.5	0.90
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	8.0	47.4	0.17	17.5	0.46	36.1	0.22	7.2	1.11
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.77	3.9	0.86	3.7	0.90	3.3	1.00
Obstetrics	2.3	2.4	0.95	2.2	1.03	2.2	1.03	2.3	0.99
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.2	4.7	0.68	4.1	0.77	4.4	0.72	3.0	1.04
Surgical Operations									
Inpatient	36	1,280	0.03	403	0.09	711	0.05	85	0.42
Outpatient	1,350	4,115	0.33	2,235	0.60	2,960	0.46	967	1.40
Inpatient as % of All Surgeries	2.6%	23.7%	0.11	15.3%	0.17	19.4%	0.13	8.1%	0.32
Outpatient Visits									
Non-Emergency Visits	87,190	127,898	0.68	76,192	1.14	117,985	0.74	95,040	0.92
Emergency Visits	11,124	15,799	0.70	7,621	1.46	14,651	0.76	12,234	0.91
Full-Time Equivalents (FTEs)									
Administrators	1.1	20.3	0.05	12.1	0.09	17.3	0.06	7.7	0.14
Nurses, Licensed	132.0	255.1	0.52	128.5	1.03	217.2	0.61	126.5	1.04
Ancillary Nursing Personnel	13.0	42.6	0.30	19.1	0.68	30.0	0.43	13.1	0.99
All Other Personnel	230.5	501.2	0.46	251.7	0.92	363.9	0.63	230.5	1.00
Total FTEs	376.6	819.2	0.46	411.5	0.92	628.4	0.60	377.9	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.7	15.7	0.11	18.7	0.09	16.4	0.10	12.8	0.13
Nurses, Licensed	202.9	197.1	1.03	197.9	1.02	206.1	0.98	209.7	0.97
Ancillary Nursing Personnel	19.9	33.0	0.61	29.5	0.68	28.5	0.70	21.7	0.92
All Other Personnel	354.3	387.2	0.92	387.8	0.91	345.3	1.03	382.0	0.93
Total FTEs	578.8	633.0	0.91	634.0	0.91	596.3	0.97	626.2	0.92

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	22	Health Maintenance Organization (HMO)	Yes	Average Beds Used	4	Bassinets	6
Discharges	930	Preferred Provider Organization (PPO)	Yes	Discharges	121	Total Births	213
Inpatient Days	2,936			Inpatient Days	1,458	Newborn Days	400

073 Mayo Clinic Health System - Red Cedar in Menomonie
Menomonie, WI 54751

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	688	2,285	48.0%	6.2	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	220	498	22.7%	1.4	2.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	3	22	153	13.9%	0.4	7.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	1	1.1	Surgical Personnel	2	11	8.0
Physicians & Dentists	16	60	37.5	Radiological Services Personnel	8	16	16.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	9	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	3	3.4
Registered Nurses	41	106	93.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	11	14.0
Licensed Practical Nurses	3	29	22.7	Physical Therapy Assistants/Aides	3	5	5.9
Ancillary Nursing Personnel	4	24	13.0	Recreational Therapists	0	0	0.0
Physician Assistants	5	12	10.8	Dietitians & Nutritionists	0	2	1.0
Nurse Practitioners	6	8	9.9	Psychologists	0	1	0.1
Certified Registered Nurse Anesthetists	5	4	5.5	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	32	37.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	45	22	52.6
Pharmacy Personnel	8	17	12.1				
Clinical Laboratory Personnel	9	3	10.6				
				Total	194	407	376.6

073 Mayo Clinic Health System - Red Cedar in Menomonie
Menomonie, WI 54751

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$91,091,977	45.7%	46.6%	0.98	50.9%	0.90	41.7%	1.10	42.8%	1.07
Medical Assistance	\$26,065,737	13.1%	13.8%	0.95	11.8%	1.11	18.4%	0.71	13.5%	0.97
Commercial	\$75,623,381	38.0%	34.5%	1.10	33.0%	1.15	36.0%	1.06	40.7%	0.93
All Other	\$6,361,521	3.2%	5.1%	0.62	4.3%	0.74	4.0%	0.80	3.0%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$51,818,535	26.0%	35.0%	0.74	34.0%	0.77	30.1%	0.86	25.8%	1.01
Medical Assistance	\$18,368,883	9.2%	10.4%	0.89	8.2%	1.13	12.3%	0.75	9.6%	0.96
Commercial	\$17,100,428	8.6%	14.5%	0.59	9.2%	0.94	12.1%	0.71	8.9%	0.97
Charity Care	\$2,922,844	1.5%	1.0%	1.53	0.9%	1.73	0.8%	1.79	1.5%	0.99
Bad Debt	\$4,485,743	2.3%	1.2%	1.92	1.5%	1.52	1.1%	2.04	1.4%	1.63
All Other	\$1,987,676	1.0%	2.6%	0.39	2.1%	0.47	2.3%	0.43	0.9%	1.10
Total Deductions	\$96,684,109	48.6%	64.6%	0.75	55.8%	0.87	58.8%	0.83	48.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	6.0%	8.4%	0.71	5.2%	1.14	6.4%	0.93	4.6%	1.29	
Net Gains/Losses as % of Net Income	7.6%	13.8%	0.55	29.1%	0.26	N/A	N/A	25.6%	0.30	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$50,610,802	53.5%	43.5%	1.23	52.0%	1.03	41.7%	1.28	53.8%	0.99
Supplies & Services	\$40,744,723	43.0%	49.9%	0.86	42.8%	1.01	50.0%	0.86	42.6%	1.01
Capital Component	\$3,328,908	3.5%	6.6%	0.54	5.2%	0.67	8.3%	0.42	3.5%	0.99
Fiscal Statistics										
Operating Margin (%)	13.1%	7.5%	1.74	1.9%	6.75	6.6%	1.99	14.3%	0.92	
Total Hospital Net Income (%)	14.0%	8.6%	1.62	2.7%	5.17	6.2%	2.25	18.3%	0.77	
Return on Equity (%)	19.4%	4.1%	4.70	0.4%	51.30	3.0%	6.45	30.1%	0.64	
Current Ratio	10.5	3.9	2.71	2.4	4.46	3.4	3.11	9.8	1.07	
Days in Net Patient Accounts Receivable	49.9	71.5	0.70	254.1	0.20	48.8	1.02	54.6	0.91	
Average Payment Period	16.4	90.1	0.18	354.1	0.05	63.5	0.26	18.2	0.90	
Equity Financing (%)	72.2%	63.6%	1.14	48.0%	1.50	75.1%	0.96	76.5%	0.94	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.7	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	955.6	12.2	78.03	10.3	92.61	7.4	129.78	1,139.2	0.84	
Total Asset Turnover	1.4	0.5	2.90	0.1	9.90	0.5	2.82	1.6	0.87	
Average Age of Plant (Years)	13.8	14.1	0.98	51.2	0.27	9.8	1.40	13.4	1.03	
Increase (Decrease) Total Net Patient Revenue	-1.1%	-2.2%	0.50	-1.1%	1.05	-5.0%	0.22	7.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	87.6%	63.0%	1.39	73.1%	1.20	64.9%	1.35	88.0%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,834	\$17,652	1.01	\$15,718	1.13	\$18,057	0.99	\$17,061	1.05	
Inpatient Net Revenue per Day	\$4,137	\$3,704	1.12	\$3,586	1.15	\$3,961	1.04	\$3,981	1.04	
Outpatient Net Revenue per Visit	\$894	\$780	1.15	\$840	1.06	\$669	1.34	\$832	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$199,142,616	Cash & Cash Equivalents	\$49,084	Current Liabilities	\$4,105,010
Less Deductions	\$96,684,109	Net Patient Receivables	\$13,959,647	Long-Term Debt	\$0
Net Patient Revenue	\$102,458,507	Other Receivables	\$154,247	Other Liabilities	\$18,017,163
Plus Other Revenue	\$6,485,712			Subtotal	\$22,122,173
Total Revenue	\$108,944,219	Land, Buildings & Equipment (Net)	\$28,768,081	Unrestricted Fund Balance	\$57,458,093
Less Expenses	\$94,684,433	Other Assets	\$36,649,207	Restricted Fund Balance	\$5,999,079
Non-Operating Gains/Losses	\$1,175,632			Total Liabilities & Fund Balance	\$79,580,266
Net Income	\$15,435,418	Total Assets	\$79,580,266		

110 Ascension Columbia St. Mary's Hospital Ozaukee
 13111 N Port Washington Rd
 Mequon, WI 53097
 262-243-7300

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Ozaukee
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	44.3%	52.4%	0.85	54.8%	0.81	44.9%	0.99	41.0%	1.08
Obstetrics	19.7%	36.2%	0.54	30.8%	0.10	25.5%	0.77	21.0%	0.94
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	45.2%	53.9%	0.84	53.0%	0.85	52.8%	0.86	45.6%	0.99
Average Census (Patients)									
Adult Medical-Surgical	28.3	25.5	1.11	31.6	0.90	15.7	1.81	26.2	1.08
Obstetrics	3.2	4.7	0.67	4.9	0.65	2.3	1.39	3.4	0.94
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	56.1	47.4	1.18	61.1	0.92	36.1	1.55	56.5	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.3	0.99	4.0	1.06	3.7	1.15	4.2	1.01
Obstetrics	2.5	2.4	1.04	2.2	1.13	2.2	1.12	2.5	0.98
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.6	4.7	0.99	4.2	1.10	4.4	1.05	4.4	1.05
Surgical Operations									
Inpatient	774	1,280	0.60	1,268	0.61	711	1.09	854	0.91
Outpatient	3,780	4,115	0.92	3,637	1.04	2,960	1.28	4,072	0.93
Inpatient as % of All Surgeries	17.0%	23.7%	0.72	25.9%	0.66	19.4%	0.88	17.3%	0.98
Outpatient Visits									
Non-Emergency Visits	214,159	127,898	1.67	151,601	1.41	117,985	1.82	238,071	0.90
Emergency Visits	15,571	15,799	0.99	22,748	0.68	14,651	1.06	16,696	0.93
Full-Time Equivalents (FTEs)									
Administrators	15.3	20.3	0.75	22.1	0.69	17.3	0.89	15.3	1.00
Nurses, Licensed	235.0	255.1	0.92	293.4	0.80	217.2	1.08	232.0	1.01
Ancillary Nursing Personnel	8.1	42.6	0.19	53.2	0.15	30.0	0.27	23.2	0.35
All Other Personnel	357.8	501.2	0.71	528.6	0.68	363.9	0.98	352.5	1.02
Total FTEs	616.2	819.2	0.75	897.3	0.69	628.4	0.98	622.9	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.7	15.7	0.68	12.5	0.85	16.4	0.65	10.0	1.07
Nurses, Licensed	163.7	197.1	0.83	166.3	0.98	206.1	0.79	151.3	1.08
Ancillary Nursing Personnel	5.6	33.0	0.17	30.2	0.19	28.5	0.20	15.1	0.37
All Other Personnel	249.3	387.2	0.64	299.6	0.83	345.3	0.72	229.8	1.08
Total FTEs	429.3	633.0	0.68	508.6	0.84	596.3	0.72	406.1	1.06

Total Hospital:
 Beds Set Up & Staffed 124
 Discharges 4,445
 Inpatient Days 20,530

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

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

Newborn Nursery:
 Bassinets 16
 Total Births 414
 Newborn Days 832

110 Ascension Columbia St. Mary's Hospital Ozaukee
 Mequon, WI 53097

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	64	2,442	10,372	44.3%	28.3	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	16	466	1,155	19.7%	3.2	2.5
Psychiatric	1	16	263	2,103	35.9%	5.7	8.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	28	1,274	6,900	67.3%	18.9	5.4
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	14	3	15.3	Surgical Personnel	22	15	29.6
Physicians & Dentists	29	32	41.7	Radiological Services Personnel	25	28	39.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	7	10.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	12	4.5
Registered Nurses	147	146	210.5	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	7	13	9.7
Licensed Practical Nurses	5	6	8.6	Physical Therapy Assistants/Aides	1	1	1.0
Ancillary Nursing Personnel	4	18	8.1	Recreational Therapists	0	0	0.0
Physician Assistants	5	2	6.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	8	10	10.8	Psychologists	0	1	0.0
Certified Registered Nurse Anesthetists	1	9	5.1	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	46	35	54.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	43	24	54.9
Pharmacy Personnel	18	5	21.0				
Clinical Laboratory Personnel	23	23	29.9				
				Total	454	410	616.2

110 Ascension Columbia St. Mary's Hospital Ozaukee
 Mequon, WI 53097

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$269,024,766	59.4%	46.6%	1.27	51.7%	1.15	41.7%	1.43	57.3%	1.04
Medical Assistance	\$27,302,029	6.0%	13.8%	0.44	10.4%	0.58	18.4%	0.33	6.2%	0.97
Commercial	\$147,068,130	32.5%	34.5%	0.94	35.0%	0.93	36.0%	0.90	34.3%	0.95
All Other	\$9,356,977	2.1%	5.1%	0.40	2.9%	0.71	4.0%	0.52	2.2%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$220,395,693	48.7%	35.0%	1.39	41.3%	1.18	30.1%	1.62	47.1%	1.03
Medical Assistance	\$22,357,025	4.9%	10.4%	0.48	8.2%	0.60	12.3%	0.40	5.0%	1.00
Commercial	\$74,195,953	16.4%	14.5%	1.13	15.9%	1.03	12.1%	1.36	17.3%	0.95
Charity Care	\$2,971,541	0.7%	1.0%	0.68	1.1%	0.58	0.8%	0.80	0.6%	1.03
Bad Debt	\$6,436,319	1.4%	1.2%	1.21	1.0%	1.41	1.1%	1.28	1.0%	1.44
All Other	\$4,280,491	0.9%	2.6%	0.37	1.4%	0.65	2.3%	0.40	1.7%	0.55
Total Deductions	\$330,637,022	73.0%	64.6%	1.13	69.0%	1.06	58.8%	1.24	72.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.4%	8.4%	0.41	8.1%	0.43	6.4%	0.54	3.9%	0.88
Net Gains/Losses as % of Net Income		N/A	13.8%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$44,237,556	37.6%	43.5%	0.86	38.6%	0.97	41.7%	0.90	36.4%	1.03
Supplies & Services	\$64,878,891	55.2%	49.9%	1.11	52.7%	1.05	50.0%	1.10	56.1%	0.98
Capital Component	\$8,512,351	7.2%	6.6%	1.10	8.6%	0.84	8.3%	0.87	7.5%	0.97
Fiscal Statistics										
Operating Margin (%)		7.0%	7.5%	0.93	10.4%	0.67	6.6%	1.06	11.0%	0.63
Total Hospital Net Income (%)		6.7%	8.6%	0.77	7.5%	0.89	6.2%	1.07	10.9%	0.61
Return on Equity (%)		7.6%	4.1%	1.84	4.7%	1.63	3.0%	2.52	12.6%	0.60
Current Ratio		2.8	3.9	0.73	6.8	0.41	3.4	0.84	3.2	0.89
Days in Net Patient Accounts Receivable		44.8	71.5	0.63	46.9	0.95	48.8	0.92	47.3	0.95
Average Payment Period		31.9	90.1	0.35	50.2	0.63	63.5	0.50	31.1	1.03
Equity Financing (%)		79.6%	63.6%	1.25	78.6%	1.01	75.1%	1.06	82.7%	0.96
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	7.0	N/A	7.4	N/A	0.0	N/A
Total Asset Turnover		1.1	0.5	2.41	0.6	1.78	0.5	2.35	1.2	0.99
Average Age of Plant (Years)		15.5	14.1	1.10	10.1	1.54	9.8	1.58	14.0	1.11
Increase (Decrease) Total Net Patient Revenue		-7.3%	-2.2%	3.28	-4.2%	1.73	-5.0%	1.47	-3.4%	2.17
Outpatient Gross Revenue (% of Total GPR)		60.6%	63.0%	0.96	63.8%	0.95	64.9%	0.93	63.1%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,699	\$17,652	0.66	\$12,198	0.96	\$18,057	0.65	\$10,826	1.08
Inpatient Net Revenue per Day		\$2,510	\$3,704	0.68	\$2,790	0.90	\$3,961	0.63	\$2,469	1.02
Outpatient Net Revenue per Visit		\$333	\$780	0.43	\$754	0.44	\$669	0.50	\$335	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$452,751,902	Cash & Cash Equivalents	\$3,182	Current Liabilities	\$9,574,356
Less Deductions	\$330,637,022	Net Patient Receivables	\$14,946,457	Long-Term Debt	\$0
Net Patient Revenue	\$122,114,880	Other Receivables	\$127,183	Other Liabilities	\$13,031,204
Plus Other Revenue	\$4,351,337			Subtotal	\$22,605,560
Total Revenue	\$126,466,215	Land, Buildings & Equipment (Net)	\$82,817,142	Unrestricted Fund Balance	\$88,376,035
Less Expenses	\$117,628,798	Other Assets	\$13,087,631	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$415,187			Total Liabilities & Fund Balance	\$110,981,595
Net Income	\$8,422,230	Total Assets	\$110,981,595		

074 Ascension Good Samaritan Hospital
 601 Center Avenue South
 Merrill, WI 54452
 715-536-5511

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Lincoln
 Analysis Area: North Central (6)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	73.7%	52.4%	1.41	47.5%	1.55	17.7%	4.17	86.2%	0.85
Obstetrics	0.0%	36.2%	N/A	52.9%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	73.7%	53.9%	1.37	55.7%	1.32	19.6%	3.76	86.2%	0.85
Average Census (Patients)									
Adult Medical-Surgical	2.2	25.5	0.09	18.9	0.12	2.7	0.82	2.6	0.85
Obstetrics	0.0	4.7	N/A	3.6	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.2	47.4	0.05	36.1	0.06	3.6	0.62	2.6	0.85
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.3	0.65	3.9	0.73	3.3	0.85	2.6	1.09
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	4.7	0.58	4.2	0.65	3.0	0.91	2.6	1.05
Surgical Operations									
Inpatient	6	1,280	0.00	1,491	0.00	228	0.03	0	N/A
Outpatient	256	4,115	0.06	3,438	0.07	1,022	0.25	145	1.77
Inpatient as % of All Surgeries	2.3%	23.7%	0.10	30.3%	0.08	18.2%	0.13	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	9,747	127,898	0.08	103,283	0.09	29,970	0.33	12,983	0.75
Emergency Visits	5,435	15,799	0.34	11,943	0.46	3,972	1.37	5,579	0.97
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	22.1	0.14	5.2	0.58	4.0	0.75
Nurses, Licensed	23.9	255.1	0.09	178.4	0.13	42.2	0.57	21.9	1.09
Ancillary Nursing Personnel	2.6	42.6	0.06	23.0	0.12	6.8	0.39	2.6	1.00
All Other Personnel	23.5	501.2	0.05	456.9	0.05	106.2	0.22	25.5	0.92
Total FTEs	53.1	819.2	0.06	680.4	0.08	160.3	0.33	54.1	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.5	15.7	0.86	20.6	0.65	30.2	0.45	15.2	0.88
Nurses, Licensed	107.4	197.1	0.54	166.5	0.64	246.1	0.44	83.7	1.28
Ancillary Nursing Personnel	11.9	33.0	0.36	21.4	0.55	39.6	0.30	10.1	1.18
All Other Personnel	105.4	387.2	0.27	426.5	0.25	618.8	0.17	97.3	1.08
Total FTEs	238.1	633.0	0.38	635.1	0.37	934.7	0.25	206.3	1.15

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	3	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	299	Preferred Provider Organization (PPO)	Yes	Discharges	6	Total Births	0
Inpatient Days	809			Inpatient Days	68	Newborn Days	0

074 Ascension Good Samaritan Hospital
Merrill, WI 54452

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	3	289	809	73.7%	2.2	2.8
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	3	5.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	3	4.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	22	8	23.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	1	2.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	1	2.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	1	0	1.0
Pharmacy Personnel	2	1	2.0				
Clinical Laboratory Personnel	6	4	6.0				
				Total	49	21	53.1

074 Ascension Good Samaritan Hospital

Merrill, WI 54452

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$15,880,584	48.2%	46.6%	1.03	51.5%	0.94	47.7%	1.01	46.9%	1.03
Medical Assistance	\$6,293,616	19.1%	13.8%	1.39	12.9%	1.48	11.0%	1.74	17.8%	1.07
Commercial	\$7,686,390	23.3%	34.5%	0.68	30.6%	0.76	37.9%	0.62	26.6%	0.88
All Other	\$3,077,046	9.3%	5.1%	1.82	5.0%	1.87	3.4%	2.73	8.7%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,592,610	26.1%	35.0%	0.74	36.8%	0.71	26.3%	0.99	22.2%	1.17
Medical Assistance	\$3,752,134	11.4%	10.4%	1.10	9.7%	1.18	7.6%	1.49	11.6%	0.98
Commercial	\$1,050,886	3.2%	14.5%	0.22	9.1%	0.35	13.5%	0.24	2.9%	1.11
Charity Care	\$716,753	2.2%	1.0%	2.26	1.0%	2.21	0.7%	3.29	0.8%	2.76
Bad Debt	\$1,491,928	4.5%	1.2%	3.86	0.9%	5.19	1.3%	3.57	4.9%	0.92
All Other	\$1,825,992	5.5%	2.6%	2.17	2.8%	1.95	2.2%	2.51	5.0%	1.12
Total Deductions	\$17,430,303	52.9%	64.6%	0.82	60.3%	0.88	51.6%	1.03	47.3%	1.12
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	9.6%	8.4%	1.14	5.2%	1.84	8.0%	1.20	1.4%	6.64	
Net Gains/Losses as % of Net Income	0.0%	13.8%	N/A	N/A	N/A	14.0%	N/A	4.6%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,933,129	30.8%	43.5%	0.71	43.5%	0.71	45.5%	0.68	29.6%	1.04
Supplies & Services	\$12,186,695	63.3%	49.9%	1.27	51.3%	1.23	47.2%	1.34	64.2%	0.99
Capital Component	\$1,147,263	6.0%	6.6%	0.91	5.3%	1.13	7.3%	0.82	6.2%	0.96
Fiscal Statistics										
Operating Margin (%)	-12.4%	7.5%	N/A	8.6%	N/A	10.9%	N/A	-10.5%	1.18	
Total Hospital Net Income (%)	-12.4%	8.6%	N/A	8.2%	N/A	12.4%	N/A	-11.1%	1.12	
Return on Equity (%)	-22.6%	4.1%	N/A	3.5%	N/A	1.2%	N/A	-18.8%	1.20	
Current Ratio	0.8	3.9	0.21	2.4	0.34	2.4	0.34	3.9	0.21	
Days in Net Patient Accounts Receivable	54.8	71.5	0.77	82.7	0.66	397.6	0.14	62.4	0.88	
Average Payment Period	70.1	90.1	0.78	127.5	0.55	577.7	0.12	19.3	3.63	
Equity Financing (%)	18.7%	63.6%	0.29	51.2%	0.36	46.0%	0.41	54.7%	0.34	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.6	N/A	0.8	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	21.3	N/A	17.3	N/A	0.0	N/A	
Total Asset Turnover	1.8	0.5	3.88	0.4	4.23	0.1	19.39	1.7	1.07	
Average Age of Plant (Years)	7.6	14.1	0.54	17.5	0.44	60.0	0.13	6.1	1.25	
Increase (Decrease) Total Net Patient Revenue	-10.0%	-2.2%	4.49	-2.0%	5.06	-3.0%	3.30	-9.4%	1.06	
Outpatient Gross Revenue (% of Total GPR)	90.1%	63.0%	1.43	66.3%	1.36	79.2%	1.14	90.2%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,928	\$17,652	0.51	\$15,397	0.58	\$16,342	0.55	\$7,334	1.22	
Inpatient Net Revenue per Day	\$3,079	\$3,704	0.83	\$3,651	0.84	\$4,448	0.69	\$2,801	1.10	
Outpatient Net Revenue per Visit	\$938	\$780	1.20	\$850	1.10	\$767	1.22	\$866	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$32,937,639	Cash & Cash Equivalents	\$620	Current Liabilities	\$3,481,363
Less Deductions	\$17,430,303	Net Patient Receivables	\$2,323,784	Long-Term Debt	\$0
Net Patient Revenue	\$15,507,336	Other Receivables	\$8,456	Other Liabilities	\$4,141,080
Plus Other Revenue	\$1,641,325			Subtotal	\$7,622,443
Total Revenue	\$17,148,661	Land, Buildings & Equipment (Net)	\$6,454,687	Unrestricted Fund Balance	\$1,749,783
Less Expenses	\$19,267,087	Other Assets	\$584,679	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$9,372,226	Total Liabilities & Fund Balance	\$9,372,226
Net Income	-\$2,118,426				

316 Ascension Columbia St. Mary's Hospital Milwaukee
 2301 N. Lake Drive
 Milwaukee, WI 53201
 414-961-3300

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	59.3%	52.4%	1.13	66.4%	0.89	64.6%	0.92	54.5%	1.09
Obstetrics	63.5%	36.2%	1.75	43.0%	0.47	49.9%	1.27	61.8%	1.03
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	59.9%	53.9%	1.11	66.2%	0.91	63.5%	0.94	58.3%	1.03
Average Census (Patients)									
Adult Medical-Surgical	109.0	25.5	4.27	111.5	0.98	106.5	1.02	100.3	1.09
Obstetrics	20.3	4.7	4.31	16.3	1.25	14.6	1.39	19.8	1.03
Pediatrics	0.0	1.1	N/A	7.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	182.2	47.4	3.85	162.1	1.12	204.5	0.89	177.2	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	5.8	4.3	1.34	5.4	1.07	4.8	1.21	5.4	1.06
Obstetrics	2.5	2.4	1.05	2.4	1.07	2.6	0.95	2.6	0.96
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.6	4.7	1.19	5.8	0.95	5.2	1.07	5.5	1.01
Surgical Operations									
Inpatient	1,916	1,280	1.50	2,762	0.69	5,196	0.37	1,945	0.99
Outpatient	3,123	4,115	0.76	4,604	0.68	15,397	0.20	3,872	0.81
Inpatient as % of All Surgeries	38.0%	23.7%	1.60	37.5%	1.01	25.2%	1.51	33.4%	1.14
Outpatient Visits									
Non-Emergency Visits	589,805	127,898	4.61	235,708	2.50	396,336	1.49	699,095	0.84
Emergency Visits	53,650	15,799	3.40	39,022	1.37	41,684	1.29	60,495	0.89
Full-Time Equivalents (FTEs)									
Administrators	123.9	20.3	6.11	58.5	2.12	64.4	1.92	142.1	0.87
Nurses, Licensed	741.6	255.1	2.91	773.0	0.96	945.5	0.78	723.7	1.02
Ancillary Nursing Personnel	44.1	42.6	1.03	167.4	0.26	159.2	0.28	43.1	1.02
All Other Personnel	1,189.6	501.2	2.37	1,237.1	0.96	1,851.4	0.64	1,157.5	1.03
Total FTEs	2,099.1	819.2	2.56	2,235.9	0.94	3,020.5	0.69	2,066.3	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	32.9	15.7	2.10	17.2	1.91	13.4	2.45	37.0	0.89
Nurses, Licensed	196.7	197.1	1.00	226.9	0.87	197.1	1.00	188.6	1.04
Ancillary Nursing Personnel	11.7	33.0	0.35	49.1	0.24	33.2	0.35	11.2	1.04
All Other Personnel	315.6	387.2	0.81	363.1	0.87	386.0	0.82	301.7	1.05
Total FTEs	556.9	633.0	0.88	656.3	0.85	629.7	0.88	538.6	1.03

Total Hospital:
 Beds Set Up & Staffed 304
 Discharges 12,007
 Inpatient Days 66,684

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

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

Newborn Nursery:
 Bassinets 17
 Total Births 2,586
 Newborn Days 4,423

316 Ascension Columbia St. Mary's Hospital Milwaukee
Milwaukee, WI 53201

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	184	6,914	39,906	59.3%	109.0	5.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	32	2,964	7,432	63.5%	20.3	2.5
Psychiatric	1	15	783	3,389	61.7%	9.3	4.3
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	1	12	241	3,173	72.2%	8.7	13.2
Mixed Intensive Care	1	36	810	8,184	62.1%	22.4	10.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	25	296	4,600	50.3%	12.6	15.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	114	32	123.9	Surgical Personnel	49	10	51.1
Physicians & Dentists	157	43	173.3	Radiological Services Personnel	64	27	67.7
Medical & Dental Residents	9	0	9.0	Respiratory Therapists	28	11	32.2
Dental Hygienists	0	7	5.9	Occupational Therapists	7	8	10.2
Registered Nurses	567	288	677.7	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	14	19	20.7
Licensed Practical Nurses	5	2	5.8	Physical Therapy Assistants/Aides	2	6	3.2
Ancillary Nursing Personnel	17	85	44.1	Recreational Therapists	0	1	0.3
Physician Assistants	23	5	25.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	48	14	56.0	Psychologists	4	1	4.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	0	7.0
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	196	66	221.2
Health Info Mgmt-Administrators/Technicians	4	2	4.2	All Other Personnel	184	66	208.6
Pharmacy Personnel	49	13	50.8				
Clinical Laboratory Personnel	88	46	105.5				
				Total	1,813	788	2,099.1

316 Ascension Columbia St. Mary's Hospital Milwaukee
Milwaukee, WI 53201

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$556,684,073	45.6%	46.6%	0.98	44.2%	1.03	46.9%	0.97	42.7%	1.07
Medical Assistance	\$302,248,307	24.8%	13.8%	1.80	20.8%	1.19	12.7%	1.95	26.1%	0.95
Commercial	\$327,069,428	26.8%	34.5%	0.78	31.0%	0.87	34.7%	0.77	27.7%	0.97
All Other	\$34,462,476	2.8%	5.1%	0.55	4.0%	0.70	5.7%	0.50	3.5%	0.81
Deductions as % of Total Gross Patient Revenue										
Medicare	\$418,080,508	34.3%	35.0%	0.98	35.0%	0.98	36.0%	0.95	33.6%	1.02
Medical Assistance	\$230,280,262	18.9%	10.4%	1.82	15.7%	1.20	9.8%	1.92	19.1%	0.99
Commercial	\$158,717,150	13.0%	14.5%	0.89	13.8%	0.94	15.7%	0.83	13.3%	0.98
Charity Care	\$16,743,731	1.4%	1.0%	1.43	1.3%	1.04	1.0%	1.41	1.3%	1.05
Bad Debt	\$24,911,475	2.0%	1.2%	1.74	1.0%	2.00	1.0%	2.01	1.8%	1.12
All Other	\$11,106,780	0.9%	2.6%	0.36	1.2%	0.75	2.7%	0.34	1.5%	0.61
Total Deductions	\$859,839,906	70.5%	64.6%	1.09	68.0%	1.04	66.2%	1.06	70.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	14.6%	8.4%	1.73	8.2%	1.77	8.0%	1.81	6.8%	2.14	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	N/A	N/A	13.7%	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$128,024,191	33.9%	43.5%	0.78	35.4%	0.96	42.2%	0.80	37.2%	0.91
Supplies & Services	\$218,722,987	57.9%	49.9%	1.16	58.6%	0.99	52.0%	1.11	54.0%	1.07
Capital Component	\$30,958,021	8.2%	6.6%	1.25	6.0%	1.36	5.8%	1.40	8.8%	0.93
Fiscal Statistics										
Operating Margin (%)	10.5%	7.5%	1.40	10.3%	1.02	8.5%	1.24	8.4%	1.26	
Total Hospital Net Income (%)	10.5%	8.6%	1.21	9.9%	1.06	9.7%	1.08	8.3%	1.26	
Return on Equity (%)	8.0%	4.1%	1.93	6.2%	1.28	6.1%	1.30	5.7%	1.40	
Current Ratio	2.2	3.9	0.56	6.7	0.32	4.7	0.46	4.2	0.52	
Days in Net Patient Accounts Receivable	41.4	71.5	0.58	49.7	0.83	56.5	0.73	49.9	0.83	
Average Payment Period	66.4	90.1	0.74	51.9	1.28	66.2	1.00	35.3	1.88	
Equity Financing (%)	73.6%	63.6%	1.16	81.7%	0.90	67.7%	1.09	81.3%	0.91	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	14.2	N/A	16.4	N/A	0.0	N/A	
Total Asset Turnover	0.8	0.5	1.61	0.6	1.20	0.6	1.22	0.7	1.11	
Average Age of Plant (Years)	13.5	14.1	0.96	11.0	1.23	12.4	1.09	13.4	1.01	
Increase (Decrease) Total Net Patient Revenue	7.7%	-2.2%	N/A	-1.8%	N/A	-0.7%	N/A	-1.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	51.2%	63.0%	0.81	51.0%	1.00	57.1%	0.90	53.4%	0.96	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,109	\$17,652	0.86	\$24,215	0.62	\$20,210	0.75	\$15,835	0.95	
Inpatient Net Revenue per Day	\$2,693	\$3,704	0.73	\$4,018	0.67	\$3,871	0.70	\$2,870	0.94	
Outpatient Net Revenue per Visit	\$317	\$780	0.41	\$850	0.37	\$898	0.35	\$222	1.43	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,220,464,284	Cash & Cash Equivalents	\$260,532	Current Liabilities	\$63,619,152
Less Deductions	\$859,839,906	Net Patient Receivables	\$40,783,359	Long-Term Debt	\$0
Net Patient Revenue	\$360,624,378	Other Receivables	\$2,377,444	Other Liabilities	\$83,084,272
Plus Other Revenue	\$61,477,127			Subtotal	\$146,703,424
Total Revenue	\$422,101,505	Land, Buildings & Equipment (Net)	\$408,295,932	Unrestricted Fund Balance	\$409,187,139
Less Expenses	\$377,705,199	Other Assets	\$104,173,296	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$176,611	Total Assets	\$555,890,563	Total Liabilities & Fund Balance	\$555,890,563
Net Income	\$44,219,695				

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
 5000 West Chambers Street
 Milwaukee, WI 53210
 414-447-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	46.9%	52.4%	0.89	66.4%	0.71	51.7%	0.91	50.9%	0.92
Obstetrics	33.4%	36.2%	0.92	43.0%	0.30	29.4%	1.13	37.7%	0.88
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	41.4%	53.9%	0.77	66.2%	0.63	48.2%	0.86	46.3%	0.89
Average Census (Patients)									
Adult Medical-Surgical	28.6	25.5	1.12	111.5	0.26	30.8	0.93	31.0	0.92
Obstetrics	13.0	4.7	2.76	16.3	0.80	5.1	2.53	14.7	0.88
Pediatrics	0.0	1.1	N/A	7.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	70.4	47.4	1.49	162.1	0.43	57.5	1.22	78.7	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.3	0.98	5.4	0.78	4.2	0.99	4.2	1.01
Obstetrics	2.4	2.4	1.01	2.4	1.02	2.1	1.14	2.7	0.89
Pediatrics	0.0	3.5	N/A	3.6	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.8	4.7	1.03	5.8	0.82	4.3	1.13	5.0	0.96
Surgical Operations									
Inpatient	422	1,280	0.33	2,762	0.15	1,247	0.34	503	0.84
Outpatient	823	4,115	0.20	4,604	0.18	4,177	0.20	1,140	0.72
Inpatient as % of All Surgeries	33.9%	23.7%	1.43	37.5%	0.90	23.0%	1.47	30.6%	1.11
Outpatient Visits									
Non-Emergency Visits	72,713	127,898	0.57	235,708	0.31	195,436	0.37	107,535	0.68
Emergency Visits	58,307	15,799	3.69	39,022	1.49	26,485	2.20	68,417	0.85
Full-Time Equivalents (FTEs)									
Administrators	32.1	20.3	1.59	58.5	0.55	24.9	1.29	30.1	1.07
Nurses, Licensed	274.2	255.1	1.07	773.0	0.35	338.1	0.81	278.0	0.99
Ancillary Nursing Personnel	50.1	42.6	1.18	167.4	0.30	60.0	0.84	45.1	1.11
All Other Personnel	222.9	501.2	0.44	1,237.1	0.18	661.2	0.34	272.0	0.82
Total FTEs	579.3	819.2	0.71	2,235.9	0.26	1,084.2	0.53	625.1	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	20.6	15.7	1.32	17.2	1.20	12.8	1.61	16.6	1.24
Nurses, Licensed	175.8	197.1	0.89	226.9	0.77	174.4	1.01	153.3	1.15
Ancillary Nursing Personnel	32.1	33.0	0.98	49.1	0.65	31.0	1.04	24.8	1.29
All Other Personnel	142.9	387.2	0.37	363.1	0.39	341.1	0.42	150.0	0.95
Total FTEs	371.5	633.0	0.59	656.3	0.57	559.3	0.66	344.7	1.08

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	170	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	20
Discharges	5,360	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,852
Inpatient Days	25,758			Inpatient Days	0	Newborn Days	3,073

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
Milwaukee, WI 53210

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	61	2,474	10,460	46.9%	28.6	4.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	39	1,975	4,763	33.4%	13.0	2.4
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	599	4,533	51.6%	12.4	7.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	46	315	6,002	35.6%	16.4	19.1
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	29	4	32.1	Surgical Personnel	14	9	18.8
Physicians & Dentists	0	3	0.0	Radiological Services Personnel	25	23	34.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	14	12	19.1
Dental Hygienists	0	0	0.0	Occupational Therapists	5	7	6.9
Registered Nurses	187	130	267.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	2	0	2.0	Physical Therapists	10	8	11.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	35	32	50.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.0
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	15	12	17.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	29	11	34.5
Pharmacy Personnel	24	8	25.1				
Clinical Laboratory Personnel	26	22	37.4				
				Total	435	285	579.3

086 Ascension SE Wisconsin Hospital - St. Joseph Campus
Milwaukee, WI 53210

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2B Value	Ratio	6 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$102,580,631	27.0%	46.6%	0.58	44.2%	0.61	47.1%	0.57	26.4%	1.02
Medical Assistance	\$210,528,861	55.3%	13.8%	4.02	20.8%	2.67	15.8%	3.50	55.1%	1.00
Commercial	\$47,371,407	12.5%	34.5%	0.36	31.0%	0.40	32.3%	0.39	13.4%	0.93
All Other	\$19,969,571	5.2%	5.1%	1.02	4.0%	1.30	4.8%	1.09	5.1%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$73,806,325	19.4%	35.0%	0.55	35.0%	0.55	36.7%	0.53	19.2%	1.01
Medical Assistance	\$137,524,111	36.1%	10.4%	3.48	15.7%	2.31	12.3%	2.95	38.7%	0.93
Commercial	\$16,698,901	4.4%	14.5%	0.30	13.8%	0.32	13.5%	0.32	5.2%	0.84
Charity Care	\$18,470,696	4.9%	1.0%	5.05	1.3%	3.68	1.1%	4.57	3.1%	1.58
Bad Debt	\$6,134,110	1.6%	1.2%	1.37	1.0%	1.58	1.4%	1.18	1.5%	1.09
All Other	\$2,042,506	0.5%	2.6%	0.21	1.2%	0.44	2.6%	0.21	1.2%	0.43
Total Deductions	\$254,676,649	66.9%	64.6%	1.04	68.0%	0.98	67.4%	0.99	69.0%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.8%	8.4%	0.68	8.2%	0.70	10.8%	0.53	1.5%	3.77	
Net Gains/Losses as % of Net Income	0.4%	13.8%	0.03	N/A	N/A	21.2%	0.02	0.2%	2.34	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$57,407,482	38.4%	43.5%	0.88	35.4%	1.09	45.0%	0.85	39.1%	0.98
Supplies & Services	\$90,355,949	60.4%	49.9%	1.21	58.6%	1.03	48.5%	1.25	59.7%	1.01
Capital Component	\$1,751,352	1.2%	6.6%	0.18	6.0%	0.19	6.6%	0.18	1.2%	1.00
Fiscal Statistics										
Operating Margin (%)	-12.0%	7.5%	N/A	10.3%	N/A	6.5%	N/A	-18.1%	0.67	
Total Hospital Net Income (%)	-12.1%	8.6%	N/A	9.9%	N/A	8.1%	N/A	-18.1%	0.67	
Return on Equity (%)	-19.4%	4.1%	N/A	6.2%	N/A	2.9%	N/A	-46.4%	0.42	
Current Ratio	1.1	3.9	0.29	6.7	0.17	3.6	0.31	2.3	0.48	
Days in Net Patient Accounts Receivable	29.4	71.5	0.41	49.7	0.59	95.9	0.31	37.1	0.79	
Average Payment Period	108.5	90.1	1.20	51.9	2.09	121.9	0.89	26.9	4.03	
Equity Financing (%)	0.0%	63.6%	N/A	81.7%	N/A	60.0%	N/A	0.2%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	14.2	N/A	10.0	N/A	-15,681.4	N/A	
Total Asset Turnover	1.6	0.5	3.41	0.6	2.54	0.4	4.52	2.6	0.63	
Average Age of Plant (Years)	6.2	14.1	0.44	11.0	0.57	17.7	0.35	4.9	1.28	
Increase (Decrease) Total Net Patient Revenue	-6.1%	-2.2%	2.76	-1.8%	3.48	-3.7%	1.66	-12.4%	0.49	
Outpatient Gross Revenue (% of Total GPR)	54.4%	63.0%	0.86	51.0%	1.07	69.7%	0.78	56.8%	0.96	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,523	\$17,652	0.71	\$24,215	0.52	\$13,747	0.91	\$12,921	0.97	
Inpatient Net Revenue per Day	\$2,577	\$3,704	0.70	\$4,018	0.64	\$3,163	0.81	\$2,599	0.99	
Outpatient Net Revenue per Visit	\$494	\$780	0.63	\$850	0.58	\$688	0.72	\$375	1.32	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$380,450,471	Cash & Cash Equivalents	\$225,033	Current Liabilities	\$43,842,801
Less Deductions	\$254,676,649	Net Patient Receivables	\$10,118,283	Long-Term Debt	\$0
Net Patient Revenue	\$125,773,822	Other Receivables	\$135,255	Other Liabilities	\$58,266,409
Plus Other Revenue	\$7,675,468			Subtotal	\$102,109,210
Total Revenue	\$133,449,290	Land, Buildings & Equipment (Net)	\$33,917,023	Unrestricted Fund Balance	-\$19,113,486
Less Expenses	\$149,514,783	Other Assets	\$38,600,129	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$68,961	Total Assets	\$82,995,723	Total Liabilities & Fund Balance	\$82,995,724
Net Income	-\$16,134,454				

085 Ascension St. Francis Hospital
 3237 South 16th Street
 Milwaukee, WI 53215
 414-647-5000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	1.6%	52.4%	0.03	66.4%	0.02	51.7%	0.03	0.2%	7.53
Obstetrics	102.5%	36.2%	2.83	43.0%	0.10	29.4%	3.48	16.4%	6.26
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	91.8%	53.9%	1.70	66.2%	1.39	48.2%	1.90	60.3%	1.52
Average Census (Patients)									
Adult Medical-Surgical	0.4	25.5	0.02	111.5	0.00	30.8	0.01	0.1	5.02
Obstetrics	4.1	4.7	0.87	16.3	0.25	5.1	0.80	3.3	1.25
Pediatrics	0.0	1.1	N/A	7.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	68.8	47.4	1.45	162.1	0.42	57.5	1.20	72.4	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	5.0	4.3	1.17	5.4	0.93	4.2	1.19	2.5	1.98
Obstetrics	2.7	2.4	1.12	2.4	1.14	2.1	1.27	2.3	1.19
Pediatrics	0.0	3.5	N/A	3.6	N/A	1.9	N/A	0.0	N/A
Total Hospital	5.3	4.7	1.13	5.8	0.90	4.3	1.24	4.9	1.08
Surgical Operations									
Inpatient	510	1,280	0.40	2,762	0.18	1,247	0.41	654	0.78
Outpatient	1,059	4,115	0.26	4,604	0.23	4,177	0.25	1,347	0.79
Inpatient as % of All Surgeries	32.5%	23.7%	1.37	37.5%	0.87	23.0%	1.41	32.7%	0.99
Outpatient Visits									
Non-Emergency Visits	90,150	127,898	0.70	235,708	0.38	195,436	0.46	104,284	0.86
Emergency Visits	38,534	15,799	2.44	39,022	0.99	26,485	1.45	44,509	0.87
Full-Time Equivalents (FTEs)									
Administrators	18.0	20.3	0.89	58.5	0.31	24.9	0.72	21.0	0.86
Nurses, Licensed	206.6	255.1	0.81	773.0	0.27	338.1	0.61	236.6	0.87
Ancillary Nursing Personnel	48.8	42.6	1.15	167.4	0.29	60.0	0.81	72.7	0.67
All Other Personnel	257.8	501.2	0.51	1,237.1	0.21	661.2	0.39	272.3	0.95
Total FTEs	531.3	819.2	0.65	2,235.9	0.24	1,084.2	0.49	602.6	0.88
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.3	15.7	0.53	17.2	0.48	12.8	0.65	9.3	0.89
Nurses, Licensed	95.5	197.1	0.48	226.9	0.42	174.4	0.55	105.3	0.91
Ancillary Nursing Personnel	22.6	33.0	0.69	49.1	0.46	31.0	0.73	32.3	0.70
All Other Personnel	119.2	387.2	0.31	363.1	0.33	341.1	0.35	121.1	0.98
Total FTEs	245.5	633.0	0.39	656.3	0.37	559.3	0.44	268.1	0.92

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	75	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	4
Discharges	4,796	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	462
Inpatient Days	25,191			Inpatient Days	0	Newborn Days	783

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	24	28	141	1.6%	0.4	5.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	559	1,501	102.5%	4.1	2.7
Psychiatric	1	14	1,019	4,370	85.3%	11.9	4.3
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	11	244	3,516	87.3%	9.6	14.4
Step-Down (Special Care)	1	22	2,946	15,663	194.5%	42.8	5.3
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	18	0	18.0	Surgical Personnel	20	4	22.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	28	17	36.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	14	3	16.2
Dental Hygienists	0	0	0.0	Occupational Therapists	3	15	6.7
Registered Nurses	167	90	205.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	14	16.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	32	43	48.8	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.5
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	24	12	27.8
Health Info Mgmt-Administrators/Technicians	13	0	13.0	All Other Personnel	48	20	58.3
Pharmacy Personnel	29	11	31.1				
Clinical Laboratory Personnel	10	11	15.3				
				Total	426	248	531.3

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$221,594,457	47.1%	46.6%	1.01	44.2%	1.07	47.1%	1.00	46.2%	1.02
Medical Assistance	\$119,313,835	25.4%	13.8%	1.84	20.8%	1.22	15.8%	1.61	26.1%	0.97
Commercial	\$101,860,433	21.7%	34.5%	0.63	31.0%	0.70	32.3%	0.67	22.9%	0.95
All Other	\$27,510,284	5.8%	5.1%	1.14	4.0%	1.45	4.8%	1.22	4.8%	1.21
Deductions as % of Total Gross Patient Revenue										
Medicare	\$161,823,256	34.4%	35.0%	0.98	35.0%	0.98	36.7%	0.94	33.8%	1.02
Medical Assistance	\$87,249,473	18.6%	10.4%	1.79	15.7%	1.18	12.3%	1.51	19.3%	0.96
Commercial	\$36,627,708	7.8%	14.5%	0.54	13.8%	0.56	13.5%	0.58	9.5%	0.82
Charity Care	\$22,598,582	4.8%	1.0%	5.00	1.3%	3.64	1.1%	4.52	3.3%	1.46
Bad Debt	\$8,454,675	1.8%	1.2%	1.53	1.0%	1.77	1.4%	1.31	1.1%	1.69
All Other	\$3,387,795	0.7%	2.6%	0.28	1.2%	0.59	2.6%	0.28	1.0%	0.73
Total Deductions	\$320,141,489	68.1%	64.6%	1.05	68.0%	1.00	67.4%	1.01	67.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		12.5%	8.4%	1.49	8.2%	1.52	10.8%	1.16	1.6%	7.80
Net Gains/Losses as % of Net Income		2.8%	13.8%	0.20	N/A	N/A	21.2%	0.13	7.4%	0.38
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,296,323	31.3%	43.5%	0.72	35.4%	0.88	45.0%	0.70	35.8%	0.88
Supplies & Services	\$114,294,483	65.9%	49.9%	1.32	58.6%	1.12	48.5%	1.36	61.2%	1.08
Capital Component	\$4,894,353	2.8%	6.6%	0.43	6.0%	0.47	6.6%	0.43	3.1%	0.92
Fiscal Statistics										
Operating Margin (%)		-1.1%	7.5%	N/A	10.3%	N/A	6.5%	N/A	-1.7%	0.65
Total Hospital Net Income (%)		-1.1%	8.6%	N/A	9.9%	N/A	8.1%	N/A	-1.8%	0.62
Return on Equity (%)		-1.7%	4.1%	N/A	6.2%	N/A	2.9%	N/A	-3.0%	0.58
Current Ratio		1.6	3.9	0.40	6.7	0.23	3.6	0.43	3.1	0.51
Days in Net Patient Accounts Receivable		36.8	71.5	0.52	49.7	0.74	95.9	0.38	44.1	0.83
Average Payment Period		69.7	90.1	0.77	51.9	1.34	121.9	0.57	26.4	2.63
Equity Financing (%)		32.5%	63.6%	0.51	81.7%	0.40	60.0%	0.54	70.0%	0.46
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	14.2	N/A	10.0	N/A	0.0	N/A
Total Asset Turnover		1.5	0.5	3.27	0.6	2.43	0.4	4.33	1.6	0.94
Average Age of Plant (Years)		4.4	14.1	0.31	11.0	0.40	17.7	0.25	3.4	1.32
Increase (Decrease) Total Net Patient Revenue		-5.1%	-2.2%	2.30	-1.8%	2.90	-3.7%	1.38	-7.6%	0.68
Outpatient Gross Revenue (% of Total GPR)		67.5%	63.0%	1.07	51.0%	1.32	69.7%	0.97	67.5%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,580	\$17,652	0.66	\$24,215	0.48	\$13,747	0.84	\$11,434	1.01
Inpatient Net Revenue per Day		\$2,158	\$3,704	0.58	\$4,018	0.54	\$3,163	0.68	\$2,338	0.92
Outpatient Net Revenue per Visit		\$801	\$780	1.03	\$850	0.94	\$688	1.16	\$680	1.18

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$470,279,007	Cash & Cash Equivalents	\$6,665	Current Liabilities	\$32,099,595
Less Deductions	\$320,141,489	Net Patient Receivables	\$15,115,591	Long-Term Debt	\$0
Net Patient Revenue	\$150,137,518	Other Receivables	\$756,505	Other Liabilities	\$43,111,634
Plus Other Revenue	\$21,463,397			Subtotal	\$75,211,229
Total Revenue	\$171,600,914	Land, Buildings & Equipment (Net)	\$61,129,839	Unrestricted Fund Balance	\$36,140,137
Less Expenses	\$173,485,159	Other Assets	\$34,342,767	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$54,982	Total Assets	\$111,351,367	Total Liabilities & Fund Balance	\$111,351,366
Net Income	-\$1,939,227				

168 Aurora Sinai Medical Center
 945 N 12th Street, PO Box 342
 Milwaukee, WI 53233
 414-219-2000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	56.5%	52.4%	1.08	66.4%	0.85	51.7%	1.09	39.9%	1.42
Obstetrics	18.4%	36.2%	0.51	43.0%	0.20	29.4%	0.62	47.7%	0.39
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	43.3%	53.9%	0.80	66.2%	0.65	48.2%	0.90	49.7%	0.87
Average Census (Patients)									
Adult Medical-Surgical	55.9	25.5	2.19	111.5	0.50	30.8	1.82	40.3	1.39
Obstetrics	8.4	4.7	1.79	16.3	0.52	5.1	1.64	21.9	0.39
Pediatrics	0.0	1.1	N/A	7.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	99.7	47.4	2.11	162.1	0.62	57.5	1.73	100.4	0.99
Average Length of Stay (Days)									
Adult Medical-Surgical	6.7	4.3	1.56	5.4	1.24	4.2	1.58	5.3	1.26
Obstetrics	1.3	2.4	0.53	2.4	0.53	2.1	0.60	2.9	0.43
Pediatrics	0.0	3.5	N/A	3.6	N/A	1.9	N/A	0.0	N/A
Total Hospital	5.1	4.7	1.11	5.8	0.88	4.3	1.21	5.2	1.00
Surgical Operations									
Inpatient	1,455	1,280	1.14	2,762	0.53	1,247	1.17	1,728	0.84
Outpatient	1,798	4,115	0.44	4,604	0.39	4,177	0.43	2,376	0.76
Inpatient as % of All Surgeries	44.7%	23.7%	1.88	37.5%	1.19	23.0%	1.95	42.1%	1.06
Outpatient Visits									
Non-Emergency Visits	134,473	127,898	1.05	235,708	0.57	195,436	0.69	177,433	0.76
Emergency Visits	47,689	15,799	3.02	39,022	1.22	26,485	1.80	56,044	0.85
Full-Time Equivalents (FTEs)									
Administrators	36.0	20.3	1.78	58.5	0.62	24.9	1.45	36.0	1.00
Nurses, Licensed	573.0	255.1	2.25	773.0	0.74	338.1	1.69	531.0	1.08
Ancillary Nursing Personnel	168.7	42.6	3.96	167.4	1.01	60.0	2.81	114.3	1.48
All Other Personnel	1,196.4	501.2	2.39	1,237.1	0.97	661.2	1.81	1,216.1	0.98
Total FTEs	1,974.1	819.2	2.41	2,235.9	0.88	1,084.2	1.82	1,897.4	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	14.9	15.7	0.95	17.2	0.87	12.8	1.16	13.0	1.14
Nurses, Licensed	236.7	197.1	1.20	226.9	1.04	174.4	1.36	192.4	1.23
Ancillary Nursing Personnel	69.7	33.0	2.12	49.1	1.42	31.0	2.25	41.4	1.68
All Other Personnel	494.4	387.2	1.28	363.1	1.36	341.1	1.45	440.8	1.12
Total FTEs	815.7	633.0	1.29	656.3	1.24	559.3	1.46	687.7	1.19

Total Hospital:
 Beds Set Up & Staffed 230
 Discharges 7,090
 Inpatient Days 36,482

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

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

Newborn Nursery:
 Bassinets 35
 Total Births 2,167
 Newborn Days 3,512

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	99	3,058	20,469	56.5%	55.9	6.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	2	18	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	46	2,454	3,090	18.4%	8.4	1.3
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	342	3,705	42.2%	10.1	10.8
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	43	453	9,218	58.6%	25.2	20.3
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	36	0	36.0	Surgical Personnel	27	12	34.5
Physicians & Dentists	79	45	99.3	Radiological Services Personnel	33	20	44.6
Medical & Dental Residents	55	0	55.0	Respiratory Therapists	27	8	29.5
Dental Hygienists	0	0	0.0	Occupational Therapists	7	10	12.1
Registered Nurses	408	201	528.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	10	3	11.3	Physical Therapists	22	17	29.8
Licensed Practical Nurses	2	1	2.8	Physical Therapy Assistants/Aides	6	9	8.4
Ancillary Nursing Personnel	78	141	168.7	Recreational Therapists	0	0	0.0
Physician Assistants	25	6	27.2	Dietitians & Nutritionists	6	7	10.1
Nurse Practitioners	22	2	23.4	Psychologists	3	1	3.6
Certified Registered Nurse Anesthetists	3	2	3.0	Social Workers	20	8	23.9
Clinical Nurse Specialists	4	0	4.0	All Other Health Professionals	181	76	215.3
Health Info Mgmt-Administrators/Technicians	20	2	21.2	All Other Personnel	344	84	394.4
Pharmacy Personnel	69	18	78.8				
Clinical Laboratory Personnel	30	16	41.6				
				Total	1,574	709	1,974.1

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2B Value	Ratio	6 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$232,196,828	30.5%	46.6%	0.65	44.2%	0.69	47.1%	0.65	30.5%	1.00
Medical Assistance	\$359,801,538	47.3%	13.8%	3.44	20.8%	2.28	15.8%	2.99	45.0%	1.05
Commercial	\$144,008,258	18.9%	34.5%	0.55	31.0%	0.61	32.3%	0.59	20.2%	0.94
All Other	\$24,576,183	3.2%	5.1%	0.63	4.0%	0.80	4.8%	0.67	4.3%	0.76
Deductions as % of Total Gross Patient Revenue										
Medicare	\$191,321,201	25.2%	35.0%	0.72	35.0%	0.72	36.7%	0.69	26.2%	0.96
Medical Assistance	\$277,905,854	36.5%	10.4%	3.52	15.7%	2.33	12.3%	2.98	35.8%	1.02
Commercial	\$68,780,033	9.0%	14.5%	0.62	13.8%	0.65	13.5%	0.67	9.4%	0.97
Charity Care	\$14,662,537	1.9%	1.0%	2.01	1.3%	1.46	1.1%	1.81	3.1%	0.62
Bad Debt	\$10,713,321	1.4%	1.2%	1.20	1.0%	1.38	1.4%	1.03	1.2%	1.13
All Other	\$6,370,837	0.8%	2.6%	0.33	1.2%	0.69	2.6%	0.33	-0.3%	N/A
Total Deductions	\$569,753,783	74.9%	64.6%	1.16	68.0%	1.10	67.4%	1.11	75.5%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.8%	8.4%	1.41	8.2%	1.43	10.8%	1.10	5.0%	2.37
Net Gains/Losses as % of Net Income		0.0%	13.8%	N/A	N/A	N/A	21.2%	N/A	0.8%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$94,644,421	43.8%	43.5%	1.01	35.4%	1.24	45.0%	0.97	44.0%	1.00
Supplies & Services	\$110,548,017	51.1%	49.9%	1.02	58.6%	0.87	48.5%	1.06	50.7%	1.01
Capital Component	\$11,049,997	5.1%	6.6%	0.78	6.0%	0.85	6.6%	0.78	5.4%	0.95
Fiscal Statistics										
Operating Margin (%)		0.1%	7.5%	0.01	10.3%	0.01	6.5%	0.01	-0.9%	N/A
Total Hospital Net Income (%)		0.1%	8.6%	0.01	9.9%	0.01	8.1%	0.01	-0.9%	N/A
Return on Equity (%)		0.0%	4.1%	N/A	6.2%	N/A	2.9%	N/A	0.0%	N/A
Current Ratio		0.0	3.9	N/A	6.7	N/A	3.6	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	71.5	N/A	49.7	N/A	95.9	N/A	0.0	N/A
Average Payment Period		0.0	90.1	N/A	51.9	N/A	121.9	N/A	0.0	N/A
Equity Financing (%)		0.0%	63.6%	N/A	81.7%	N/A	60.0%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		1.1	12.2	0.09	14.2	0.08	10.0	0.11	0.2	4.69
Total Asset Turnover		0.0	0.5	N/A	0.6	N/A	0.4	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	14.1	N/A	11.0	N/A	17.7	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		-4.3%	-2.2%	1.95	-1.8%	2.45	-3.7%	1.17	2.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		55.7%	63.0%	0.88	51.0%	1.09	69.7%	0.80	59.7%	0.93
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,679		\$17,652	0.83	\$24,215	0.61	\$13,747	1.07	\$13,989	1.05
Inpatient Net Revenue per Day	\$2,650		\$3,704	0.72	\$4,018	0.66	\$3,163	0.84	\$2,444	1.08
Outpatient Net Revenue per Visit	\$535		\$780	0.69	\$850	0.63	\$688	0.78	\$472	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$760,582,808	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$569,753,783	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$190,829,025	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$25,556,934			Subtotal	\$0
Total Revenue	\$216,385,958	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$216,242,435	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$0	Total Liabilities & Fund Balance	\$0
Net Income	\$143,523				

183 Aurora St. Luke's Medical Center / South Shore
 2900 W Oklahoma Avenue
 Milwaukee, WI 53215
 414-649-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	67.1%	52.4%	1.28	66.4%	1.01	64.6%	1.04	73.1%	0.92
Obstetrics	0.0%	36.2%	N/A	43.0%	N/A	49.9%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	68.5%	53.9%	1.27	66.2%	1.04	63.5%	1.08	75.0%	0.91
Average Census (Patients)									
Adult Medical-Surgical	330.2	25.5	12.93	111.5	2.96	106.5	3.10	335.5	0.98
Obstetrics	0.0	4.7	N/A	16.3	N/A	14.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	7.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	511.0	47.4	10.79	162.1	3.15	204.5	2.50	533.0	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	6.0	4.3	1.40	5.4	1.12	4.8	1.27	5.7	1.07
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.6	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	6.9	4.7	1.49	5.8	1.18	5.2	1.33	6.5	1.07
Surgical Operations									
Inpatient	7,996	1,280	6.25	2,762	2.90	5,196	1.54	9,433	0.85
Outpatient	10,251	4,115	2.49	4,604	2.23	15,397	0.67	13,218	0.78
Inpatient as % of All Surgeries	43.8%	23.7%	1.85	37.5%	1.17	25.2%	1.74	41.6%	1.05
Outpatient Visits									
Non-Emergency Visits	437,187	127,898	3.42	235,708	1.85	396,336	1.10	521,141	0.84
Emergency Visits	82,747	15,799	5.24	39,022	2.12	41,684	1.99	97,633	0.85
Full-Time Equivalents (FTEs)									
Administrators	60.0	20.3	2.96	58.5	1.03	64.4	0.93	55.0	1.09
Nurses, Licensed	2,458.7	255.1	9.64	773.0	3.18	945.5	2.60	2,359.0	1.04
Ancillary Nursing Personnel	788.5	42.6	18.49	167.4	4.71	159.2	4.95	517.3	1.52
All Other Personnel	4,158.7	501.2	8.30	1,237.1	3.36	1,851.4	2.25	4,196.9	0.99
Total FTEs	7,465.9	819.2	9.11	2,235.9	3.34	3,020.5	2.47	7,128.3	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.7	15.7	0.36	17.2	0.33	13.4	0.42	4.9	1.15
Nurses, Licensed	232.1	197.1	1.18	226.9	1.02	197.1	1.18	210.8	1.10
Ancillary Nursing Personnel	74.4	33.0	2.26	49.1	1.52	33.2	2.24	46.2	1.61
All Other Personnel	392.5	387.2	1.01	363.1	1.08	386.0	1.02	375.0	1.05
Total FTEs	704.7	633.0	1.11	656.3	1.07	629.7	1.12	636.9	1.11

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	746	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	27,050	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	187,029			Inpatient Days	0	Newborn Days	0

183 Aurora St. Luke's Medical Center / South Shore
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	492	20,060	120,857	67.1%	330.2	6.0
Orthopedic	1	48	2,270	12,199	69.4%	33.3	5.4
Rehabilitation & Physical Medicine	1	36	956	12,311	93.4%	33.6	12.9
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	1	9	95	95	0.0%	0.3	1.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	1	23	1,132	3,948	46.9%	10.8	3.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	57	990	15,931	76.4%	43.5	16.1
Cardiac Intensive Unit	1	54	941	14,482	73.3%	39.6	15.4
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	27	795	7,206	72.9%	19.7	9.1
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	60	0	60.0	Surgical Personnel	181	34	194.7
Physicians & Dentists	336	39	356.2	Radiological Services Personnel	204	68	248.1
Medical & Dental Residents	103	0	103.0	Respiratory Therapists	73	16	83.2
Dental Hygienists	0	0	0.0	Occupational Therapists	43	37	64.3
Registered Nurses	1,864	576	2,247.7	Occupational Therapy Assistants/Aides	4	10	10.2
Certified Nurse Midwives	0	0	0.0	Physical Therapists	78	39	99.7
Licensed Practical Nurses	29	10	36.6	Physical Therapy Assistants/Aides	40	36	61.1
Ancillary Nursing Personnel	427	634	788.5	Recreational Therapists	1	2	2.4
Physician Assistants	58	8	62.5	Dietitians & Nutritionists	19	6	23.4
Nurse Practitioners	148	14	155.5	Psychologists	13	3	14.2
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	34	13	42.5
Clinical Nurse Specialists	17	3	18.8	All Other Health Professionals	603	279	736.7
Health Info Mgmt-Administrators/Technicians	145	38	170.5	All Other Personnel	1,009	377	1,229.5
Pharmacy Personnel	223	76	267.9				
Clinical Laboratory Personnel	140	77	185.9				
				Total	6,026	2,444	7,465.9

183 Aurora St. Luke's Medical Center / South Shore
Milwaukee, WI 53215

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$2,912,346,738	56.4%	46.6%	1.21	44.2%	1.28	46.9%	1.20	56.5%	1.00
Medical Assistance	\$725,645,827	14.1%	13.8%	1.02	20.8%	0.68	12.7%	1.10	13.3%	1.06
Commercial	\$1,391,982,109	27.0%	34.5%	0.78	31.0%	0.87	34.7%	0.78	27.6%	0.98
All Other	\$129,586,117	2.5%	5.1%	0.49	4.0%	0.62	5.7%	0.44	2.6%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,385,753,198	46.2%	35.0%	1.32	35.0%	1.32	36.0%	1.28	46.5%	0.99
Medical Assistance	\$605,155,278	11.7%	10.4%	1.13	15.7%	0.75	9.8%	1.19	10.9%	1.07
Commercial	\$692,218,660	13.4%	14.5%	0.92	13.8%	0.97	15.7%	0.85	14.1%	0.95
Charity Care	\$67,925,505	1.3%	1.0%	1.37	1.3%	1.00	1.0%	1.36	1.4%	0.92
Bad Debt	\$40,978,615	0.8%	1.2%	0.68	1.0%	0.78	1.0%	0.78	0.7%	1.11
All Other	\$49,608,109	1.0%	2.6%	0.38	1.2%	0.79	2.7%	0.36	0.9%	1.06
Total Deductions	\$3,841,639,365	74.5%	64.6%	1.15	68.0%	1.09	66.2%	1.13	74.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.8%	8.4%	1.41	8.2%	1.44	8.0%	1.47	7.3%	1.62
Net Gains/Losses as % of Net Income		0.6%	13.8%	0.04	N/A	N/A	13.7%	0.04	0.5%	1.25
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$464,264,436	35.5%	43.5%	0.82	35.4%	1.00	42.2%	0.84	35.5%	1.00
Supplies & Services	\$782,418,286	59.8%	49.9%	1.20	58.6%	1.02	52.0%	1.15	58.8%	1.02
Capital Component	\$60,633,500	4.6%	6.6%	0.71	6.0%	0.77	5.8%	0.79	5.7%	0.81
Fiscal Statistics										
Operating Margin (%)		12.5%	7.5%	1.66	10.3%	1.21	8.5%	1.47	12.9%	0.97
Total Hospital Net Income (%)		12.6%	8.6%	1.46	9.9%	1.28	9.7%	1.30	13.0%	0.97
Return on Equity (%)		5.7%	4.1%	1.37	6.2%	0.91	6.1%	0.92	6.4%	0.89
Current Ratio		17.4	3.9	4.50	6.7	2.60	4.7	3.72	23.4	0.75
Days in Net Patient Accounts Receivable		67.2	71.5	0.94	49.7	1.35	56.5	1.19	62.0	1.08
Average Payment Period		45.2	90.1	0.50	51.9	0.87	66.2	0.68	30.1	1.50
Equity Financing (%)		92.3%	63.6%	1.45	81.7%	1.13	67.7%	1.36	96.3%	0.96
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		19.9	12.2	1.63	14.2	1.40	16.4	1.21	11.6	1.72
Total Asset Turnover		0.4	0.5	0.95	0.6	0.71	0.6	0.72	0.5	0.92
Average Age of Plant (Years)		15.9	14.1	1.13	11.0	1.45	12.4	1.28	14.8	1.08
Increase (Decrease) Total Net Patient Revenue		-2.9%	-2.2%	1.28	-1.8%	1.62	-0.7%	4.29	5.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		50.0%	63.0%	0.79	51.0%	0.98	57.1%	0.88	50.8%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$26,060		\$17,652	1.48	\$24,215	1.08	\$20,210	1.29	\$23,302	1.12
Inpatient Net Revenue per Day	\$3,634		\$3,704	0.98	\$4,018	0.90	\$3,871	0.94	\$3,496	1.04
Outpatient Net Revenue per Visit	\$1,258		\$780	1.61	\$850	1.48	\$898	1.40	\$1,119	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,159,560,791	Cash & Cash Equivalents	\$2,424,021,393	Current Liabilities	\$155,737,314
Less Deductions	\$3,841,639,365	Net Patient Receivables	\$241,805,671	Long-Term Debt	\$0
Net Patient Revenue	\$1,317,921,426	Other Receivables	\$18,959,591	Other Liabilities	\$100,656,397
Plus Other Revenue	\$176,822,671			Subtotal	\$256,393,711
Total Revenue	\$1,494,744,097	Land, Buildings & Equipment (Net)	\$498,630,694	Unrestricted Fund Balance	\$3,069,067,810
Less Expenses	\$1,307,316,222	Other Assets	\$142,044,172	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,104,936			Total Liabilities & Fund Balance	\$3,325,461,521
Net Income	\$188,532,811	Total Assets	\$3,325,461,521		

075 Children's Wisconsin-Milwaukee Hospital
 9000 W Wisconsin Ave, PO Box 1997
 Milwaukee, WI 53201
 414-266-2000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	52.4%	N/A	66.4%	N/A	44.9%	N/A	0.0%	N/A
Obstetrics	0.0%	36.2%	N/A	43.0%	N/A	25.5%	N/A	0.0%	N/A
Pediatrics	98.6%	53.2%	1.85	98.6%	1.00	98.6%	1.00	100.5%	0.98
Total Hospital	99.7%	53.9%	1.85	66.2%	1.51	52.8%	1.89	99.7%	1.00
Average Census (Patients)									
Adult Medical-Surgical	0.0	25.5	N/A	111.5	N/A	15.7	N/A	0.0	N/A
Obstetrics	0.0	4.7	N/A	16.3	N/A	2.3	N/A	0.0	N/A
Pediatrics	51.3	1.1	46.43	7.3	7.00	4.7	46.43	65.3	0.79
Total Hospital	161.5	47.4	3.41	162.1	1.00	36.1	4.47	184.5	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.3	N/A	5.4	N/A	3.7	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.2	N/A	0.0	N/A
Pediatrics	3.6	3.5	1.04	3.6	1.00	3.6	1.00	3.4	1.06
Total Hospital	7.9	4.7	1.69	5.8	1.34	4.4	1.78	7.1	1.10
Surgical Operations									
Inpatient	2,776	1,280	2.17	2,762	1.01	711	3.90	3,346	0.83
Outpatient	9,176	4,115	2.23	4,604	1.99	2,960	3.10	11,351	0.81
Inpatient as % of All Surgeries	23.2%	23.7%	0.98	37.5%	0.62	19.4%	1.20	22.8%	1.02
Outpatient Visits									
Non-Emergency Visits	270,877	127,898	2.12	235,708	1.15	117,985	2.30	359,000	0.75
Emergency Visits	45,806	15,799	2.90	39,022	1.17	14,651	3.13	70,709	0.65
Full-Time Equivalents (FTEs)									
Administrators	48.6	20.3	2.40	58.5	0.83	17.3	2.82	43.4	1.12
Nurses, Licensed	1,147.8	255.1	4.50	773.0	1.48	217.2	5.28	1,132.2	1.01
Ancillary Nursing Personnel	147.3	42.6	3.45	167.4	0.88	30.0	4.91	160.2	0.92
All Other Personnel	1,449.7	501.2	2.89	1,237.1	1.17	363.9	3.98	1,443.5	1.00
Total FTEs	2,793.4	819.2	3.41	2,235.9	1.25	628.4	4.45	2,779.3	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.9	15.7	1.08	17.2	0.98	16.4	1.03	13.3	1.26
Nurses, Licensed	398.1	197.1	2.02	226.9	1.75	206.1	1.93	348.1	1.14
Ancillary Nursing Personnel	51.1	33.0	1.55	49.1	1.04	28.5	1.79	49.2	1.04
All Other Personnel	502.9	387.2	1.30	363.1	1.38	345.3	1.46	443.8	1.13
Total FTEs	969.0	633.0	1.53	656.3	1.48	596.3	1.63	854.4	1.13

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	162	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	7,528	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	59,100			Inpatient Days	0	Newborn Days	0

075 Children's Wisconsin-Milwaukee Hospital
Milwaukee, WI 53201

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	52	5,200	18,775	98.6%	51.3	3.6
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	40	947	14,633	100.0%	40.0	15.5
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	52	713	19,157	100.7%	52.3	26.9
Other Intensive Care	1	18	668	6,535	99.2%	17.9	9.8
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	48	1	48.6	Surgical Personnel	28	8	31.5
Physicians & Dentists	10	7	10.5	Radiological Services Personnel	91	64	129.1
Medical & Dental Residents	8	0	8.0	Respiratory Therapists	85	29	98.1
Dental Hygienists	3	3	4.8	Occupational Therapists	39	25	54.4
Registered Nurses	686	681	1,077.7	Occupational Therapy Assistants/Aides	2	4	3.9
Certified Nurse Midwives	0	0	0.0	Physical Therapists	30	21	40.4
Licensed Practical Nurses	0	1	1.3	Physical Therapy Assistants/Aides	0	1	1.2
Ancillary Nursing Personnel	72	159	147.3	Recreational Therapists	1	0	1.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	20	14	30.6
Nurse Practitioners	46	15	53.2	Psychologists	13	2	14.6
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	30	31	42.0
Clinical Nurse Specialists	15	1	15.6	All Other Health Professionals	96	49	116.7
Health Info Mgmt-Administrators/Technicians	10	1	10.2	All Other Personnel	520	214	629.6
Pharmacy Personnel	84	55	110.1				
Clinical Laboratory Personnel	55	22	67.6				
				Total	2,026	1,424	2,793.4

075 Children's Wisconsin-Milwaukee Hospital
Milwaukee, WI 53201

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 5		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$8,292,010	0.7%	46.6%	0.02	44.2%	0.02	41.7%	0.02	0.6%	1.16
Medical Assistance	\$569,291,398	49.9%	13.8%	3.63	20.8%	2.40	18.4%	2.72	49.5%	1.01
Commercial	\$542,805,684	47.6%	34.5%	1.38	31.0%	1.54	36.0%	1.32	48.0%	0.99
All Other	\$20,453,600	1.8%	5.1%	0.35	4.0%	0.44	4.0%	0.45	1.9%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$5,952,863	0.5%	35.0%	0.01	35.0%	0.01	30.1%	0.02	0.4%	1.19
Medical Assistance	\$347,197,152	30.4%	10.4%	2.93	15.7%	1.94	12.3%	2.47	31.3%	0.97
Commercial	\$122,503,157	10.7%	14.5%	0.74	13.8%	0.78	12.1%	0.89	10.9%	0.99
Charity Care	\$2,517,587	0.2%	1.0%	0.23	1.3%	0.17	0.8%	0.27	0.1%	1.51
Bad Debt	\$5,736,136	0.5%	1.2%	0.43	1.0%	0.49	1.1%	0.45	0.6%	0.91
All Other	\$15,091,194	1.3%	2.6%	0.52	1.2%	1.09	2.3%	0.56	1.3%	0.99
Total Deductions	\$498,998,090	43.7%	64.6%	0.68	68.0%	0.64	58.8%	0.74	44.7%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	8.0%		8.4%	0.95	8.2%	0.97	6.4%	1.25	6.5%	1.22
Net Gains/Losses as % of Net Income	19.4%		13.8%	1.40	N/A	N/A	N/A	N/A	17.8%	1.09
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$257,626,397	39.6%	43.5%	0.91	35.4%	1.12	41.7%	0.95	39.4%	1.01
Supplies & Services	\$322,187,377	49.6%	49.9%	0.99	58.6%	0.85	50.0%	0.99	49.0%	1.01
Capital Component	\$70,225,034	10.8%	6.6%	1.64	6.0%	1.79	8.3%	1.30	11.6%	0.93
Fiscal Statistics										
Operating Margin (%)	6.8%		7.5%	0.90	10.3%	0.66	6.6%	1.03	13.7%	0.50
Total Hospital Net Income (%)	8.3%		8.6%	0.96	9.9%	0.84	6.2%	1.33	16.2%	0.51
Return on Equity (%)	2.6%		4.1%	0.62	6.2%	0.42	3.0%	0.86	6.3%	0.41
Current Ratio	2.7		3.9	0.70	6.7	0.40	3.4	0.80	2.5	1.07
Days in Net Patient Accounts Receivable	47.9		71.5	0.67	49.7	0.96	48.8	0.98	47.9	1.00
Average Payment Period	63.0		90.1	0.70	51.9	1.21	63.5	0.99	69.0	0.91
Equity Financing (%)	70.5%		63.6%	1.11	81.7%	0.86	75.1%	0.94	70.6%	1.00
Long-Term Debt to Equity Ratio	0.3		0.3	1.08	0.1	4.11	0.2	1.85	0.3	1.15
Times Interest Earned	7.3		12.2	0.59	14.2	0.51	7.4	0.99	11.8	0.62
Total Asset Turnover	0.3		0.5	0.65	0.6	0.48	0.5	0.63	0.4	0.81
Average Age of Plant (Years)	9.2		14.1	0.65	11.0	0.84	9.8	0.94	8.4	1.10
Increase (Decrease) Total Net Patient Revenue	-7.9%		-2.2%	3.57	-1.8%	4.50	-5.0%	1.60	6.4%	N/A
Outpatient Gross Revenue (% of Total GPR)	41.1%		63.0%	0.65	51.0%	0.81	64.9%	0.63	41.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$51,247		\$17,652	2.90	\$24,215	2.12	\$18,057	2.84	\$44,178	1.16
Inpatient Net Revenue per Day	\$6,210		\$3,704	1.68	\$4,018	1.55	\$3,961	1.57	\$5,994	1.04
Outpatient Net Revenue per Visit	\$827		\$780	1.06	\$850	0.97	\$669	1.24	\$665	1.24

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,140,842,692	Cash & Cash Equivalents	\$92,499,714	Current Liabilities	\$102,769,694
Less Deductions	\$498,998,090	Net Patient Receivables	\$84,054,840	Long-Term Debt	\$515,980,475
Net Patient Revenue	\$641,844,602	Other Receivables	\$7,434,813	Other Liabilities	\$52,943,362
Plus Other Revenue	\$55,513,153			Subtotal	\$671,693,531
Total Revenue	\$697,357,755	Land, Buildings & Equipment (Net)	\$553,929,425		
Less Expenses	\$650,038,808	Other Assets	\$1,538,133,508	Unrestricted Fund Balance	\$1,604,358,769
Non-Operating Gains/Losses	\$11,375,281			Restricted Fund Balance	\$312,097,768
Net Income	\$58,694,228	Total Assets	\$2,276,052,300	Total Liabilities & Fund Balance	\$2,276,052,300

079 Froedtert Hospital
 9200 W Wisconsin Ave, PO Box 26099
 Milwaukee, WI 53226
 414-805-3000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	82.9%	52.4%	1.58	66.4%	1.25	64.6%	1.28	85.9%	0.96
Obstetrics	50.0%	36.2%	1.38	43.0%	0.59	49.9%	1.00	56.5%	0.89
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	76.3%	53.9%	1.42	66.2%	1.15	63.5%	1.20	82.5%	0.93
Average Census (Patients)									
Adult Medical-Surgical	309.2	25.5	12.11	111.5	2.77	106.5	2.90	292.9	1.06
Obstetrics	25.5	4.7	5.42	16.3	1.57	14.6	1.75	28.8	0.89
Pediatrics	0.0	1.1	N/A	7.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	525.9	47.4	11.11	162.1	3.24	204.5	2.57	509.0	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	4.9	4.3	1.15	5.4	0.92	4.8	1.04	5.1	0.98
Obstetrics	2.7	2.4	1.12	2.4	1.14	2.6	1.01	2.9	0.92
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.9	4.7	1.28	5.8	1.01	5.2	1.14	6.0	0.99
Surgical Operations									
Inpatient	10,298	1,280	8.04	2,762	3.73	5,196	1.98	10,276	1.00
Outpatient	9,377	4,115	2.28	4,604	2.04	15,397	0.61	9,859	0.95
Inpatient as % of All Surgeries	52.3%	23.7%	2.21	37.5%	1.40	25.2%	2.07	51.0%	1.03
Outpatient Visits									
Non-Emergency Visits	724,967	127,898	5.67	235,708	3.08	396,336	1.83	817,134	0.89
Emergency Visits	49,445	15,799	3.13	39,022	1.27	41,684	1.19	56,784	0.87
Full-Time Equivalents (FTEs)									
Administrators	275.5	20.3	13.59	58.5	4.71	64.4	4.28	257.8	1.07
Nurses, Licensed	2,292.7	255.1	8.99	773.0	2.97	945.5	2.42	2,343.2	0.98
Ancillary Nursing Personnel	393.2	42.6	9.22	167.4	2.35	159.2	2.47	429.5	0.92
All Other Personnel	3,319.4	501.2	6.62	1,237.1	2.68	1,851.4	1.79	3,285.9	1.01
Total FTEs	6,280.8	819.2	7.67	2,235.9	2.81	3,020.5	2.08	6,316.3	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.2	15.7	1.67	17.2	1.52	13.4	1.95	24.5	1.07
Nurses, Licensed	217.7	197.1	1.10	226.9	0.96	197.1	1.10	222.3	0.98
Ancillary Nursing Personnel	37.3	33.0	1.13	49.1	0.76	33.2	1.12	40.7	0.92
All Other Personnel	315.1	387.2	0.81	363.1	0.87	386.0	0.82	311.8	1.01
Total FTEs	596.3	633.0	0.94	656.3	0.91	629.7	0.95	599.3	1.00

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	689	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	32
Discharges	32,455	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	3,288
Inpatient Days	192,486			Inpatient Days	0	Newborn Days	5,911

079 Froedtert Hospital
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	373	22,896	113,154	82.9%	309.2	4.9
Orthopedic	1	32	1,469	8,405	71.8%	23.0	5.7
Rehabilitation & Physical Medicine	1	26	567	7,325	77.0%	20.0	12.9
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	1	94	2,397	21,619	0.0%	59.1	9.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	51	3,486	9,342	50.0%	25.5	2.7
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	53	760	14,242	73.4%	38.9	18.7
Cardiac Intensive Unit	1	20	217	6,060	82.8%	16.6	27.9
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	40	663	12,339	84.3%	33.7	18.6
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	272	6	275.5	Surgical Personnel	93	17	99.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	242	163	321.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	83	25	94.9
Dental Hygienists	0	0	0.0	Occupational Therapists	39	57	67.0
Registered Nurses	1,717	910	2,202.7	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	61	66	91.1
Licensed Practical Nurses	2	1	2.7	Physical Therapy Assistants/Aides	6	7	9.7
Ancillary Nursing Personnel	193	489	393.2	Recreational Therapists	1	0	1.0
Physician Assistants	0	4	2.2	Dietitians & Nutritionists	24	18	35.4
Nurse Practitioners	5	9	10.0	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	57	7	57.9	Social Workers	63	21	70.7
Clinical Nurse Specialists	17	4	19.5	All Other Health Professionals	765	457	982.4
Health Info Mgmt-Administrators/Technicians	7	1	7.8	All Other Personnel	918	278	1,062.5
Pharmacy Personnel	242	96	275.3				
Clinical Laboratory Personnel	15	4	17.6				
				Total	4,971	2,691	6,280.8

079 Froedtert Hospital
Milwaukee, WI 53226

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$2,413,445,558	44.9%	46.6%	0.96	44.2%	1.02	46.9%	0.96	44.7%	1.01
Medical Assistance	\$816,357,590	15.2%	13.8%	1.10	20.8%	0.73	12.7%	1.19	15.1%	1.01
Commercial	\$1,785,879,224	33.3%	34.5%	0.97	31.0%	1.07	34.7%	0.96	33.4%	0.99
All Other	\$353,530,590	6.6%	5.1%	1.28	4.0%	1.63	5.7%	1.17	6.8%	0.96
Deductions as % of Total Gross Patient Revenue										
Medicare	\$1,857,015,911	34.6%	35.0%	0.99	35.0%	0.99	36.0%	0.96	34.2%	1.01
Medical Assistance	\$649,589,106	12.1%	10.4%	1.16	15.7%	0.77	9.8%	1.23	11.9%	1.02
Commercial	\$841,177,844	15.7%	14.5%	1.08	13.8%	1.13	15.7%	1.00	15.8%	0.99
Charity Care	\$50,814,162	0.9%	1.0%	0.99	1.3%	0.72	1.0%	0.98	0.6%	1.68
Bad Debt	\$50,814,162	0.9%	1.2%	0.81	1.0%	0.93	1.0%	0.93	1.0%	0.92
All Other	\$91,995,032	1.7%	2.6%	0.67	1.2%	1.41	2.7%	0.64	1.7%	1.01
Total Deductions	\$3,541,406,217	66.0%	64.6%	1.02	68.0%	0.97	66.2%	1.00	65.2%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.2%	8.4%	0.50	8.2%	0.51	8.0%	0.53	1.5%	2.80
Net Gains/Losses as % of Net Income		N/A	13.8%	N/A	N/A	N/A	13.7%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$551,921,916	31.9%	43.5%	0.73	35.4%	0.90	42.2%	0.76	31.5%	1.01
Supplies & Services	\$1,080,239,118	62.5%	49.9%	1.25	58.6%	1.07	52.0%	1.20	62.5%	1.00
Capital Component	\$96,709,728	5.6%	6.6%	0.85	6.0%	0.93	5.8%	0.96	6.0%	0.92
Fiscal Statistics										
Operating Margin (%)		9.4%	7.5%	1.25	10.3%	0.91	8.5%	1.11	8.4%	1.12
Total Hospital Net Income (%)		7.4%	8.6%	0.85	9.9%	0.75	9.7%	0.76	6.1%	1.20
Return on Equity (%)		11.4%	4.1%	2.75	6.2%	1.83	6.1%	1.85	10.1%	1.12
Current Ratio		1.2	3.9	0.31	6.7	0.18	4.7	0.26	2.8	0.43
Days in Net Patient Accounts Receivable		45.8	71.5	0.64	49.7	0.92	56.5	0.81	43.4	1.05
Average Payment Period		51.9	90.1	0.58	51.9	1.00	66.2	0.78	19.9	2.60
Equity Financing (%)		75.7%	63.6%	1.19	81.7%	0.93	67.7%	1.12	90.0%	0.84
Long-Term Debt to Equity Ratio		0.0	0.3	0.15	0.1	0.58	0.2	0.24	0.0	204.62
Times Interest Earned		8.5	12.2	0.70	14.2	0.60	16.4	0.52	7.5	1.14
Total Asset Turnover		1.6	0.5	3.34	0.6	2.49	0.6	2.53	1.7	0.94
Average Age of Plant (Years)		9.8	14.1	0.70	11.0	0.89	12.4	0.79	10.1	0.97
Increase (Decrease) Total Net Patient Revenue		2.4%	-2.2%	N/A	-1.8%	N/A	-0.7%	N/A	8.2%	0.29
Outpatient Gross Revenue (% of Total GPR)		49.9%	63.0%	0.79	51.0%	0.98	57.1%	0.87	52.0%	0.96
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$30,109	\$17,652	1.71	\$24,215	1.24	\$20,210	1.49	\$28,493	1.06	
Inpatient Net Revenue per Day	\$5,060	\$3,704	1.37	\$4,018	1.26	\$3,871	1.31	\$4,784	1.06	
Outpatient Net Revenue per Visit	\$1,164	\$780	1.49	\$850	1.37	\$898	1.30	\$1,092	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$5,369,212,964	Cash & Cash Equivalents	\$2,740,338	Current Liabilities	\$234,952,996
Less Deductions	\$3,541,406,217	Net Patient Receivables	\$228,578,906	Long-Term Debt	\$41,756,765
Net Patient Revenue	\$1,827,806,747	Other Receivables	\$5,992,669	Other Liabilities	\$17,005,239
Plus Other Revenue	\$80,821,282			Subtotal	\$293,715,000
Total Revenue	\$1,908,628,027	Land, Buildings & Equipment (Net)	\$919,903,647	Unrestricted Fund Balance	\$917,323,000
Less Expenses	\$1,728,870,762	Other Assets	\$53,822,440	Restricted Fund Balance	\$25,514,000
Non-Operating Gains/Losses	-\$42,257,130			Total Liabilities & Fund Balance	\$1,211,038,000
Net Income	\$137,500,135	Total Assets	\$1,211,038,000		

091 Monroe Clinic
 515 22nd Ave
 Monroe, WI 53566
 608-324-1000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.0%	52.4%	0.76	55.7%	0.72	51.7%	0.77	40.8%	0.98
Obstetrics	22.7%	36.2%	0.63	41.0%	0.07	29.4%	0.77	34.7%	0.66
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	35.8%	53.9%	0.66	56.6%	0.63	48.2%	0.74	39.0%	0.92
Average Census (Patients)									
Adult Medical-Surgical	16.0	25.5	0.63	23.1	0.69	30.8	0.52	17.9	0.89
Obstetrics	2.7	4.7	0.58	4.5	0.60	5.1	0.53	2.8	0.98
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	20.8	47.4	0.44	49.2	0.42	57.5	0.36	22.6	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.3	0.86	4.1	0.90	4.2	0.87	3.4	1.10
Obstetrics	2.1	2.4	0.88	2.6	0.82	2.1	0.99	2.4	0.86
Pediatrics	0.0	3.5	N/A	3.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.3	4.7	0.72	4.6	0.73	4.3	0.78	3.3	1.02
Surgical Operations									
Inpatient	494	1,280	0.39	1,943	0.25	1,247	0.40	680	0.73
Outpatient	2,689	4,115	0.65	7,094	0.38	4,177	0.64	2,982	0.90
Inpatient as % of All Surgeries	15.5%	23.7%	0.65	21.5%	0.72	23.0%	0.68	18.6%	0.84
Outpatient Visits									
Non-Emergency Visits	230,457	127,898	1.80	157,467	1.46	195,436	1.18	255,807	0.90
Emergency Visits	15,550	15,799	0.98	15,287	1.02	26,485	0.59	16,720	0.93
Full-Time Equivalents (FTEs)									
Administrators	0.0	20.3	N/A	20.1	N/A	24.9	N/A	37.1	0.00
Nurses, Licensed	214.5	255.1	0.84	268.4	0.80	338.1	0.63	226.8	0.95
Ancillary Nursing Personnel	28.3	42.6	0.66	43.3	0.65	60.0	0.47	20.4	1.38
All Other Personnel	628.1	501.2	1.25	633.6	0.99	661.2	0.95	767.1	0.82
Total FTEs	870.9	819.2	1.06	965.4	0.90	1,084.2	0.80	1,051.4	0.83
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	15.7	N/A	16.1	N/A	12.8	N/A	27.4	0.00
Nurses, Licensed	160.8	197.1	0.82	214.6	0.75	174.4	0.92	167.5	0.96
Ancillary Nursing Personnel	21.2	33.0	0.64	34.6	0.61	31.0	0.68	15.1	1.40
All Other Personnel	470.7	387.2	1.22	506.6	0.93	341.1	1.38	566.7	0.83
Total FTEs	652.7	633.0	1.03	771.8	0.85	559.3	1.17	776.7	0.84

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	58	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	2,284	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	464
Inpatient Days	7,596			Inpatient Days	0	Newborn Days	757

091 Monroe Clinic
 Monroe, WI 53566

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	40	1,581	5,860	40.0%	16.0	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	475	999	22.7%	2.7	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	201	737	33.6%	2.0	3.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	10	1	10.0
Physicians & Dentists	63	28	63.4	Radiological Services Personnel	48	20	48.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	4	8.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	2	3.1
Registered Nurses	181	94	182.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	3	1	3.0	Physical Therapists	12	4	12.1
Licensed Practical Nurses	9	10	9.1	Physical Therapy Assistants/Aides	2	3	2.1
Ancillary Nursing Personnel	28	42	28.3	Recreational Therapists	0	0	0.0
Physician Assistants	8	4	8.1	Dietitians & Nutritionists	2	1	2.0
Nurse Practitioners	17	12	17.2	Psychologists	10	2	10.1
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	5	2.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	195	105	196.2
Health Info Mgmt-Administrators/Technicians	24	8	24.1	All Other Personnel	106	26	106.4
Pharmacy Personnel	31	6	31.1				
Clinical Laboratory Personnel	33	8	33.1				
				Total	866	404	870.9

091 Monroe Clinic
Monroe, WI 53566

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$253,954,967	48.0%	46.6%	1.03	41.8%	1.15	47.1%	1.02	49.2%	0.98
Medical Assistance	\$62,561,392	11.8%	13.8%	0.86	11.5%	1.03	15.8%	0.75	11.1%	1.07
Commercial	\$201,916,316	38.2%	34.5%	1.11	38.1%	1.00	32.3%	1.18	37.2%	1.03
All Other	\$10,121,305	1.9%	5.1%	0.37	8.5%	0.23	4.8%	0.40	2.5%	0.77
Deductions as % of Total Gross Patient Revenue										
Medicare	\$196,151,752	37.1%	35.0%	1.06	31.1%	1.19	36.7%	1.01	37.7%	0.98
Medical Assistance	\$52,993,936	10.0%	10.4%	0.97	8.7%	1.15	12.3%	0.82	9.4%	1.07
Commercial	\$95,103,929	18.0%	14.5%	1.24	18.1%	0.99	13.5%	1.33	16.4%	1.10
Charity Care	\$3,436,490	0.7%	1.0%	0.68	0.7%	0.97	1.1%	0.61	0.8%	0.83
Bad Debt	\$7,174,574	1.4%	1.2%	1.16	1.3%	1.04	1.4%	0.99	1.4%	1.00
All Other	\$9,028,705	1.7%	2.6%	0.67	4.4%	0.39	2.6%	0.67	2.2%	0.77
Total Deductions	\$363,889,386	68.8%	64.6%	1.06	64.3%	1.07	67.4%	1.02	67.8%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.7%	8.4%	0.91	7.9%	0.98	10.8%	0.71	6.9%	1.11	
Net Gains/Losses as % of Net Income	137.6%	13.8%	9.94	48.7%	2.82	21.2%	6.50	75.6%	1.82	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$105,697,663	57.4%	43.5%	1.32	46.6%	1.23	45.0%	1.28	61.1%	0.94
Supplies & Services	\$63,697,178	34.6%	49.9%	0.69	46.2%	0.75	48.5%	0.71	32.2%	1.07
Capital Component	\$14,828,015	8.0%	6.6%	1.22	7.3%	1.11	6.6%	1.23	6.7%	1.20
Fiscal Statistics										
Operating Margin (%)	-3.3%	7.5%	N/A	5.4%	N/A	6.5%	N/A	2.5%	N/A	
Total Hospital Net Income (%)	7.8%	8.6%	0.90	9.9%	0.78	8.1%	0.96	9.6%	0.81	
Return on Equity (%)	4.5%	4.1%	1.09	6.1%	0.73	2.9%	1.54	6.2%	0.73	
Current Ratio	2.9	3.9	0.75	3.1	0.93	3.6	0.80	2.6	1.12	
Days in Net Patient Accounts Receivable	56.6	71.5	0.79	48.3	1.17	95.9	0.59	53.5	1.06	
Average Payment Period	60.9	90.1	0.68	71.6	0.85	121.9	0.50	42.9	1.42	
Equity Financing (%)	66.7%	63.6%	1.05	54.8%	1.22	60.0%	1.11	68.8%	0.97	
Long-Term Debt to Equity Ratio	0.3	0.3	0.94	0.3	1.01	0.4	0.73	0.3	0.93	
Times Interest Earned	7.8	12.2	0.64	10.5	0.75	10.0	0.79	10.3	0.77	
Total Asset Turnover	0.5	0.5	1.10	0.6	0.88	0.4	1.45	0.6	0.86	
Average Age of Plant (Years)	2.4	14.1	0.17	11.5	0.21	17.7	0.14	1.8	1.33	
Increase (Decrease) Total Net Patient Revenue	-4.9%	-2.2%	2.20	-1.0%	4.71	-3.7%	1.32	1.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	84.4%	63.0%	1.34	60.3%	1.40	69.7%	1.21	83.3%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,902	\$17,652	0.84	\$20,439	0.73	\$13,747	1.08	\$13,738	1.08	
Inpatient Net Revenue per Day	\$4,481	\$3,704	1.21	\$4,396	1.02	\$3,163	1.42	\$4,210	1.06	
Outpatient Net Revenue per Visit	\$560	\$780	0.72	\$707	0.79	\$688	0.81	\$534	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$528,553,980	Cash & Cash Equivalents	\$49,394,102	Current Liabilities	\$28,670,782
Less Deductions	\$363,889,386	Net Patient Receivables	\$25,467,804	Long-Term Debt	\$64,193,805
Net Patient Revenue	\$164,664,594	Other Receivables	\$3,125,344	Other Liabilities	\$22,188,486
Plus Other Revenue	\$13,713,790			Subtotal	\$115,053,073
Total Revenue	\$178,378,384	Land, Buildings & Equipment (Net)	\$132,997,817	Unrestricted Fund Balance	\$229,946,263
Less Expenses	\$184,222,856	Other Assets	\$134,014,269	Restricted Fund Balance	\$4,629,994
Non-Operating Gains/Losses	\$21,406,995			Total Liabilities & Fund Balance	\$344,999,336
Net Income	\$15,562,523	Total Assets	\$344,999,336		

194 Children's Wisconsin-Fox Valley Hospital
 130 Second Street, PO Box 476
 Neenah, WI 54956
 920-969-7900

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	52.4%	N/A	46.3%	N/A	11.2%	N/A	0.0%	N/A
Obstetrics	0.0%	36.2%	N/A	29.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	72.8%	53.2%	1.37	14.0%	5.21	43.7%	1.67	73.7%	0.99
Total Hospital	89.1%	53.9%	1.65	45.8%	1.94	15.7%	5.66	94.3%	0.94
Average Census (Patients)									
Adult Medical-Surgical	0.0	25.5	N/A	21.6	N/A	1.7	N/A	0.0	N/A
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	2.2	1.1	1.98	0.3	6.70	0.2	1.98	2.2	0.99
Total Hospital	13.4	47.4	0.28	35.1	0.38	2.5	5.26	15.1	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.3	N/A	3.8	N/A	3.3	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	2.7	3.5	0.78	2.6	1.05	2.7	1.00	3.0	0.90
Total Hospital	8.7	4.7	1.86	4.1	2.09	4.2	2.06	10.5	0.83
Surgical Operations									
Inpatient	0	1,280	N/A	1,093	N/A	75	N/A	0	N/A
Outpatient	0	4,115	N/A	4,901	N/A	1,365	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	18.2%	N/A	5.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	15,058	127,898	0.12	75,740	0.20	21,938	0.69	15,774	0.95
Emergency Visits	0	15,799	N/A	13,956	N/A	2,721	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	15.8	0.19	2.2	1.37	3.0	1.00
Nurses, Licensed	72.0	255.1	0.28	188.9	0.38	40.9	1.76	67.1	1.07
Ancillary Nursing Personnel	7.8	42.6	0.18	18.4	0.42	7.0	1.11	8.0	0.98
All Other Personnel	84.0	501.2	0.17	307.4	0.27	77.4	1.09	77.9	1.08
Total FTEs	166.8	819.2	0.20	530.5	0.31	127.5	1.31	155.9	1.07
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.9	15.7	0.83	14.2	0.91	17.3	0.75	12.0	1.07
Nurses, Licensed	310.1	197.1	1.57	169.9	1.82	323.2	0.96	269.4	1.15
Ancillary Nursing Personnel	33.6	33.0	1.02	16.5	2.03	55.3	0.61	31.9	1.05
All Other Personnel	362.1	387.2	0.93	276.5	1.31	611.6	0.59	312.4	1.16
Total FTEs	718.7	633.0	1.14	477.2	1.51	1,007.4	0.71	625.8	1.15

Total Hospital:
 Beds Set Up & Staffed 15
 Discharges 565
 Inpatient Days 4,890

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

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

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

194 Children's Wisconsin-Fox Valley Hospital
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	3	294	799	72.8%	2.2	2.7
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	12	271	4,091	93.1%	11.2	15.1
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	13	9	16.7	Radiological Services Personnel	3	1	3.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	9	9.3
Dental Hygienists	0	0	0.0	Occupational Therapists	11	7	14.2
Registered Nurses	41	51	68.9	Occupational Therapy Assistants/Aides	1	2	1.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	5	7.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	3	9	7.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	3	4.4
Nurse Practitioners	2	1	2.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.2
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	18	2	18.8
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	110	106	166.8

194 Children's Wisconsin-Fox Valley Hospital

Neenah, WI 54956

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$22,516	0.1%	46.6%	0.00	49.0%	0.00	46.3%	0.00	0.0%	3.20
Medical Assistance	\$10,924,446	30.1%	13.8%	2.19	10.8%	2.78	11.7%	2.56	36.3%	0.83
Commercial	\$24,529,149	67.6%	34.5%	1.96	37.1%	1.82	37.5%	1.80	61.5%	1.10
All Other	\$830,584	2.3%	5.1%	0.45	3.1%	0.74	4.5%	0.51	2.2%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$14,517	0.0%	35.0%	0.00	34.7%	0.00	23.9%	0.00	0.0%	4.62
Medical Assistance	\$5,328,866	14.7%	10.4%	1.41	8.0%	1.83	7.7%	1.91	20.9%	0.70
Commercial	\$3,260,814	9.0%	14.5%	0.62	14.1%	0.64	10.2%	0.88	8.2%	1.10
Charity Care	\$65,219	0.2%	1.0%	0.19	0.7%	0.27	1.1%	0.17	0.0%	3.65
Bad Debt	\$288,216	0.8%	1.2%	0.68	1.5%	0.52	1.7%	0.48	0.7%	1.16
All Other	\$849,737	2.3%	2.6%	0.92	2.0%	1.18	2.2%	1.06	1.6%	1.50
Total Deductions	\$9,807,369	27.0%	64.6%	0.42	60.9%	0.44	46.7%	0.58	31.4%	0.86
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	16.3%	8.4%	1.94	5.8%	2.79	7.5%	2.17	14.7%	1.11	
Net Gains/Losses as % of Net Income	14.8%	13.8%	1.07	15.0%	0.99	10.6%	1.39	59.0%	0.25	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,784,364	57.7%	43.5%	1.32	40.0%	1.44	50.8%	1.13	53.3%	1.08
Supplies & Services	\$12,266,240	37.7%	49.9%	0.76	52.8%	0.71	42.0%	0.90	41.7%	0.90
Capital Component	\$1,515,483	4.7%	6.6%	0.71	7.2%	0.65	7.2%	0.65	4.9%	0.94
Fiscal Statistics										
Operating Margin (%)	-2.9%	7.5%	N/A	11.9%	N/A	7.8%	N/A	-1.0%	2.92	
Total Hospital Net Income (%)	-3.4%	8.6%	N/A	13.7%	N/A	8.7%	N/A	-2.4%	1.39	
Return on Equity (%)	-16.2%	4.1%	N/A	11.6%	N/A	11.1%	N/A	-11.5%	1.41	
Current Ratio	0.4	3.9	0.10	5.7	0.07	2.1	0.19	0.5	0.81	
Days in Net Patient Accounts Receivable	50.7	71.5	0.71	57.0	0.89	58.4	0.87	50.6	1.00	
Average Payment Period	52.5	90.1	0.58	36.6	1.44	80.3	0.65	36.0	1.46	
Equity Financing (%)	12.3%	63.6%	0.19	86.7%	0.14	38.8%	0.32	28.9%	0.42	
Long-Term Debt to Equity Ratio	1.0	0.3	3.42	0.1	14.35	0.3	3.00	0.7	1.36	
Times Interest Earned	0.0	12.2	N/A	28.5	N/A	10.1	N/A	0.0	N/A	
Total Asset Turnover	4.8	0.5	10.22	0.8	5.81	1.3	3.81	4.8	1.00	
Average Age of Plant (Years)	6.6	14.1	0.47	6.8	0.97	9.7	0.68	6.0	1.11	
Increase (Decrease) Total Net Patient Revenue	0.3%	-2.2%	N/A	-4.6%	N/A	-0.9%	N/A	-12.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	40.7%	63.0%	0.65	68.8%	0.59	80.0%	0.51	37.8%	1.08	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$32,067	\$17,652	1.82	\$12,208	2.63	\$21,599	1.48	\$34,386	0.93	
Inpatient Net Revenue per Day	\$3,599	\$3,704	0.97	\$2,930	1.23	\$2,988	1.20	\$3,196	1.13	
Outpatient Net Revenue per Visit	\$576	\$780	0.74	\$917	0.63	\$759	0.76	\$544	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,306,695	Cash & Cash Equivalents	\$0	Current Liabilities	\$4,609,434
Less Deductions	\$9,807,369	Net Patient Receivables	\$3,671,893	Long-Term Debt	\$821,379
Net Patient Revenue	\$26,499,326	Other Receivables	\$1,558,144	Other Liabilities	\$325,748
Plus Other Revenue	\$5,162,913			Subtotal	\$5,756,561
Total Revenue	\$31,662,239	Land, Buildings & Equipment (Net)	\$1,864,369	Unrestricted Fund Balance	\$806,738
Less Expenses	\$32,566,087	Other Assets	-\$531,107	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$156,979			Total Liabilities & Fund Balance	\$6,563,299
Net Income	-\$1,060,827	Total Assets	\$6,563,299		

092 ThedaCare Regional Medical Center - Neenah
 130 Second Street, PO Box 2021
 Neenah, WI 54956
 920-729-3100

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.9%	52.4%	1.10	46.3%	1.25	51.7%	1.12	63.5%	0.91
Obstetrics	33.7%	36.2%	0.93	29.1%	0.33	29.4%	1.15	41.9%	0.81
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	55.3%	53.9%	1.03	45.8%	1.21	48.2%	1.15	65.9%	0.84
Average Census (Patients)									
Adult Medical-Surgical	43.4	25.5	1.70	21.6	2.01	30.8	1.41	47.6	0.91
Obstetrics	9.4	4.7	2.01	4.5	2.08	5.1	1.84	11.7	0.81
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	90.7	47.4	1.92	35.1	2.58	57.5	1.58	108.0	0.84
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.3	0.93	3.8	1.04	4.2	0.94	3.9	1.03
Obstetrics	2.5	2.4	1.03	2.3	1.09	2.1	1.16	2.9	0.86
Pediatrics	0.0	3.5	N/A	2.6	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.3	4.7	0.92	4.1	1.03	4.3	1.01	4.6	0.93
Surgical Operations									
Inpatient	3,110	1,280	2.43	1,093	2.85	1,247	2.49	2,898	1.07
Outpatient	10,208	4,115	2.48	4,901	2.08	4,177	2.44	11,766	0.87
Inpatient as % of All Surgeries	23.4%	23.7%	0.98	18.2%	1.28	23.0%	1.02	19.8%	1.18
Outpatient Visits									
Non-Emergency Visits	62,285	127,898	0.49	75,740	0.82	195,436	0.32	96,664	0.64
Emergency Visits	20,747	15,799	1.31	13,956	1.49	26,485	0.78	24,290	0.85
Full-Time Equivalents (FTEs)									
Administrators	48.8	20.3	2.41	15.8	3.09	24.9	1.96	48.8	1.00
Nurses, Licensed	356.2	255.1	1.40	188.9	1.89	338.1	1.05	356.2	1.00
Ancillary Nursing Personnel	18.0	42.6	0.42	18.4	0.98	60.0	0.30	18.0	1.00
All Other Personnel	468.9	501.2	0.94	307.4	1.53	661.2	0.71	468.9	1.00
Total FTEs	891.9	819.2	1.09	530.5	1.68	1,084.2	0.82	891.9	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.9	15.7	1.46	14.2	1.61	12.8	1.78	19.3	1.19
Nurses, Licensed	167.2	197.1	0.85	169.9	0.98	174.4	0.96	141.0	1.19
Ancillary Nursing Personnel	8.4	33.0	0.26	16.5	0.51	31.0	0.27	7.1	1.19
All Other Personnel	220.1	387.2	0.57	276.5	0.80	341.1	0.65	185.7	1.19
Total FTEs	418.7	633.0	0.66	477.2	0.88	559.3	0.75	353.2	1.19

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	164	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	22
Discharges	7,750	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,408
Inpatient Days	33,212			Inpatient Days	0	Newborn Days	2,508

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	75	3,957	15,884	57.9%	43.4	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	226	2,459	56.0%	6.7	10.9
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	28	1,406	3,457	33.7%	9.4	2.5
Psychiatric	1	19	1,000	4,893	70.4%	13.4	4.9
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	223	2,341	45.7%	6.4	10.5
Step-Down (Special Care)	1	16	938	4,178	71.3%	11.4	4.5
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	48	1	48.8	Surgical Personnel	14	37	36.9
Physicians & Dentists	12	4	14.3	Radiological Services Personnel	42	33	60.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	13	14.3
Dental Hygienists	0	0	0.0	Occupational Therapists	5	6	8.2
Registered Nurses	175	268	333.3	Occupational Therapy Assistants/Aides	1	2	1.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	4	5.8
Licensed Practical Nurses	5	19	14.9	Physical Therapy Assistants/Aides	2	3	3.2
Ancillary Nursing Personnel	14	67	18.0	Recreational Therapists	0	1	0.5
Physician Assistants	6	1	6.1	Dietitians & Nutritionists	0	4	2.8
Nurse Practitioners	8	0	8.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	11	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	46	44.3
Health Info Mgmt-Administrators/Technicians	13	6	16.8	All Other Personnel	131	81	169.5
Pharmacy Personnel	25	7	29.5				
Clinical Laboratory Personnel	24	15	32.5				
				Total	566	643	891.9

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$211,064,713	40.0%	46.6%	0.86	49.0%	0.82	47.1%	0.85	39.9%	1.00
Medical Assistance	\$65,218,699	12.4%	13.8%	0.90	10.8%	1.14	15.8%	0.78	11.7%	1.06
Commercial	\$233,796,885	44.3%	34.5%	1.29	37.1%	1.19	32.3%	1.37	45.5%	0.97
All Other	\$17,814,177	3.4%	5.1%	0.66	3.1%	1.10	4.8%	0.70	2.9%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$143,705,171	27.2%	35.0%	0.78	34.7%	0.78	36.7%	0.74	26.6%	1.02
Medical Assistance	\$49,804,765	9.4%	10.4%	0.91	8.0%	1.18	12.3%	0.77	8.9%	1.06
Commercial	\$92,811,219	17.6%	14.5%	1.21	14.1%	1.25	13.5%	1.30	13.9%	1.26
Charity Care	\$2,739,613	0.5%	1.0%	0.54	0.7%	0.77	1.1%	0.49	0.6%	0.90
Bad Debt	\$10,042,294	1.9%	1.2%	1.62	1.5%	1.26	1.4%	1.39	1.3%	1.42
All Other	\$7,071,761	1.3%	2.6%	0.52	2.0%	0.68	2.6%	0.52	2.4%	0.55
Total Deductions	\$306,174,823	58.0%	64.6%	0.90	60.9%	0.95	67.4%	0.86	53.8%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.3%	8.4%	0.87	5.8%	1.25	10.8%	0.68	1.4%	5.07
Net Gains/Losses as % of Net Income		0.5%	13.8%	0.03	15.0%	0.03	21.2%	0.02	0.9%	0.50
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$84,132,100	40.0%	43.5%	0.92	40.0%	1.00	45.0%	0.89	42.7%	0.94
Supplies & Services	\$112,725,225	53.6%	49.9%	1.07	52.8%	1.01	48.5%	1.11	51.5%	1.04
Capital Component	\$13,600,381	6.5%	6.6%	0.98	7.2%	0.90	6.6%	0.98	5.8%	1.11
Fiscal Statistics										
Operating Margin (%)		12.0%	7.5%	1.59	11.9%	1.01	6.5%	1.85	22.5%	0.53
Total Hospital Net Income (%)		12.1%	8.6%	1.40	13.7%	0.88	8.1%	1.49	22.7%	0.53
Return on Equity (%)		18.6%	4.1%	4.52	11.6%	1.60	2.9%	6.36	31.8%	0.59
Current Ratio		14.6	3.9	3.76	5.7	2.56	3.6	4.01	11.6	1.26
Days in Net Patient Accounts Receivable		56.9	71.5	0.80	57.0	1.00	95.9	0.59	50.4	1.13
Average Payment Period		10.9	90.1	0.12	36.6	0.30	121.9	0.09	17.4	0.63
Equity Financing (%)		96.1%	63.6%	1.51	86.7%	1.11	60.0%	1.60	95.0%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.00	0.4	0.00	0.0	0.30
Times Interest Earned		3,969.7	12.2	324.14	28.5	139.10	10.0	398.10	5,060.9	0.78
Total Asset Turnover		1.5	0.5	3.27	0.8	1.86	0.4	4.34	1.4	1.10
Average Age of Plant (Years)		9.2	14.1	0.65	6.8	1.35	17.7	0.52	19.4	0.47
Increase (Decrease) Total Net Patient Revenue		-8.9%	-2.2%	4.02	-4.6%	1.93	-3.7%	2.42	6.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		57.4%	63.0%	0.91	68.8%	0.83	69.7%	0.82	57.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,846		\$17,652	0.67	\$12,208	0.97	\$13,747	0.86	\$12,948	0.91
Inpatient Net Revenue per Day	\$2,764		\$3,704	0.75	\$2,930	0.94	\$3,163	0.87	\$2,825	0.98
Outpatient Net Revenue per Visit	\$1,686		\$780	2.16	\$917	1.84	\$688	2.45	\$1,150	1.47

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$527,894,475	Cash & Cash Equivalents	\$46,271,285	Current Liabilities	\$5,928,687
Less Deductions	\$306,174,823	Net Patient Receivables	\$34,483,020	Long-Term Debt	\$39,682
Net Patient Revenue	\$221,719,652	Other Receivables	\$2,215,486	Other Liabilities	\$0
Plus Other Revenue	\$17,465,232			Subtotal	\$5,968,369
Total Revenue	\$239,184,883	Land, Buildings & Equipment (Net)	\$68,165,751	Unrestricted Fund Balance	\$148,808,210
Less Expenses	\$210,457,706	Other Assets	\$3,641,036	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$133,396			Total Liabilities & Fund Balance	\$154,776,579
Net Income	\$28,860,573	Total Assets	\$154,776,578		

093 Marshfield Medical Center - Neillsville
 216 Sunset Place
 Neillsville, WI 54456
 715-743-3101

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Clark
 Analysis Area: West Central (5A)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	15.6%	52.4%	0.30	40.8%	0.38	17.7%	0.88	14.0%	1.12
Obstetrics	0.0%	36.2%	N/A	24.1%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	15.6%	53.9%	0.29	42.0%	0.37	19.6%	0.80	14.0%	1.12
Average Census (Patients)									
Adult Medical-Surgical	2.3	25.5	0.09	10.7	0.22	2.7	0.87	2.2	1.05
Obstetrics	0.0	4.7	N/A	2.0	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.3	47.4	0.05	17.5	0.13	3.6	0.65	2.2	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	2.6	4.3	0.60	3.9	0.67	3.3	0.79	2.8	0.94
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.8	4.7	0.61	4.1	0.69	3.0	0.95	2.8	1.02
Surgical Operations									
Inpatient	63	1,280	0.05	403	0.16	228	0.28	106	0.59
Outpatient	488	4,115	0.12	2,235	0.22	1,022	0.48	467	1.04
Inpatient as % of All Surgeries	11.4%	23.7%	0.48	15.3%	0.75	18.2%	0.63	18.5%	0.62
Outpatient Visits									
Non-Emergency Visits	59,996	127,898	0.47	76,192	0.79	29,970	2.00	18,528	3.24
Emergency Visits	2,065	15,799	0.13	7,621	0.27	3,972	0.52	2,432	0.85
Full-Time Equivalents (FTEs)									
Administrators	4.8	20.3	0.24	12.1	0.40	5.2	0.93	9.0	0.53
Nurses, Licensed	29.8	255.1	0.12	128.5	0.23	42.2	0.71	26.1	1.14
Ancillary Nursing Personnel	14.3	42.6	0.34	19.1	0.75	6.8	2.11	13.5	1.06
All Other Personnel	116.8	501.2	0.23	251.7	0.46	106.2	1.10	108.5	1.08
Total FTEs	165.7	819.2	0.20	411.5	0.40	160.3	1.03	157.1	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	28.1	15.7	1.80	18.7	1.50	30.2	0.93	57.6	0.49
Nurses, Licensed	174.6	197.1	0.89	197.9	0.88	246.1	0.71	166.9	1.05
Ancillary Nursing Personnel	83.8	33.0	2.54	29.5	2.84	39.6	2.12	86.6	0.97
All Other Personnel	684.4	387.2	1.77	387.8	1.76	618.8	1.11	694.2	0.99
Total FTEs	970.8	633.0	1.53	634.0	1.53	934.7	1.04	1,005.3	0.97

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	304	Preferred Provider Organization (PPO)	Yes	Discharges	48	Total Births	0
Inpatient Days	857			Inpatient Days	569	Newborn Days	0

093 Marshfield Medical Center - Neillsville
Neillsville, WI 54456

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	330	857	15.6%	2.3	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	1	4.8	Surgical Personnel	1	0	1.0
Physicians & Dentists	5	5	7.3	Radiological Services Personnel	6	0	6.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	23	8	23.8	Occupational Therapy Assistants/Aides	1	1	1.4
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	2	3.6
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	3	1	3.1
Ancillary Nursing Personnel	8	11	14.3	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.2	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	30	8	32.3
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	24	30	34.3
Pharmacy Personnel	2	1	2.4				
Clinical Laboratory Personnel	6	0	6.0				
				Total	136	76	165.7

093 Marshfield Medical Center - Neillsville

Neillsville, WI 54456

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,667,312	46.7%	46.6%	1.00	50.9%	0.92	47.7%	0.98	47.1%	0.99
Medical Assistance	\$6,879,355	13.6%	13.8%	0.99	11.8%	1.15	11.0%	1.23	11.9%	1.14
Commercial	\$16,033,439	31.6%	34.5%	0.92	33.0%	0.96	37.9%	0.84	37.9%	0.83
All Other	\$4,092,979	8.1%	5.1%	1.57	4.3%	1.87	3.4%	2.36	3.1%	2.64
Deductions as % of Total Gross Patient Revenue										
Medicare	\$12,639,845	24.9%	35.0%	0.71	34.0%	0.73	26.3%	0.95	21.0%	1.19
Medical Assistance	\$3,401,498	6.7%	10.4%	0.65	8.2%	0.82	7.6%	0.88	9.2%	0.73
Commercial	\$3,549,701	7.0%	14.5%	0.48	9.2%	0.76	13.5%	0.52	9.5%	0.74
Charity Care	\$259,403	0.5%	1.0%	0.53	0.9%	0.60	0.7%	0.77	0.4%	1.19
Bad Debt	\$1,507,022	3.0%	1.2%	2.53	1.5%	2.01	1.3%	2.34	1.7%	1.75
All Other	\$1,988,570	3.9%	2.6%	1.54	2.1%	1.87	2.2%	1.78	1.7%	2.34
Total Deductions	\$23,346,039	46.1%	64.6%	0.71	55.8%	0.83	51.6%	0.89	43.5%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		15.0%	8.4%	1.79	5.2%	2.87	8.0%	1.89	3.1%	4.91
Net Gains/Losses as % of Net Income		3.3%	13.8%	0.24	29.1%	0.11	14.0%	0.23	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,024,286	54.6%	43.5%	1.25	52.0%	1.05	45.5%	1.20	52.3%	1.04
Supplies & Services	\$11,899,513	40.6%	49.9%	0.81	42.8%	0.95	47.2%	0.86	44.4%	0.91
Capital Component	\$1,405,451	4.8%	6.6%	0.73	5.2%	0.92	7.3%	0.66	3.3%	1.44
Fiscal Statistics										
Operating Margin (%)		8.8%	7.5%	1.17	1.9%	4.55	10.9%	0.81	-5.2%	N/A
Total Hospital Net Income (%)		9.1%	8.6%	1.05	2.7%	3.35	12.4%	0.73	-5.1%	N/A
Return on Equity (%)		0.1%	4.1%	0.02	0.4%	0.24	1.2%	0.08	-7.9%	N/A
Current Ratio		2.6	3.9	0.68	2.4	1.12	2.4	1.09	18.9	0.14
Days in Net Patient Accounts Receivable		4,206.2	71.5	58.80	254.1	16.56	397.6	10.58	51.4	81.79
Average Payment Period		4,680.6	90.1	51.96	354.1	13.22	577.7	8.10	5.4	871.41
Equity Financing (%)		45.9%	63.6%	0.72	48.0%	0.96	46.0%	1.00	60.3%	0.76
Long-Term Debt to Equity Ratio		0.8	0.3	2.84	0.7	1.17	0.8	1.04	0.1	6.80
Times Interest Earned		49.9	12.2	4.08	10.3	4.84	17.3	2.89	-20.1	N/A
Total Asset Turnover		0.0	0.5	0.02	0.1	0.07	0.1	0.11	1.6	0.01
Average Age of Plant (Years)		701.0	14.1	49.66	51.2	13.68	60.0	11.69	20.6	33.99
Increase (Decrease) Total Net Patient Revenue		5.3%	-2.2%	N/A	-1.1%	N/A	-3.0%	N/A	-1.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.2%	63.0%	1.37	73.1%	1.18	79.2%	1.09	85.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$10,186	\$17,652	0.58	\$15,718	0.65	\$16,342	0.62	\$15,787	0.65
Inpatient Net Revenue per Day		\$2,456	\$3,704	0.66	\$3,586	0.68	\$4,448	0.55	\$4,215	0.58
Outpatient Net Revenue per Visit		\$406	\$780	0.52	\$840	0.48	\$767	0.53	\$1,027	0.39

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$50,673,083	Cash & Cash Equivalents	\$395,367,000	Current Liabilities	\$359,133,000
Less Deductions	\$23,346,039	Net Patient Receivables	\$314,055,000	Long-Term Debt	\$1,259,137,000
Net Patient Revenue	\$27,327,044	Other Receivables	\$109,078,000	Other Liabilities	\$133,281,000
Plus Other Revenue	\$4,835,517			Subtotal	\$1,751,551,000
Total Revenue	\$32,162,563	Land, Buildings & Equipment (Net)	\$1,062,142,000	Unrestricted Fund Balance	\$1,488,800,000
Less Expenses	\$29,329,250	Other Assets	\$1,359,709,000	Restricted Fund Balance	\$45,826,000
Non-Operating Gains/Losses	\$95,663			Total Liabilities & Fund Balance	\$3,240,351,000
Net Income	\$2,928,976	Total Assets	\$3,240,351,000		

094 ThedaCare Medical Center - New London
 1405 Mill Street, PO Box 307
 New London, WI 54961
 920-982-5330

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Outagamie
 Analysis Area: Lake Winnebago (3)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.9%	52.4%	0.28	46.3%	0.32	32.9%	0.45	23.9%	0.62
Obstetrics	0.0%	36.2%	N/A	29.1%	N/A	19.7%	N/A	11.4%	0.00
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.9%	53.9%	0.28	45.8%	0.33	33.0%	0.45	21.9%	0.68
Average Census (Patients)									
Adult Medical-Surgical	3.7	25.5	0.15	21.6	0.17	6.4	0.58	5.0	0.74
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.9	N/A	0.5	0.00
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	47.4	0.08	35.1	0.11	8.6	0.43	5.5	0.68
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.3	0.63	3.8	0.71	3.0	0.92	2.7	1.00
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.0	N/A	2.4	0.00
Pediatrics	0.0	3.5	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	4.7	0.59	4.1	0.66	3.2	0.86	2.7	1.01
Surgical Operations									
Inpatient	118	1,280	0.09	1,093	0.11	247	0.48	182	0.65
Outpatient	1,839	4,115	0.45	4,901	0.38	1,277	1.44	2,004	0.92
Inpatient as % of All Surgeries	6.0%	23.7%	0.25	18.2%	0.33	16.2%	0.37	8.3%	0.72
Outpatient Visits									
Non-Emergency Visits	35,571	127,898	0.28	75,740	0.47	57,441	0.62	33,712	1.06
Emergency Visits	7,922	15,799	0.50	13,956	0.57	8,355	0.95	9,070	0.87
Full-Time Equivalents (FTEs)									
Administrators	7.0	20.3	0.35	15.8	0.44	11.6	0.61	7.0	1.00
Nurses, Licensed	38.8	255.1	0.15	188.9	0.21	84.6	0.46	38.8	1.00
Ancillary Nursing Personnel	3.7	42.6	0.09	18.4	0.20	14.7	0.25	3.7	1.00
All Other Personnel	97.3	501.2	0.19	307.4	0.32	194.6	0.50	97.3	1.00
Total FTEs	146.8	819.2	0.18	530.5	0.28	305.5	0.48	146.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	27.2	15.7	1.74	14.2	1.91	28.7	0.95	24.3	1.12
Nurses, Licensed	150.4	197.1	0.76	169.9	0.89	210.0	0.72	134.8	1.12
Ancillary Nursing Personnel	14.4	33.0	0.44	16.5	0.87	36.4	0.39	12.9	1.12
All Other Personnel	377.8	387.2	0.98	276.5	1.37	483.0	0.78	338.4	1.12
Total FTEs	569.8	633.0	0.90	477.2	1.19	758.1	0.75	510.5	1.12

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	4	Bassinets	0
Discharges	500	Preferred Provider Organization (PPO)	Yes	Discharges	122	Total Births	0
Inpatient Days	1,363			Inpatient Days	1,309	Newborn Days	0

094 ThedaCare Medical Center - New London
New London, WI 54961

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	500	1,363	14.9%	3.7	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	0	7.0	Surgical Personnel	0	9	3.6
Physicians & Dentists	5	0	5.0	Radiological Services Personnel	2	7	6.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	2	2.7
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.1
Registered Nurses	10	43	34.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	3	3.4
Licensed Practical Nurses	0	4	2.2	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	0	8	3.7	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	1	1.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	4	4.5
Health Info Mgmt-Administrators/Technicians	3	1	3.8	All Other Personnel	20	41	45.2
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	5	5	8.3				
				Total	71	136	146.8

094 ThedaCare Medical Center - New London

New London, WI 54961

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$36,575,273	49.9%	46.6%	1.07	49.0%	1.02	47.5%	1.05	45.6%	1.10
Medical Assistance	\$6,476,852	8.8%	13.8%	0.64	10.8%	0.82	12.8%	0.69	9.9%	0.89
Commercial	\$28,371,863	38.7%	34.5%	1.12	37.1%	1.04	35.0%	1.11	41.7%	0.93
All Other	\$1,824,726	2.5%	5.1%	0.49	3.1%	0.81	4.8%	0.52	2.8%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$23,009,077	31.4%	35.0%	0.90	34.7%	0.90	30.4%	1.03	23.8%	1.32
Medical Assistance	\$4,826,128	6.6%	10.4%	0.63	8.0%	0.82	8.9%	0.74	6.2%	1.06
Commercial	\$9,541,310	13.0%	14.5%	0.90	14.1%	0.93	12.0%	1.08	18.2%	0.72
Charity Care	\$397,119	0.5%	1.0%	0.56	0.7%	0.81	0.9%	0.57	0.6%	0.89
Bad Debt	\$2,174,651	3.0%	1.2%	2.53	1.5%	1.96	2.0%	1.50	2.4%	1.21
All Other	\$613,646	0.8%	2.6%	0.33	2.0%	0.42	2.3%	0.37	1.4%	0.59
Total Deductions	\$40,561,931	55.4%	64.6%	0.86	60.9%	0.91	56.5%	0.98	52.7%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.5%	8.4%	1.25	5.8%	1.80	10.2%	1.03	2.1%	5.10	
Net Gains/Losses as % of Net Income	0.7%	13.8%	0.05	15.0%	0.05	22.7%	0.03	0.2%	2.87	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$14,543,587	47.5%	43.5%	1.09	40.0%	1.19	51.7%	0.92	46.4%	1.02
Supplies & Services	\$14,143,324	46.2%	49.9%	0.93	52.8%	0.87	40.6%	1.14	47.8%	0.97
Capital Component	\$1,941,531	6.3%	6.6%	0.96	7.2%	0.88	7.7%	0.82	5.8%	1.09
Fiscal Statistics										
Operating Margin (%)	16.2%	7.5%	2.14	11.9%	1.36	7.4%	2.20	19.4%	0.83	
Total Hospital Net Income (%)	16.2%	8.6%	1.88	13.7%	1.18	9.3%	1.75	19.5%	0.83	
Return on Equity (%)	18.6%	4.1%	4.52	11.6%	1.60	7.6%	2.44	20.2%	0.92	
Current Ratio	18.4	3.9	4.74	5.7	3.22	4.8	3.85	8.7	2.10	
Days in Net Patient Accounts Receivable	46.0	71.5	0.64	57.0	0.81	49.1	0.94	46.8	0.98	
Average Payment Period	10.5	90.1	0.12	36.6	0.29	46.4	0.23	24.0	0.44	
Equity Financing (%)	97.6%	63.6%	1.54	86.7%	1.13	79.0%	1.24	94.8%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	28.5	N/A	13.2	N/A	0.0	N/A	
Total Asset Turnover	1.1	0.5	2.43	0.8	1.38	0.8	1.43	1.0	1.11	
Average Age of Plant (Years)	11.6	14.1	0.82	6.8	1.71	8.8	1.31	19.0	0.61	
Increase (Decrease) Total Net Patient Revenue	-1.2%	-2.2%	0.56	-4.6%	0.27	-1.2%	1.06	11.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	85.5%	63.0%	1.36	68.8%	1.24	78.9%	1.08	81.0%	1.06	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,143	\$17,652	0.40	\$12,208	0.59	\$14,147	0.50	\$10,354	0.69	
Inpatient Net Revenue per Day	\$1,499	\$3,704	0.40	\$2,930	0.51	\$4,080	0.37	\$2,695	0.56	
Outpatient Net Revenue per Visit	\$695	\$780	0.89	\$917	0.76	\$677	1.03	\$613	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$73,248,713	Cash & Cash Equivalents	\$10,000,000	Current Liabilities	\$829,073
Less Deductions	\$40,561,931	Net Patient Receivables	\$4,105,396	Long-Term Debt	-\$64,102
Net Patient Revenue	\$32,686,782	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,841,535			Subtotal	\$764,971
Total Revenue	\$36,528,318	Land, Buildings & Equipment (Net)	\$16,633,881	Unrestricted Fund Balance	\$31,109,397
Less Expenses	\$30,628,442	Other Assets	\$1,135,091	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$42,034			Total Liabilities & Fund Balance	\$31,874,368
Net Income	\$5,941,910	Total Assets	\$31,874,368		

095 Westfields Hospital & Clinic
 535 Hospital Road
 New Richmond, WI 54017
 715-243-2600

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.2%	52.4%	0.61	40.8%	0.79	40.5%	0.80	33.1%	0.97
Obstetrics	8.9%	36.2%	0.24	24.1%	0.03	24.6%	0.36	14.7%	0.60
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.4%	53.9%	0.47	42.0%	0.60	42.0%	0.60	25.5%	1.00
Average Census (Patients)									
Adult Medical-Surgical	5.5	25.5	0.21	10.7	0.51	10.2	0.54	5.6	0.97
Obstetrics	0.6	4.7	0.13	2.0	0.32	1.7	0.36	0.7	0.84
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.1	47.4	0.13	17.5	0.35	17.9	0.34	6.4	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.3	0.72	3.9	0.79	3.3	0.93	2.6	1.16
Obstetrics	1.8	2.4	0.77	2.2	0.84	2.2	0.85	2.1	0.89
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.4	N/A	0.0	N/A
Total Hospital	2.9	4.7	0.62	4.1	0.71	3.5	0.83	2.6	1.13
Surgical Operations									
Inpatient	195	1,280	0.15	403	0.48	482	0.40	248	0.79
Outpatient	2,023	4,115	0.49	2,235	0.91	1,905	1.06	2,233	0.91
Inpatient as % of All Surgeries	8.8%	23.7%	0.37	15.3%	0.57	20.2%	0.44	10.0%	0.88
Outpatient Visits									
Non-Emergency Visits	85,332	127,898	0.67	76,192	1.12	69,880	1.22	97,515	0.88
Emergency Visits	7,174	15,799	0.45	7,621	0.94	11,349	0.63	8,084	0.89
Full-Time Equivalents (FTEs)									
Administrators	36.5	20.3	1.80	12.1	3.01	14.9	2.44	45.5	0.80
Nurses, Licensed	67.8	255.1	0.27	128.5	0.53	112.6	0.60	70.0	0.97
Ancillary Nursing Personnel	9.0	42.6	0.21	19.1	0.47	19.7	0.46	10.2	0.88
All Other Personnel	177.8	501.2	0.35	251.7	0.71	239.6	0.74	185.2	0.96
Total FTEs	291.0	819.2	0.36	411.5	0.71	386.8	0.75	310.9	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	80.1	15.7	5.11	18.7	4.28	21.9	3.66	98.8	0.81
Nurses, Licensed	148.6	197.1	0.75	197.9	0.75	165.1	0.90	151.9	0.98
Ancillary Nursing Personnel	19.7	33.0	0.60	29.5	0.67	28.9	0.68	22.2	0.89
All Other Personnel	389.9	387.2	1.01	387.8	1.01	351.3	1.11	402.2	0.97
Total FTEs	638.4	633.0	1.01	634.0	1.01	567.2	1.13	675.1	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	773	Preferred Provider Organization (PPO)	Yes	Discharges	49	Total Births	112
Inpatient Days	2,228			Inpatient Days	447	Newborn Days	185

095 Westfields Hospital & Clinic
New Richmond, WI 54017

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	17	651	2,001	32.2%	5.5	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	7	123	227	8.9%	0.6	1.8
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	4	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	36	1	36.5	Surgical Personnel	6	1	6.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	10	4	12.0
Medical & Dental Residents	3	0	3.0	Respiratory Therapists	3	4	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	4	3.0
Registered Nurses	46	53	59.3	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	5.0
Licensed Practical Nurses	5	1	5.5	Physical Therapy Assistants/Aides	0	1	0.5
Ancillary Nursing Personnel	6	12	9.0	Recreational Therapists	0	0	0.0
Physician Assistants	5	2	6.0	Dietitians & Nutritionists	0	1	0.5
Nurse Practitioners	3	1	3.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	19	15	26.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	52	24	64.0
Pharmacy Personnel	13	13	16.3				
Clinical Laboratory Personnel	9	3	10.5				
				Total	238	150	291.0

095 Westfields Hospital & Clinic

New Richmond, WI 54017

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$49,766,576	40.1%	46.6%	0.86	50.9%	0.79	49.5%	0.81	42.0%	0.95
Medical Assistance	\$14,986,354	12.1%	13.8%	0.88	11.8%	1.02	11.6%	1.04	10.8%	1.11
Commercial	\$54,938,538	44.2%	34.5%	1.28	33.0%	1.34	34.7%	1.27	43.4%	1.02
All Other	\$4,524,045	3.6%	5.1%	0.71	4.3%	0.84	4.2%	0.87	3.8%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$25,058,651	20.2%	35.0%	0.58	34.0%	0.59	36.2%	0.56	21.8%	0.93
Medical Assistance	\$9,151,991	7.4%	10.4%	0.71	8.2%	0.90	8.8%	0.84	6.5%	1.13
Commercial	\$18,965,552	15.3%	14.5%	1.05	9.2%	1.67	13.9%	1.10	15.4%	0.99
Charity Care	\$788,269	0.6%	1.0%	0.66	0.9%	0.75	0.9%	0.73	0.5%	1.21
Bad Debt	\$2,081,852	1.7%	1.2%	1.43	1.5%	1.13	1.5%	1.14	2.3%	0.72
All Other	\$2,479,241	2.0%	2.6%	0.78	2.1%	0.95	2.2%	0.90	2.1%	0.94
Total Deductions	\$58,525,556	47.1%	64.6%	0.73	55.8%	0.84	63.5%	0.74	48.7%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.3%	8.4%	0.28	5.2%	0.45	7.3%	0.32	2.6%	0.89
Net Gains/Losses as % of Net Income		100.3%	13.8%	7.25	29.1%	3.44	12.9%	7.77	39.2%	2.56
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$25,756,039	38.3%	43.5%	0.88	52.0%	0.74	45.1%	0.85	40.4%	0.95
Supplies & Services	\$37,922,131	56.4%	49.9%	1.13	42.8%	1.32	46.8%	1.20	54.2%	1.04
Capital Component	\$3,605,072	5.4%	6.6%	0.82	5.2%	1.03	8.1%	0.66	5.4%	1.00
Fiscal Statistics										
Operating Margin (%)		0.0%	7.5%	N/A	1.9%	N/A	3.1%	N/A	2.9%	N/A
Total Hospital Net Income (%)		8.5%	8.6%	0.99	2.7%	3.14	3.5%	2.43	4.7%	1.81
Return on Equity (%)		8.8%	4.1%	2.13	0.4%	23.29	2.0%	4.46	5.8%	1.52
Current Ratio		2.5	3.9	0.63	2.4	1.04	4.6	0.54	4.3	0.57
Days in Net Patient Accounts Receivable		36.2	71.5	0.51	254.1	0.14	47.2	0.77	40.0	0.91
Average Payment Period		89.0	90.1	0.99	354.1	0.25	73.5	1.21	31.6	2.82
Equity Financing (%)		66.4%	63.6%	1.04	48.0%	1.38	66.1%	1.00	71.1%	0.93
Long-Term Debt to Equity Ratio		0.1	0.3	0.49	0.7	0.20	0.2	0.71	0.2	0.63
Times Interest Earned		21.4	12.2	1.75	10.3	2.08	4.2	5.10	10.7	2.00
Total Asset Turnover		0.9	0.5	2.00	0.1	6.84	0.6	1.69	1.2	0.78
Average Age of Plant (Years)		9.4	14.1	0.67	51.2	0.18	10.5	0.89	8.7	1.08
Increase (Decrease) Total Net Patient Revenue		-3.1%	-2.2%	1.39	-1.1%	2.92	-6.0%	0.51	6.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.7%	63.0%	1.38	73.1%	1.19	72.9%	1.19	86.2%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,950		\$17,652	0.79	\$15,718	0.89	\$11,149	1.25	\$12,342	1.13
Inpatient Net Revenue per Day	\$4,181		\$3,704	1.13	\$3,586	1.17	\$3,062	1.37	\$4,533	0.92
Outpatient Net Revenue per Visit	\$608		\$780	0.78	\$840	0.72	\$705	0.86	\$560	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$124,215,515	Cash & Cash Equivalents	\$30,612,216	Current Liabilities	\$15,608,635
Less Deductions	\$58,525,556	Net Patient Receivables	\$6,499,318	Long-Term Debt	\$6,831,766
Net Patient Revenue	\$65,689,959	Other Receivables	\$178,918	Other Liabilities	\$1,462,740
Plus Other Revenue	\$1,575,826			Subtotal	\$23,903,141
Total Revenue	\$67,265,783	Land, Buildings & Equipment (Net)	\$19,500,760	Unrestricted Fund Balance	\$47,261,383
Less Expenses	\$67,283,242	Other Assets	\$14,373,311	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$6,284,924			Total Liabilities & Fund Balance	\$71,164,524
Net Income	\$6,267,465	Total Assets	\$71,164,523		

098 ProHealth Oconomowoc Memorial Hospital
 791 Summit Avenue
 Oconomowoc, WI 53066
 262-569-9400

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

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.8%	52.4%	0.97	54.8%	0.93	40.5%	1.26	48.8%	1.04
Obstetrics	21.8%	36.2%	0.60	30.8%	0.09	24.6%	0.89	16.9%	1.29
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.4%	53.9%	0.81	53.0%	0.82	42.0%	1.03	42.9%	1.01
Average Census (Patients)									
Adult Medical-Surgical	17.8	25.5	0.70	31.6	0.56	10.2	1.75	17.1	1.04
Obstetrics	2.6	4.7	0.56	4.9	0.54	1.7	1.53	2.0	1.29
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	20.4	47.4	0.43	61.1	0.33	17.9	1.14	24.9	0.82
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.3	0.87	4.0	0.92	3.3	1.13	2.8	1.32
Obstetrics	2.3	2.4	0.97	2.2	1.05	2.2	1.06	2.4	0.96
Pediatrics	0.0	3.5	N/A	2.3	N/A	2.4	N/A	0.0	N/A
Total Hospital	2.5	4.7	0.55	4.2	0.61	3.5	0.73	3.1	0.82
Surgical Operations									
Inpatient	812	1,280	0.63	1,268	0.64	482	1.68	847	0.96
Outpatient	2,010	4,115	0.49	3,637	0.55	1,905	1.06	1,653	1.22
Inpatient as % of All Surgeries	28.8%	23.7%	1.21	25.9%	1.11	20.2%	1.42	33.9%	0.85
Outpatient Visits									
Non-Emergency Visits	60,781	127,898	0.48	151,601	0.40	69,880	0.87	63,522	0.96
Emergency Visits	11,535	15,799	0.73	22,748	0.51	11,349	1.02	12,389	0.93
Full-Time Equivalents (FTEs)									
Administrators	0.0	20.3	N/A	22.1	N/A	14.9	N/A	3.0	0.00
Nurses, Licensed	112.4	255.1	0.44	293.4	0.38	112.6	1.00	97.2	1.16
Ancillary Nursing Personnel	20.5	42.6	0.48	53.2	0.38	19.7	1.04	17.3	1.18
All Other Personnel	160.6	501.2	0.32	528.6	0.30	239.6	0.67	158.3	1.01
Total FTEs	293.5	819.2	0.36	897.3	0.33	386.8	0.76	275.8	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	15.7	N/A	12.5	N/A	21.9	N/A	3.8	0.00
Nurses, Licensed	138.4	197.1	0.70	166.3	0.83	165.1	0.84	122.1	1.13
Ancillary Nursing Personnel	25.2	33.0	0.76	30.2	0.83	28.9	0.87	21.8	1.16
All Other Personnel	197.7	387.2	0.51	299.6	0.66	351.3	0.56	198.8	0.99
Total FTEs	361.2	633.0	0.57	508.6	0.71	567.2	0.64	346.4	1.04

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	47	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,932	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	374
Inpatient Days	7,472			Inpatient Days	0	Newborn Days	845

098 ProHealth Oconomowoc Memorial Hospital
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	35	1,753	6,513	50.8%	17.8	3.7
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	2	12	415	959	21.8%	2.6	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	11	4	11.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	15	16.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	6	3.4
Dental Hygienists	0	0	0.0	Occupational Therapists	3	5	5.0
Registered Nurses	75	75	111.9	Occupational Therapy Assistants/Aides	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	4	10.8
Licensed Practical Nurses	0	1	0.5	Physical Therapy Assistants/Aides	2	3	2.7
Ancillary Nursing Personnel	13	19	20.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	19	14	27.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	29	63.2
Pharmacy Personnel	11	12	16.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	209	190	293.5

098 ProHealth Oconomowoc Memorial Hospital

Oconomowoc, WI 53066

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$198,516,996	56.6%	46.6%	1.21	51.7%	1.10	49.5%	1.14	54.6%	1.04
Medical Assistance	\$21,974,934	6.3%	13.8%	0.46	10.4%	0.60	11.6%	0.54	5.7%	1.11
Commercial	\$126,860,181	36.2%	34.5%	1.05	35.0%	1.03	34.7%	1.04	38.9%	0.93
All Other	\$3,235,697	0.9%	5.1%	0.18	2.9%	0.32	4.2%	0.22	0.8%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$163,789,204	46.7%	35.0%	1.33	41.3%	1.13	36.2%	1.29	44.1%	1.06
Medical Assistance	\$18,758,148	5.4%	10.4%	0.52	8.2%	0.65	8.8%	0.61	4.9%	1.08
Commercial	\$59,862,076	17.1%	14.5%	1.17	15.9%	1.08	13.9%	1.23	17.4%	0.98
Charity Care	\$0	0.0%	1.0%	N/A	1.1%	N/A	0.9%	N/A	1.0%	N/A
Bad Debt	\$2,339,768	0.7%	1.2%	0.57	1.0%	0.66	1.5%	0.45	0.9%	0.77
All Other	\$2,816,561	0.8%	2.6%	0.31	1.4%	0.55	2.2%	0.36	0.0%	22.77
Total Deductions	\$247,565,757	70.6%	64.6%	1.09	69.0%	1.02	63.5%	1.11	68.3%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.4%	8.4%	0.53	8.1%	0.55	7.3%	0.61	3.4%	1.32
Net Gains/Losses as % of Net Income		117.7%	13.8%	8.51	N/A	N/A	12.9%	9.12	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$31,984,259	30.2%	43.5%	0.69	38.6%	0.78	45.1%	0.67	32.1%	0.94
Supplies & Services	\$60,367,435	57.0%	49.9%	1.14	52.7%	1.08	46.8%	1.22	55.5%	1.03
Capital Component	\$13,595,250	12.8%	6.6%	1.95	8.6%	1.48	8.1%	1.58	12.4%	1.03
Fiscal Statistics										
Operating Margin (%)		1.7%	7.5%	0.23	10.4%	0.17	3.1%	0.56	5.1%	0.34
Total Hospital Net Income (%)		-11.0%	8.6%	N/A	7.5%	N/A	3.5%	N/A	4.3%	N/A
Return on Equity (%)		-8.2%	4.1%	N/A	4.7%	N/A	2.0%	N/A	3.5%	N/A
Current Ratio		1.9	3.9	0.48	6.8	0.27	4.6	0.41	1.8	1.05
Days in Net Patient Accounts Receivable		49.6	71.5	0.69	46.9	1.06	47.2	1.05	50.2	0.99
Average Payment Period		52.4	90.1	0.58	50.2	1.04	73.5	0.71	41.0	1.28
Equity Financing (%)		41.0%	63.6%	0.64	78.6%	0.52	66.1%	0.62	11.6%	3.53
Long-Term Debt to Equity Ratio		1.8	0.3	6.13	0.1	18.24	0.2	8.96	6.4	0.28
Times Interest Earned		-1.9	12.2	N/A	7.0	N/A	4.2	N/A	2.3	N/A
Total Asset Turnover		0.8	0.5	1.78	0.6	1.32	0.6	1.50	0.8	1.02
Average Age of Plant (Years)		13.3	14.1	0.94	10.1	1.32	10.5	1.26	14.6	0.91
Increase (Decrease) Total Net Patient Revenue		-0.1%	-2.2%	0.02	-4.2%	0.01	-6.0%	0.01	3.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		66.2%	63.0%	1.05	63.8%	1.04	72.9%	0.91	65.5%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$5,026		\$17,652	0.28	\$12,198	0.41	\$11,149	0.45	\$12,420	0.40
Inpatient Net Revenue per Day	\$1,468		\$3,704	0.40	\$2,790	0.53	\$3,062	0.48	\$3,628	0.40
Outpatient Net Revenue per Visit	\$1,253		\$780	1.61	\$754	1.66	\$705	1.78	\$915	1.37

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$350,587,808	Cash & Cash Equivalents	\$7,633,360	Current Liabilities	\$13,915,395
Less Deductions	\$247,565,757	Net Patient Receivables	\$13,968,897	Long-Term Debt	\$95,858,350
Net Patient Revenue	\$103,022,051	Other Receivables	\$53,238	Other Liabilities	-\$34,105,960
Plus Other Revenue	\$4,779,318			Subtotal	\$75,667,785
Total Revenue	\$107,801,369	Land, Buildings & Equipment (Net)	\$101,331,960	Unrestricted Fund Balance	\$52,517,013
Less Expenses	\$105,946,944	Other Assets	\$5,197,343	Restricted Fund Balance	\$343,943
Non-Operating Gains/Losses	-\$12,358,803			Total Liabilities & Fund Balance	\$128,184,798
Net Income	-\$10,504,378	Total Assets	\$128,184,798		

306 Bellin Health Oconto Hospital
 820 Arbutus Avenue
 Oconto, WI 54153
 920-835-1100

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Oconto
 Analysis Area: Northeastern (4)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.7%	52.4%	0.19	50.1%	0.19	44.9%	0.22	9.5%	1.03
Obstetrics	0.0%	36.2%	N/A	30.3%	N/A	25.5%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	9.7%	53.9%	0.18	46.7%	0.21	52.8%	0.18	9.5%	1.03
Average Census (Patients)									
Adult Medical-Surgical	1.0	25.5	0.04	23.5	0.04	15.7	0.06	0.9	1.03
Obstetrics	0.0	4.7	N/A	3.8	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.5	N/A	4.7	N/A	0.0	N/A
Total Hospital	1.0	47.4	0.02	41.3	0.02	36.1	0.03	0.9	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.3	0.70	4.0	0.75	3.7	0.82	2.7	1.10
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.0	4.7	0.65	4.1	0.74	4.4	0.68	2.7	1.11
Surgical Operations									
Inpatient	17	1,280	0.01	912	0.02	711	0.02	17	1.00
Outpatient	751	4,115	0.18	4,561	0.16	2,960	0.25	381	1.97
Inpatient as % of All Surgeries	2.2%	23.7%	0.09	16.7%	0.13	19.4%	0.11	4.3%	0.52
Outpatient Visits									
Non-Emergency Visits	18,698	127,898	0.15	178,054	0.11	117,985	0.16	16,844	1.11
Emergency Visits	2,216	15,799	0.14	16,398	0.14	14,651	0.15	2,165	1.02
Full-Time Equivalents (FTEs)									
Administrators	4.0	20.3	0.20	15.2	0.26	17.3	0.23	7.1	0.56
Nurses, Licensed	115.4	255.1	0.45	279.4	0.41	217.2	0.53	100.5	1.15
Ancillary Nursing Personnel	1.8	42.6	0.04	41.9	0.04	30.0	0.06	3.6	0.49
All Other Personnel	148.7	501.2	0.30	501.4	0.30	363.9	0.41	154.9	0.96
Total FTEs	269.8	819.2	0.33	837.9	0.32	628.4	0.43	266.1	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.6	15.7	0.36	9.9	0.57	16.4	0.34	10.7	0.53
Nurses, Licensed	161.3	197.1	0.82	181.6	0.89	206.1	0.78	150.6	1.07
Ancillary Nursing Personnel	2.5	33.0	0.07	27.2	0.09	28.5	0.09	5.4	0.46
All Other Personnel	207.9	387.2	0.54	325.9	0.64	345.3	0.60	232.2	0.90
Total FTEs	377.3	633.0	0.60	544.7	0.69	596.3	0.63	398.9	0.95

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	10	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	0
Discharges	118	Preferred Provider Organization (PPO)	Yes	Discharges	25	Total Births	0
Inpatient Days	356			Inpatient Days	291	Newborn Days	0

306 Bellin Health Oconto Hospital
Oconto, WI 54153

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	10	118	356	9.7%	1.0	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	3	5	4.4
Physicians & Dentists	11	23	15.9	Radiological Services Personnel	11	7	13.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	4	0.4
Registered Nurses	48	33	59.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	1	0.3	Physical Therapists	0	5	0.8
Licensed Practical Nurses	33	8	37.9	Physical Therapy Assistants/Aides	0	2	0.3
Ancillary Nursing Personnel	1	2	1.8	Recreational Therapists	0	0	0.0
Physician Assistants	8	4	9.3	Dietitians & Nutritionists	0	4	1.1
Nurse Practitioners	14	13	16.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	2	1	2.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	10	15.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	43	13	46.6
Pharmacy Personnel	2	1	2.1				
Clinical Laboratory Personnel	7	6	9.2				
				Total	223	152	269.8

306 Bellin Health Oconto Hospital

Oconto, WI 54153

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$55,374,049	43.4%	46.6%	0.93	47.2%	0.92	41.7%	1.04	46.2%	0.94
Medical Assistance	\$15,534,378	12.2%	13.8%	0.89	11.7%	1.04	18.4%	0.66	14.9%	0.82
Commercial	\$53,389,683	41.9%	34.5%	1.21	36.7%	1.14	36.0%	1.16	38.0%	1.10
All Other	\$3,225,472	2.5%	5.1%	0.49	4.4%	0.57	4.0%	0.63	0.8%	3.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$35,702,931	28.0%	35.0%	0.80	36.0%	0.78	30.1%	0.93	25.9%	1.08
Medical Assistance	\$8,503,785	6.7%	10.4%	0.64	9.0%	0.74	12.3%	0.54	10.2%	0.65
Commercial	\$15,329,481	12.0%	14.5%	0.83	15.2%	0.79	12.1%	1.00	12.3%	0.98
Charity Care	\$1,277,030	1.0%	1.0%	1.04	0.8%	1.32	0.8%	1.22	1.0%	0.99
Bad Debt	\$1,851,124	1.5%	1.2%	1.24	1.1%	1.32	1.1%	1.31	1.7%	0.84
All Other	\$1,197,041	0.9%	2.6%	0.37	2.7%	0.35	2.3%	0.40	0.3%	2.70
Total Deductions	\$63,861,392	50.1%	64.6%	0.77	64.6%	0.77	58.8%	0.85	51.5%	0.97
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.3%	8.4%	0.51	6.6%	0.66	6.4%	0.68	1.8%	2.43
Net Gains/Losses as % of Net Income		0.0%	13.8%	0.00	12.8%	0.00	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$28,229,551	44.1%	43.5%	1.01	45.2%	0.97	41.7%	1.06	45.1%	0.98
Supplies & Services	\$25,125,005	39.2%	49.9%	0.79	47.8%	0.82	50.0%	0.78	37.3%	1.05
Capital Component	\$10,670,821	16.7%	6.6%	2.54	7.0%	2.39	8.3%	2.01	17.6%	0.95
Fiscal Statistics										
Operating Margin (%)		3.8%	7.5%	0.50	7.5%	0.51	6.6%	0.57	-8.6%	N/A
Total Hospital Net Income (%)		3.8%	8.6%	0.44	8.5%	0.45	6.2%	0.61	-8.6%	N/A
Return on Equity (%)		5.6%	4.1%	1.36	5.4%	1.04	3.0%	1.87	-11.1%	N/A
Current Ratio		2.0	3.9	0.51	3.5	0.57	3.4	0.59	4.5	0.45
Days in Net Patient Accounts Receivable		51.0	71.5	0.71	54.3	0.94	48.8	1.05	47.5	1.07
Average Payment Period		54.2	90.1	0.60	79.8	0.68	63.5	0.85	18.2	2.98
Equity Financing (%)		0.0%	63.6%	N/A	71.2%	N/A	75.1%	N/A	0.0%	0.29
Long-Term Debt to Equity Ratio		-32.0	0.3	N/A	0.2	N/A	0.2	N/A	-11.2	2.85
Times Interest Earned		2.2	12.2	0.18	11.3	0.19	7.4	0.29	-1.5	N/A
Total Asset Turnover		1.5	0.5	3.15	0.6	2.35	0.5	3.07	1.3	1.15
Average Age of Plant (Years)		5.7	14.1	0.41	10.9	0.53	9.8	0.58	4.6	1.25
Increase (Decrease) Total Net Patient Revenue		17.7%	-2.2%	N/A	-1.9%	N/A	-5.0%	N/A	25.3%	0.70
Outpatient Gross Revenue (% of Total GPR)		98.6%	63.0%	1.57	72.6%	1.36	64.9%	1.52	98.5%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,400		\$17,652	0.87	\$14,359	1.07	\$18,057	0.85	\$13,465	1.14
Inpatient Net Revenue per Day	\$3,422		\$3,704	0.92	\$3,457	0.99	\$3,961	0.86	\$3,401	1.01
Outpatient Net Revenue per Visit	\$3,026		\$780	3.88	\$649	4.66	\$669	4.53	\$2,843	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$127,523,581	Cash & Cash Equivalents	\$3,180,625	Current Liabilities	\$8,931,314
Less Deductions	\$63,861,392	Net Patient Receivables	\$8,872,545	Long-Term Debt	\$36,161,450
Net Patient Revenue	\$63,662,189	Other Receivables	\$4,476,851	Other Liabilities	\$776,479
Plus Other Revenue	\$2,877,211			Subtotal	\$45,869,243
Total Revenue	\$66,539,398	Land, Buildings & Equipment (Net)	\$25,908,806	Unrestricted Fund Balance	-\$1,128,688
Less Expenses	\$64,025,377	Other Assets	\$2,301,728	Restricted Fund Balance	\$773,438
Non-Operating Gains/Losses	\$572			Total Liabilities & Fund Balance	\$44,740,555
Net Income	\$2,514,593	Total Assets	\$44,740,555		

101 St Clare Memorial Hospital
 855 South Main Street
 Oconto Falls, WI 54154
 920-846-3444

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Oconto
 Analysis Area: Northeastern (4)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	9.2%	52.4%	0.18	50.1%	0.18	17.7%	0.52	11.9%	0.77
Obstetrics	0.0%	36.2%	N/A	30.3%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	9.2%	53.9%	0.17	46.7%	0.20	19.6%	0.47	11.9%	0.77
Average Census (Patients)									
Adult Medical-Surgical	2.0	25.5	0.08	23.5	0.09	2.7	0.75	2.4	0.85
Obstetrics	0.0	4.7	N/A	3.8	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.0	47.4	0.04	41.3	0.05	3.6	0.56	2.4	0.85
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.75	4.0	0.80	3.3	0.97	3.0	1.07
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.7	0.69	4.1	0.79	3.0	1.08	3.0	1.07
Surgical Operations									
Inpatient	52	1,280	0.04	912	0.06	228	0.23	63	0.83
Outpatient	532	4,115	0.13	4,561	0.12	1,022	0.52	552	0.96
Inpatient as % of All Surgeries	8.9%	23.7%	0.38	16.7%	0.53	18.2%	0.49	10.2%	0.87
Outpatient Visits									
Non-Emergency Visits	12,198	127,898	0.10	178,054	0.07	29,970	0.41	13,227	0.92
Emergency Visits	4,317	15,799	0.27	16,398	0.26	3,972	1.09	4,248	1.02
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	15.2	0.20	5.2	0.58	4.0	0.75
Nurses, Licensed	37.3	255.1	0.15	279.4	0.13	42.2	0.88	40.3	0.92
Ancillary Nursing Personnel	5.3	42.6	0.12	41.9	0.13	6.8	0.78	4.2	1.28
All Other Personnel	58.8	501.2	0.12	501.4	0.12	106.2	0.55	78.6	0.75
Total FTEs	104.3	819.2	0.13	837.9	0.12	160.3	0.65	127.0	0.82
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.9	15.7	1.02	9.9	1.61	30.2	0.53	22.7	0.70
Nurses, Licensed	197.6	197.1	1.00	181.6	1.09	246.1	0.80	228.3	0.87
Ancillary Nursing Personnel	28.1	33.0	0.85	27.2	1.03	39.6	0.71	23.5	1.20
All Other Personnel	311.8	387.2	0.81	325.9	0.96	618.8	0.50	445.5	0.70
Total FTEs	553.4	633.0	0.87	544.7	1.02	934.7	0.59	719.9	0.77

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	22	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	0
Discharges	231	Preferred Provider Organization (PPO)	Yes	Discharges	84	Total Births	0
Inpatient Days	739			Inpatient Days	986	Newborn Days	0

101 St Clare Memorial Hospital
Oconto Falls, WI 54154

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	22	231	739	9.2%	2.0	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	1	3	2.9
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	2	4	5.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	3.3
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	1.5
Registered Nurses	12	25	29.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.6
Ancillary Nursing Personnel	2	5	5.3	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	1	4.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	9	10	14.5
Pharmacy Personnel	9	3	11.0				
Clinical Laboratory Personnel	9	3	10.8				
				Total	60	63	104.3

101 St Clare Memorial Hospital

Oconto Falls, WI 54154

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$27,257,650	49.4%	46.6%	1.06	47.2%	1.05	47.7%	1.04	55.3%	0.89
Medical Assistance	\$11,925,681	21.6%	13.8%	1.57	11.7%	1.85	11.0%	1.97	12.2%	1.77
Commercial	\$13,402,991	24.3%	34.5%	0.71	36.7%	0.66	37.9%	0.64	27.8%	0.88
All Other	\$2,560,184	4.6%	5.1%	0.90	4.4%	1.05	3.4%	1.36	4.8%	0.97
Deductions as % of Total Gross Patient Revenue										
Medicare	\$15,637,460	28.4%	35.0%	0.81	36.0%	0.79	26.3%	1.08	33.7%	0.84
Medical Assistance	\$6,838,658	12.4%	10.4%	1.19	9.0%	1.38	7.6%	1.62	8.2%	1.51
Commercial	\$5,014,854	9.1%	14.5%	0.63	15.2%	0.60	13.5%	0.67	10.6%	0.85
Charity Care	\$464,403	0.8%	1.0%	0.88	0.8%	1.11	0.7%	1.27	1.3%	0.67
Bad Debt	\$923,706	1.7%	1.2%	1.43	1.1%	1.52	1.3%	1.32	1.4%	1.17
All Other	\$1,739,086	3.2%	2.6%	1.23	2.7%	1.18	2.2%	1.43	3.1%	1.00
Total Deductions	\$30,618,167	55.5%	64.6%	0.86	64.6%	0.86	51.6%	1.08	58.5%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	24.7%	8.4%	2.94	6.6%	3.75	8.0%	3.10	20.5%	1.20	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	12.8%	N/A	14.0%	N/A	20.2%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,635,221	38.9%	43.5%	0.89	45.2%	0.86	45.5%	0.85	36.2%	1.07
Supplies & Services	\$16,521,468	55.3%	49.9%	1.11	47.8%	1.16	47.2%	1.17	57.2%	0.97
Capital Component	\$1,729,060	5.8%	6.6%	0.88	7.0%	0.83	7.3%	0.80	6.5%	0.89
Fiscal Statistics										
Operating Margin (%)	8.2%	7.5%	1.09	7.5%	1.10	10.9%	0.76	-9.2%	N/A	
Total Hospital Net Income (%)	7.7%	8.6%	0.89	8.5%	0.91	12.4%	0.62	-11.8%	N/A	
Return on Equity (%)	7.7%	4.1%	1.86	5.4%	1.42	1.2%	6.41	-15.3%	N/A	
Current Ratio	0.3	3.9	0.08	3.5	0.09	2.4	0.13	0.5	0.58	
Days in Net Patient Accounts Receivable	71.5	71.5	1.00	54.3	1.32	397.6	0.18	69.5	1.03	
Average Payment Period	331.6	90.1	3.68	79.8	4.16	577.7	0.57	185.8	1.78	
Equity Financing (%)	0.0%	63.6%	N/A	71.2%	N/A	46.0%	N/A	0.0%	0.57	
Long-Term Debt to Equity Ratio	-9.1	0.3	N/A	0.2	N/A	0.8	N/A	-8.8	1.03	
Times Interest Earned	14.8	12.2	1.20	11.3	1.31	17.3	0.85	-13.3	N/A	
Total Asset Turnover	1.0	0.5	2.13	0.6	1.59	0.1	10.63	1.3	0.76	
Average Age of Plant (Years)	11.5	14.1	0.82	10.9	1.06	60.0	0.19	9.7	1.18	
Increase (Decrease) Total Net Patient Revenue	14.3%	-2.2%	N/A	-1.9%	N/A	-3.0%	N/A	1.7%	8.46	
Outpatient Gross Revenue (% of Total GPR)	89.3%	63.0%	1.42	72.6%	1.23	79.2%	1.13	86.5%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,752	\$17,652	0.78	\$14,359	0.96	\$16,342	0.84	\$11,922	1.15	
Inpatient Net Revenue per Day	\$2,458	\$3,704	0.66	\$3,457	0.71	\$4,448	0.55	\$2,459	1.00	
Outpatient Net Revenue per Visit	\$1,276	\$780	1.63	\$649	1.96	\$767	1.66	\$1,019	1.25	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$55,146,505	Cash & Cash Equivalents	\$1,467,826	Current Liabilities	\$25,801,638
Less Deductions	\$30,618,167	Net Patient Receivables	\$4,792,468	Long-Term Debt	\$5,767,055
Net Patient Revenue	\$24,528,338	Other Receivables	\$3,882	Other Liabilities	\$1,528,564
Plus Other Revenue	\$8,035,421			Subtotal	\$33,097,257
Total Revenue	\$32,563,758	Land, Buildings & Equipment (Net)	\$10,472,010	Unrestricted Fund Balance	-\$635,427
Less Expenses	\$29,885,749	Other Assets	\$15,725,644	Restricted Fund Balance	\$256,248
Non-Operating Gains/Losses	-\$191,986			Total Liabilities & Fund Balance	\$32,461,830
Net Income	\$2,486,023	Total Assets	\$32,461,830		

102 Osceola Medical Center
 2600 65th Avenue, PO Box 218
 Osceola, WI 54020
 715-294-2111

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.1%	52.4%	0.73	40.8%	0.93	17.7%	2.15	22.9%	1.67
Obstetrics	11.0%	36.2%	0.30	24.1%	0.02	19.7%	0.56	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	29.3%	53.9%	0.54	42.0%	0.70	19.6%	1.49	25.4%	1.15
Average Census (Patients)									
Adult Medical-Surgical	3.8	25.5	0.15	10.7	0.36	2.7	1.41	3.2	1.19
Obstetrics	0.4	4.7	0.09	2.0	0.22	0.6	0.69	0.6	0.75
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.4	47.4	0.09	17.5	0.25	3.6	1.23	3.8	1.15
Average Length of Stay (Days)									
Adult Medical-Surgical	4.2	4.3	0.97	3.9	1.08	3.3	1.26	3.4	1.23
Obstetrics	2.1	2.4	0.88	2.2	0.97	2.1	1.02	2.1	1.01
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.80	4.1	0.91	3.0	1.25	3.1	1.21
Surgical Operations									
Inpatient	167	1,280	0.13	403	0.41	228	0.73	148	1.13
Outpatient	1,145	4,115	0.28	2,235	0.51	1,022	1.12	744	1.54
Inpatient as % of All Surgeries	12.7%	23.7%	0.54	15.3%	0.83	18.2%	0.70	16.6%	0.77
Outpatient Visits									
Non-Emergency Visits	26,317	127,898	0.21	76,192	0.35	29,970	0.88	15,681	1.68
Emergency Visits	2,813	15,799	0.18	7,621	0.37	3,972	0.71	3,144	0.89
Full-Time Equivalents (FTEs)									
Administrators	4.0	20.3	0.20	12.1	0.33	5.2	0.77	5.0	0.80
Nurses, Licensed	32.5	255.1	0.13	128.5	0.25	42.2	0.77	44.5	0.73
Ancillary Nursing Personnel	6.2	42.6	0.15	19.1	0.33	6.8	0.92	5.9	1.05
All Other Personnel	120.5	501.2	0.24	251.7	0.48	106.2	1.13	154.4	0.78
Total FTEs	163.2	819.2	0.20	411.5	0.40	160.3	1.02	209.8	0.78
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.6	15.7	1.06	18.7	0.89	30.2	0.55	22.4	0.74
Nurses, Licensed	135.0	197.1	0.68	197.9	0.68	246.1	0.55	198.9	0.68
Ancillary Nursing Personnel	26.0	33.0	0.79	29.5	0.88	39.6	0.66	26.5	0.98
All Other Personnel	501.1	387.2	1.29	387.8	1.29	618.8	0.81	690.4	0.73
Total FTEs	678.7	633.0	1.07	634.0	1.07	934.7	0.73	938.1	0.72

Total Hospital:
 Beds Set Up & Staffed 15
 Discharges 432
 Inpatient Days 1,606

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

Medicare-certified Swing Beds:
 Average Beds Used 3
 Discharges 26
 Inpatient Days 200

Newborn Nursery:
 Bassinets 3
 Total Births 70
 Newborn Days 146

102 Osceola Medical Center
Osceola, WI 54020

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	10	334	1,395	38.1%	3.8	4.2
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	76	161	11.0%	0.4	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	1	21	50	13.7%	0.1	2.4
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	2	1	2.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	6	6.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.6
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	21	18	32.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	1	3.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	3	5	6.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	2	3.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	2	7.9
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	66	11	72.4
Pharmacy Personnel	2	1	2.6				
Clinical Laboratory Personnel	9	2	9.2				
				Total	135	51	163.2

102 Osceola Medical Center
Osceola, WI 54020

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,715,969	45.1%	46.6%	0.97	50.9%	0.89	47.7%	0.94	36.7%	1.23
Medical Assistance	\$6,265,546	9.5%	13.8%	0.69	11.8%	0.81	11.0%	0.86	12.0%	0.79
Commercial	\$27,934,716	42.4%	34.5%	1.23	33.0%	1.28	37.9%	1.12	50.4%	0.84
All Other	\$2,018,071	3.1%	5.1%	0.60	4.3%	0.71	3.4%	0.89	1.0%	3.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$13,833,815	21.0%	35.0%	0.60	34.0%	0.62	26.3%	0.80	18.4%	1.14
Medical Assistance	\$4,172,210	6.3%	10.4%	0.61	8.2%	0.77	7.6%	0.83	7.8%	0.81
Commercial	\$10,245,703	15.5%	14.5%	1.07	9.2%	1.69	13.5%	1.15	27.6%	0.56
Charity Care	\$286,155	0.4%	1.0%	0.45	0.9%	0.51	0.7%	0.66	0.8%	0.57
Bad Debt	\$890,968	1.4%	1.2%	1.15	1.5%	0.91	1.3%	1.06	1.0%	1.41
All Other	\$1,747,562	2.7%	2.6%	1.04	2.1%	1.26	2.2%	1.20	1.7%	1.56
Total Deductions	\$31,176,413	47.3%	64.6%	0.73	55.8%	0.85	51.6%	0.92	57.2%	0.83
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	12.9%	8.4%	1.54	5.2%	2.47	8.0%	1.63	30.5%	0.42	
Net Gains/Losses as % of Net Income	25.7%	13.8%	1.86	29.1%	0.88	14.0%	1.83	112.3%	0.23	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,727,678	42.5%	43.5%	0.98	52.0%	0.82	45.5%	0.93	42.6%	1.00
Supplies & Services	\$20,200,717	51.3%	49.9%	1.03	42.8%	1.20	47.2%	1.09	51.4%	1.00
Capital Component	\$2,441,717	6.2%	6.6%	0.94	5.2%	1.19	7.3%	0.85	5.9%	1.05
Fiscal Statistics										
Operating Margin (%)	1.4%	7.5%	0.18	1.9%	0.71	10.9%	0.13	-0.2%	N/A	
Total Hospital Net Income (%)	1.9%	8.6%	0.21	2.7%	0.68	12.4%	0.15	1.5%	1.24	
Return on Equity (%)	1.6%	4.1%	0.39	0.4%	4.27	1.2%	1.35	1.5%	1.09	
Current Ratio	2.0	3.9	0.50	2.4	0.83	2.4	0.81	3.5	0.56	
Days in Net Patient Accounts Receivable	74.5	71.5	1.04	254.1	0.29	397.6	0.19	59.3	1.26	
Average Payment Period	126.4	90.1	1.40	354.1	0.36	577.7	0.22	49.2	2.57	
Equity Financing (%)	46.3%	63.6%	0.73	48.0%	0.96	46.0%	1.01	53.9%	0.86	
Long-Term Debt to Equity Ratio	0.6	0.3	1.85	0.7	0.76	0.8	0.68	0.6	0.89	
Times Interest Earned	3.1	12.2	0.25	10.3	0.30	17.3	0.18	2.5	1.24	
Total Asset Turnover	0.9	0.5	1.84	0.1	6.28	0.1	9.20	1.0	0.89	
Average Age of Plant (Years)	10.6	14.1	0.75	51.2	0.21	60.0	0.18	11.9	0.89	
Increase (Decrease) Total Net Patient Revenue	-6.5%	-2.2%	2.91	-1.1%	6.14	-3.0%	2.14	-16.6%	0.39	
Outpatient Gross Revenue (% of Total GPR)	81.7%	63.0%	1.30	73.1%	1.12	79.2%	1.03	83.0%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,673	\$17,652	0.83	\$15,718	0.93	\$16,342	0.90	\$16,208	0.91	
Inpatient Net Revenue per Day	\$3,664	\$3,704	0.99	\$3,586	1.02	\$4,448	0.82	\$4,979	0.74	
Outpatient Net Revenue per Visit	\$992	\$780	1.27	\$840	1.18	\$767	1.29	\$1,024	0.97	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$65,934,303	Cash & Cash Equivalents	\$16,943,251	Current Liabilities	\$12,962,563
Less Deductions	\$31,176,413	Net Patient Receivables	\$7,073,871	Long-Term Debt	\$11,739,331
Net Patient Revenue	\$34,757,890	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$5,164,517			Subtotal	\$24,701,894
Total Revenue	\$39,922,406	Land, Buildings & Equipment (Net)	\$17,912,349	Unrestricted Fund Balance	\$21,303,746
Less Expenses	\$39,370,112	Other Assets	\$4,076,169	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$191,085			Total Liabilities & Fund Balance	\$46,005,640
Net Income	\$743,379	Total Assets	\$46,005,640		

103 Ascension NE Wisconsin - Mercy Campus
 500 S Oakwood Rd
 Oshkosh, WI 54904
 920-223-0501

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.4%	52.4%	0.52	46.3%	0.59	44.9%	0.61	27.6%	0.99
Obstetrics	20.1%	36.2%	0.55	29.1%	0.11	25.5%	0.79	20.6%	0.98
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	28.7%	53.9%	0.53	45.8%	0.63	52.8%	0.54	29.0%	0.99
Average Census (Patients)									
Adult Medical-Surgical	18.4	25.5	0.72	21.6	0.85	15.7	1.17	19.8	0.93
Obstetrics	3.2	4.7	0.68	4.5	0.71	2.3	1.41	3.3	0.98
Pediatrics	0.0	1.1	N/A	0.3	N/A	4.7	N/A	0.0	N/A
Total Hospital	37.6	47.4	0.79	35.1	1.07	36.1	1.04	38.3	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.3	0.80	3.8	0.89	3.7	0.93	3.4	1.01
Obstetrics	2.4	2.4	1.02	2.3	1.08	2.2	1.11	2.4	1.03
Pediatrics	0.0	3.5	N/A	2.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.0	4.7	0.85	4.1	0.96	4.4	0.90	3.8	1.03
Surgical Operations									
Inpatient	992	1,280	0.77	1,093	0.91	711	1.40	1,048	0.95
Outpatient	4,425	4,115	1.08	4,901	0.90	2,960	1.49	5,266	0.84
Inpatient as % of All Surgeries	18.3%	23.7%	0.77	18.2%	1.00	19.4%	0.95	16.6%	1.10
Outpatient Visits									
Non-Emergency Visits	112,397	127,898	0.88	75,740	1.48	117,985	0.95	113,681	0.99
Emergency Visits	13,866	15,799	0.88	13,956	0.99	14,651	0.95	14,403	0.96
Full-Time Equivalents (FTEs)									
Administrators	8.9	20.3	0.44	15.8	0.56	17.3	0.52	12.1	0.73
Nurses, Licensed	147.0	255.1	0.58	188.9	0.78	217.2	0.68	148.2	0.99
Ancillary Nursing Personnel	3.6	42.6	0.09	18.4	0.20	30.0	0.12	5.9	0.62
All Other Personnel	178.7	501.2	0.36	307.4	0.58	363.9	0.49	187.5	0.95
Total FTEs	338.3	819.2	0.41	530.5	0.64	628.4	0.54	353.8	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.3	15.7	0.53	14.2	0.58	16.4	0.50	10.6	0.78
Nurses, Licensed	136.2	197.1	0.69	169.9	0.80	206.1	0.66	129.9	1.05
Ancillary Nursing Personnel	3.4	33.0	0.10	16.5	0.20	28.5	0.12	5.2	0.65
All Other Personnel	165.6	387.2	0.43	276.5	0.60	345.3	0.48	164.5	1.01
Total FTEs	313.4	633.0	0.50	477.2	0.66	596.3	0.53	310.2	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	131	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	20
Discharges	3,471	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	377
Inpatient Days	13,769			Inpatient Days	0	Newborn Days	606

103 Ascension NE Wisconsin - Mercy Campus
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	67	1,958	6,722	27.4%	18.4	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	14	69	922	18.0%	2.5	13.4
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	1	16	481	1,177	20.1%	3.2	2.4
Psychiatric	1	22	726	3,258	40.5%	8.9	4.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	237	1,690	38.5%	4.6	7.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	8	2	8.9	Surgical Personnel	13	5	14.5
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	15	26	25.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	7	6.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	5	3.9
Registered Nurses	96	107	146.5	Occupational Therapy Assistants/Aides	2	1	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	6	12.8
Licensed Practical Nurses	0	1	0.5	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	3	1	3.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	37	44	50.6
Health Info Mgmt-Administrators/Technicians	0	1	0.5	All Other Personnel	12	18	19.7
Pharmacy Personnel	11	4	11.6				
Clinical Laboratory Personnel	23	2	23.9				
				Total	245	232	338.3

103 Ascension NE Wisconsin - Mercy Campus

Oshkosh, WI 54904

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$112,421,214	50.7%	46.6%	1.09	49.0%	1.03	41.7%	1.22	51.5%	0.98
Medical Assistance	\$26,183,787	11.8%	13.8%	0.86	10.8%	1.09	18.4%	0.64	10.8%	1.10
Commercial	\$72,410,342	32.7%	34.5%	0.95	37.1%	0.88	36.0%	0.91	33.1%	0.99
All Other	\$10,729,461	4.8%	5.1%	0.94	3.1%	1.57	4.0%	1.21	4.6%	1.06
Deductions as % of Total Gross Patient Revenue										
Medicare	\$77,786,819	35.1%	35.0%	1.00	34.7%	1.01	30.1%	1.16	35.0%	1.00
Medical Assistance	\$16,942,666	7.6%	10.4%	0.74	8.0%	0.95	12.3%	0.62	7.2%	1.05
Commercial	\$26,697,495	12.0%	14.5%	0.83	14.1%	0.86	12.1%	1.00	12.2%	0.99
Charity Care	\$3,078,995	1.4%	1.0%	1.45	0.7%	2.06	0.8%	1.69	0.6%	2.43
Bad Debt	\$2,541,886	1.1%	1.2%	0.98	1.5%	0.76	1.1%	1.04	1.3%	0.91
All Other	\$9,238,627	4.2%	2.6%	1.63	2.0%	2.11	2.3%	1.78	4.3%	0.97
Total Deductions	\$136,286,488	61.5%	64.6%	0.95	60.9%	1.01	58.8%	1.05	60.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.8%	8.4%	0.45	5.8%	0.65	6.4%	0.59	3.6%	1.04	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	15.0%	N/A	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$31,898,966	36.3%	43.5%	0.83	40.0%	0.91	41.7%	0.87	36.0%	1.01
Supplies & Services	\$50,559,260	57.6%	49.9%	1.15	52.8%	1.09	50.0%	1.15	58.5%	0.98
Capital Component	\$5,391,839	6.1%	6.6%	0.93	7.2%	0.85	8.3%	0.74	5.6%	1.10
Fiscal Statistics										
Operating Margin (%)	1.1%	7.5%	0.14	11.9%	0.09	6.6%	0.16	5.2%	0.21	
Total Hospital Net Income (%)	1.1%	8.6%	0.12	13.7%	0.08	6.2%	0.17	5.2%	0.21	
Return on Equity (%)	0.9%	4.1%	0.21	11.6%	0.08	3.0%	0.29	4.3%	0.20	
Current Ratio	4.4	3.9	1.15	5.7	0.78	3.4	1.31	5.1	0.88	
Days in Net Patient Accounts Receivable	54.6	71.5	0.76	57.0	0.96	48.8	1.12	59.1	0.92	
Average Payment Period	22.7	90.1	0.25	36.6	0.62	63.5	0.36	21.8	1.04	
Equity Financing (%)	85.7%	63.6%	1.35	86.7%	0.99	75.1%	1.14	87.8%	0.98	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	28.5	N/A	7.4	N/A	0.0	N/A	
Total Asset Turnover	0.8	0.5	1.74	0.8	0.99	0.5	1.69	0.8	0.98	
Average Age of Plant (Years)	6.9	14.1	0.49	6.8	1.02	9.8	0.70	6.3	1.09	
Increase (Decrease) Total Net Patient Revenue	-4.2%	-2.2%	1.91	-4.6%	0.91	-5.0%	0.86	-3.0%	1.42	
Outpatient Gross Revenue (% of Total GPR)	66.2%	63.0%	1.05	68.8%	0.96	64.9%	1.02	66.4%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,909	\$17,652	0.56	\$12,208	0.81	\$18,057	0.55	\$9,827	1.01	
Inpatient Net Revenue per Day	\$2,578	\$3,704	0.70	\$2,930	0.88	\$3,961	0.65	\$2,553	1.01	
Outpatient Net Revenue per Visit	\$425	\$780	0.54	\$917	0.46	\$669	0.63	\$440	0.96	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$221,744,804	Cash & Cash Equivalents	\$26,182	Current Liabilities	\$5,163,374
Less Deductions	\$136,286,488	Net Patient Receivables	\$12,742,630	Long-Term Debt	\$0
Net Patient Revenue	\$85,458,316	Other Receivables	\$25,673	Other Liabilities	\$10,315,033
Plus Other Revenue	\$3,349,388			Subtotal	\$15,478,407
Total Revenue	\$88,807,703	Land, Buildings & Equipment (Net)	\$80,719,962	Unrestricted Fund Balance	\$92,701,762
Less Expenses	\$87,850,065	Other Assets	\$14,665,722	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$10,000	Total Assets	\$108,180,169	Total Liabilities & Fund Balance	\$108,180,169
Net Income	\$947,638				

303 Aurora Medical Center in Oshkosh
 855 N Westhaven Drive
 Oshkosh, WI 54904
 920-456-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.6%	52.4%	0.95	46.3%	1.07	51.7%	0.96	49.2%	1.01
Obstetrics	30.1%	36.2%	0.83	29.1%	0.12	29.4%	1.02	35.8%	0.84
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	48.9%	53.9%	0.91	45.8%	1.07	48.2%	1.01	45.2%	1.08
Average Census (Patients)									
Adult Medical-Surgical	28.3	25.5	1.11	21.6	1.31	30.8	0.92	25.6	1.11
Obstetrics	3.6	4.7	0.77	4.5	0.80	5.1	0.70	4.3	0.84
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	41.1	47.4	0.87	35.1	1.17	57.5	0.72	35.7	1.15
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.3	0.80	3.8	0.89	4.2	0.81	3.3	1.05
Obstetrics	1.9	2.4	0.81	2.3	0.86	2.1	0.92	2.2	0.90
Pediatrics	0.0	3.5	N/A	2.6	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.6	4.7	0.78	4.1	0.88	4.3	0.86	3.1	1.16
Surgical Operations									
Inpatient	1,168	1,280	0.91	1,093	1.07	1,247	0.94	1,253	0.93
Outpatient	4,297	4,115	1.04	4,901	0.88	4,177	1.03	4,980	0.86
Inpatient as % of All Surgeries	21.4%	23.7%	0.90	18.2%	1.17	23.0%	0.93	20.1%	1.06
Outpatient Visits									
Non-Emergency Visits	121,982	127,898	0.95	75,740	1.61	195,436	0.62	141,242	0.86
Emergency Visits	21,345	15,799	1.35	13,956	1.53	26,485	0.81	23,226	0.92
Full-Time Equivalents (FTEs)									
Administrators	16.0	20.3	0.79	15.8	1.01	24.9	0.64	17.0	0.94
Nurses, Licensed	422.2	255.1	1.65	188.9	2.23	338.1	1.25	384.1	1.10
Ancillary Nursing Personnel	63.4	42.6	1.49	18.4	3.45	60.0	1.06	39.5	1.61
All Other Personnel	806.1	501.2	1.61	307.4	2.62	661.2	1.22	798.0	1.01
Total FTEs	1,307.7	819.2	1.60	530.5	2.47	1,084.2	1.21	1,238.6	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.7	15.7	0.62	14.2	0.69	12.8	0.76	10.4	0.94
Nurses, Licensed	257.0	197.1	1.30	169.9	1.51	174.4	1.47	234.0	1.10
Ancillary Nursing Personnel	38.6	33.0	1.17	16.5	2.34	31.0	1.25	24.0	1.60
All Other Personnel	490.7	387.2	1.27	276.5	1.77	341.1	1.44	486.0	1.01
Total FTEs	796.0	633.0	1.26	477.2	1.67	559.3	1.42	754.4	1.06

Total Hospital:
 Beds Set Up & Staffed 84
 Discharges 4,124
 Inpatient Days 15,040

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

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

Newborn Nursery:
 Bassinets 12
 Total Births 673
 Newborn Days 1,764

303 Aurora Medical Center in Oshkosh
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	57	3,019	10,347	49.6%	28.3	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	681	1,323	30.1%	3.6	1.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	8	297	2,605	89.0%	7.1	8.8
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	68	765	29.9%	2.1	11.3
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	16	0	16.0	Surgical Personnel	29	11	36.4
Physicians & Dentists	68	25	77.2	Radiological Services Personnel	33	36	53.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	10	4	13.0
Dental Hygienists	0	0	0.0	Occupational Therapists	7	6	10.6
Registered Nurses	222	170	334.1	Occupational Therapy Assistants/Aides	0	3	1.7
Certified Nurse Midwives	5	0	5.0	Physical Therapists	20	11	27.1
Licensed Practical Nurses	24	25	39.3	Physical Therapy Assistants/Aides	4	8	8.7
Ancillary Nursing Personnel	33	73	63.4	Recreational Therapists	0	0	0.0
Physician Assistants	10	2	11.8	Dietitians & Nutritionists	1	3	2.4
Nurse Practitioners	31	3	33.2	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	9	9	10.7	Social Workers	6	6	7.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	72	31	89.0
Health Info Mgmt-Administrators/Technicians	42	4	45.4	All Other Personnel	226	99	282.8
Pharmacy Personnel	25	10	29.1				
Clinical Laboratory Personnel	27	12	36.0				
				Total	975	577	1,307.7

303 Aurora Medical Center in Oshkosh

Oshkosh, WI 54904

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$262,071,121	46.0%	46.6%	0.99	49.0%	0.94	47.1%	0.98	45.0%	1.02
Medical Assistance	\$69,137,114	12.1%	13.8%	0.88	10.8%	1.12	15.8%	0.77	11.4%	1.07
Commercial	\$211,064,314	37.0%	34.5%	1.07	37.1%	1.00	32.3%	1.15	39.4%	0.94
All Other	\$27,623,498	4.8%	5.1%	0.94	3.1%	1.58	4.8%	1.01	4.2%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$205,874,420	36.1%	35.0%	1.03	34.7%	1.04	36.7%	0.99	35.7%	1.01
Medical Assistance	\$55,811,517	9.8%	10.4%	0.94	8.0%	1.22	12.3%	0.80	9.3%	1.05
Commercial	\$91,666,131	16.1%	14.5%	1.11	14.1%	1.14	13.5%	1.19	17.2%	0.93
Charity Care	\$5,388,284	0.9%	1.0%	0.98	0.7%	1.41	1.1%	0.89	1.3%	0.75
Bad Debt	\$6,171,378	1.1%	1.2%	0.92	1.5%	0.72	1.4%	0.79	1.3%	0.81
All Other	\$16,368,143	2.9%	2.6%	1.12	2.0%	1.45	2.6%	1.12	1.9%	1.49
Total Deductions	\$381,279,875	66.9%	64.6%	1.03	60.9%	1.10	67.4%	0.99	66.7%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.0%	8.4%	0.47	5.8%	0.68	10.8%	0.37	0.6%	6.32
Net Gains/Losses as % of Net Income		0.0%	13.8%	0.00	15.0%	0.00	21.2%	0.00	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$51,910,953	32.3%	43.5%	0.74	40.0%	0.81	45.0%	0.72	35.6%	0.91
Supplies & Services	\$99,123,760	61.6%	49.9%	1.24	52.8%	1.17	48.5%	1.27	57.4%	1.07
Capital Component	\$9,832,616	6.1%	6.6%	0.93	7.2%	0.85	6.6%	0.93	7.0%	0.87
Fiscal Statistics										
Operating Margin (%)		18.1%	7.5%	2.40	11.9%	1.52	6.5%	2.79	21.8%	0.83
Total Hospital Net Income (%)		18.1%	8.6%	2.09	13.7%	1.32	8.1%	2.23	21.8%	0.83
Return on Equity (%)		8.8%	4.1%	2.14	11.6%	0.76	2.9%	3.01	11.5%	0.77
Current Ratio		21.0	3.9	5.41	5.7	3.68	3.6	5.77	25.9	0.81
Days in Net Patient Accounts Receivable		53.7	71.5	0.75	57.0	0.94	95.9	0.56	51.8	1.04
Average Payment Period		35.3	90.1	0.39	36.6	0.97	121.9	0.29	26.6	1.33
Equity Financing (%)		94.0%	63.6%	1.48	86.7%	1.09	60.0%	1.57	96.7%	0.97
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		19.3	12.2	1.58	28.5	0.68	10.0	1.93	19.9	0.97
Total Asset Turnover		0.5	0.5	1.03	0.8	0.59	0.4	1.37	0.5	0.93
Average Age of Plant (Years)		8.4	14.1	0.60	6.8	1.24	17.7	0.48	7.4	1.13
Increase (Decrease) Total Net Patient Revenue		1.5%	-2.2%	N/A	-4.6%	N/A	-3.7%	N/A	16.7%	0.09
Outpatient Gross Revenue (% of Total GPR)		73.8%	63.0%	1.17	68.8%	1.07	69.7%	1.06	75.7%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$14,642	\$17,652	0.83	\$12,208	1.20	\$13,747	1.07	\$13,007	1.13
Inpatient Net Revenue per Day		\$3,834	\$3,704	1.04	\$2,930	1.31	\$3,163	1.21	\$3,706	1.03
Outpatient Net Revenue per Visit		\$938	\$780	1.20	\$917	1.02	\$688	1.36	\$848	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$569,896,049	Cash & Cash Equivalents	\$277,793,391	Current Liabilities	\$14,828,102
Less Deductions	\$381,279,875	Net Patient Receivables	\$27,699,152	Long-Term Debt	\$0
Net Patient Revenue	\$188,616,174	Other Receivables	\$489,813	Other Liabilities	\$9,155,962
Plus Other Revenue	\$7,769,636			Subtotal	\$23,984,064
Total Revenue	\$196,385,809	Land, Buildings & Equipment (Net)	\$88,137,433	Unrestricted Fund Balance	\$378,377,604
Less Expenses	\$160,867,329	Other Assets	\$8,241,882	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$8,046			Total Liabilities & Fund Balance	\$402,361,668
Net Income	\$35,526,526	Total Assets	\$402,361,671		

104 Mayo Clinic Health System - Oakridge in Osseo
 13025 Eighth Street, PO Box 70
 Osseo, WI 54758
 715-597-3121

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Trempealeau
 Analysis Area: Southwestern (5B)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	8.0%	52.4%	0.15	37.7%	0.21	11.2%	0.71	9.2%	0.87
Obstetrics	0.0%	36.2%	N/A	46.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	29.6%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	8.0%	53.9%	0.15	42.5%	0.19	15.7%	0.51	9.2%	0.87
Average Census (Patients)									
Adult Medical-Surgical	1.3	25.5	0.05	16.4	0.08	1.7	0.73	1.3	1.00
Obstetrics	0.0	4.7	N/A	4.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.7	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.3	47.4	0.03	27.5	0.05	2.5	0.50	1.3	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.76	4.0	0.82	3.3	0.98	3.1	1.04
Obstetrics	0.0	2.4	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	2.7	N/A	0.0	N/A
Total Hospital	3.3	4.7	0.71	4.9	0.66	4.2	0.78	3.1	1.04
Surgical Operations									
Inpatient	0	1,280	N/A	733	N/A	75	N/A	0	N/A
Outpatient	0	4,115	N/A	2,362	N/A	1,365	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	23.7%	N/A	5.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	22,648	127,898	0.18	116,152	0.19	21,938	1.03	24,839	0.91
Emergency Visits	2,600	15,799	0.16	11,771	0.22	2,721	0.96	2,694	0.97
Full-Time Equivalents (FTEs)									
Administrators	1.0	20.3	0.05	15.2	0.07	2.2	0.46	2.0	0.50
Nurses, Licensed	51.9	255.1	0.20	154.7	0.34	40.9	1.27	52.1	1.00
Ancillary Nursing Personnel	10.2	42.6	0.24	21.1	0.48	7.0	1.46	10.1	1.01
All Other Personnel	80.8	501.2	0.16	402.4	0.20	77.4	1.04	75.4	1.07
Total FTEs	143.9	819.2	0.18	593.5	0.24	127.5	1.13	139.6	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	21.1	15.7	1.35	13.5	1.56	17.3	1.22	39.3	0.54
Nurses, Licensed	1,094.7	197.1	5.55	138.1	7.92	323.2	3.39	1,022.1	1.07
Ancillary Nursing Personnel	215.1	33.0	6.53	18.9	11.39	55.3	3.89	198.3	1.08
All Other Personnel	1,704.7	387.2	4.40	359.4	4.74	611.6	2.79	1,480.6	1.15
Total FTEs	3,035.6	633.0	4.80	529.9	5.73	1,007.4	3.01	2,740.2	1.11

Total Hospital:

Beds Set Up & Staffed 16
 Discharges 143
 Inpatient Days 469

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 9
 Discharges 217
 Inpatient Days 3,167

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

104 Mayo Clinic Health System - Oakridge in Osseo
Osseo, WI 54758

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	143	469	8.0%	1.3	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	7	12	7.9	Radiological Services Personnel	1	8	5.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	7	5.9
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.7
Registered Nurses	19	46	42.6	Occupational Therapy Assistants/Aides	0	2	0.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	4	5.9
Licensed Practical Nurses	1	14	6.3	Physical Therapy Assistants/Aides	2	6	4.0
Ancillary Nursing Personnel	0	20	10.2	Recreational Therapists	0	0	0.0
Physician Assistants	5	1	5.7	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	0	3.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	10	4.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	9	16	17.2
Pharmacy Personnel	1	22	7.2				
Clinical Laboratory Personnel	5	9	11.0				
				Total	62	180	143.9

104 Mayo Clinic Health System - Oakridge in Osseo

Osseo, WI 54758

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$23,544,644	57.1%	46.6%	1.22	46.1%	1.24	46.3%	1.23	56.2%	1.02
Medical Assistance	\$4,991,781	12.1%	13.8%	0.88	9.6%	1.26	11.7%	1.03	12.1%	1.00
Commercial	\$11,238,571	27.2%	34.5%	0.79	36.6%	0.74	37.5%	0.73	28.8%	0.95
All Other	\$1,477,737	3.6%	5.1%	0.70	7.7%	0.47	4.5%	0.80	2.9%	1.24
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,934,940	19.2%	35.0%	0.55	32.6%	0.59	23.9%	0.81	22.4%	0.86
Medical Assistance	\$3,203,751	7.8%	10.4%	0.75	7.4%	1.04	7.7%	1.01	7.3%	1.07
Commercial	\$2,531,347	6.1%	14.5%	0.42	16.1%	0.38	10.2%	0.60	6.8%	0.91
Charity Care	\$1,409,693	3.4%	1.0%	3.56	0.8%	4.51	1.1%	3.22	3.8%	0.91
Bad Debt	\$960,660	2.3%	1.2%	1.98	1.5%	1.54	1.7%	1.40	1.2%	1.87
All Other	\$351,780	0.9%	2.6%	0.33	5.2%	0.16	2.2%	0.39	0.9%	0.97
Total Deductions	\$16,392,171	39.7%	64.6%	0.61	63.7%	0.62	46.7%	0.85	42.3%	0.94
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		12.9%	8.4%	1.53	23.6%	0.54	7.5%	1.71	3.3%	3.88
Net Gains/Losses as % of Net Income		0.0%	13.8%	N/A	79.9%	N/A	10.6%	N/A	15.9%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$16,352,764	56.1%	43.5%	1.29	55.4%	1.01	50.8%	1.10	58.9%	0.95
Supplies & Services	\$11,765,816	40.4%	49.9%	0.81	39.7%	1.02	42.0%	0.96	36.9%	1.09
Capital Component	\$1,022,178	3.5%	6.6%	0.53	4.9%	0.72	7.2%	0.49	4.2%	0.84
Fiscal Statistics										
Operating Margin (%)		-2.1%	7.5%	N/A	1.2%	N/A	7.8%	N/A	0.9%	N/A
Total Hospital Net Income (%)		-2.1%	8.6%	N/A	5.7%	N/A	8.7%	N/A	1.1%	N/A
Return on Equity (%)		-2.8%	4.1%	N/A	4.1%	N/A	11.1%	N/A	1.6%	N/A
Current Ratio		9.9	3.9	2.54	18.3	0.54	2.1	4.72	10.3	0.96
Days in Net Patient Accounts Receivable		46.7	71.5	0.65	57.6	0.81	58.4	0.80	52.1	0.90
Average Payment Period		16.9	90.1	0.19	22.0	0.77	80.3	0.21	10.6	1.60
Equity Financing (%)		58.7%	63.6%	0.92	85.1%	0.69	38.8%	1.51	75.2%	0.78
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		-66.0	12.2	N/A	14.9	N/A	10.1	N/A	81.2	N/A
Total Asset Turnover		1.3	0.5	2.75	0.7	1.91	1.3	1.03	1.5	0.89
Average Age of Plant (Years)		15.1	14.1	1.07	9.0	1.68	9.7	1.56	13.4	1.13
Increase (Decrease) Total Net Patient Revenue		0.8%	-2.2%	N/A	-4.8%	N/A	-0.9%	N/A	3.5%	0.22
Outpatient Gross Revenue (% of Total GPR)		72.8%	63.0%	1.16	78.6%	0.93	80.0%	0.91	75.1%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$27,988	\$17,652	1.59	\$17,756	1.58	\$21,599	1.30	\$24,632	1.14
Inpatient Net Revenue per Day		\$2,629	\$3,704	0.71	\$3,811	0.69	\$2,988	0.88	\$2,566	1.02
Outpatient Net Revenue per Visit		\$572	\$780	0.73	\$835	0.68	\$759	0.75	\$547	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$41,252,733	Cash & Cash Equivalents	\$1,625	Current Liabilities	\$1,305,993
Less Deductions	\$16,392,171	Net Patient Receivables	\$3,170,195	Long-Term Debt	\$0
Net Patient Revenue	\$24,860,562	Other Receivables	\$156,431	Other Liabilities	\$7,771,515
Plus Other Revenue	\$3,674,747			Subtotal	\$9,077,508
Total Revenue	\$28,535,309	Land, Buildings & Equipment (Net)	\$9,042,919		
Less Expenses	\$29,140,758	Other Assets	\$9,602,236	Unrestricted Fund Balance	\$12,895,898
Non-Operating Gains/Losses	\$0			Restricted Fund Balance	\$34,830
Net Income	-\$605,449	Total Assets	\$21,973,406	Total Liabilities & Fund Balance	\$21,973,406

106 Marshfield Medical Center - Park Falls
 98 Sherry Avenue, PO Box 310
 Park Falls, WI 54552
 715-762-7505

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Price
 Analysis Area: Western Lake Superior (7)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	13.7%	52.4%	0.26	22.5%	0.61	17.7%	0.77	15.2%	0.90	
Obstetrics	0.0%	36.2%	N/A	24.8%	N/A	19.7%	N/A	0.0%	N/A	
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	13.4%	53.9%	0.25	25.0%	0.54	19.6%	0.68	14.4%	0.93	
Average Census (Patients)										
Adult Medical-Surgical	3.0	25.5	0.12	4.2	0.71	2.7	1.12	3.4	0.90	
Obstetrics	0.0	4.7	N/A	1.1	N/A	0.6	N/A	0.0	N/A	
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.3	47.4	0.07	5.8	0.57	3.6	0.93	3.6	0.93	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.0	4.3	0.70	3.0	1.00	3.3	0.91	2.9	1.03	
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.1	N/A	0.0	N/A	
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.2	4.7	0.69	3.5	0.93	3.0	1.08	2.9	1.12	
Surgical Operations										
Inpatient	0	1,280	N/A	122	N/A	228	N/A	0	N/A	
Outpatient	522	4,115	0.13	777	0.67	1,022	0.51	442	1.18	
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	13.5%	N/A	18.2%	N/A	0.0%	N/A	
Outpatient Visits										
Non-Emergency Visits	24,707	127,898	0.19	31,162	0.79	29,970	0.82	20,934	1.18	
Emergency Visits	5,371	15,799	0.34	6,476	0.83	3,972	1.35	5,521	0.97	
Full-Time Equivalents (FTEs)										
Administrators	1.0	20.3	0.05	2.4	0.41	5.2	0.19	7.0	0.14	
Nurses, Licensed	31.5	255.1	0.12	68.9	0.46	42.2	0.75	37.1	0.85	
Ancillary Nursing Personnel	11.8	42.6	0.28	8.9	1.32	6.8	1.74	17.4	0.68	
All Other Personnel	199.1	501.2	0.40	169.3	1.18	106.2	1.87	107.5	1.85	
Total FTEs	243.3	819.2	0.30	249.6	0.97	160.3	1.52	168.9	1.44	
FTEs per 100 Patient Census (Adjusted)										
Administrators	3.9	15.7	0.25	6.5	0.59	30.2	0.13	28.7	0.13	
Nurses, Licensed	121.2	197.1	0.61	185.7	0.65	246.1	0.49	152.0	0.80	
Ancillary Nursing Personnel	45.3	33.0	1.38	24.1	1.88	39.6	1.15	71.2	0.64	
All Other Personnel	766.6	387.2	1.98	456.1	1.68	618.8	1.24	440.8	1.74	
Total FTEs	937.0	633.0	1.48	672.4	1.39	934.7	1.00	692.8	1.35	

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 379
 Inpatient Days 1,222

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

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 3
 Inpatient Days 59

Newborn Nursery:
 Bassinets 0
 Total Births 2
 Newborn Days 0

106 Marshfield Medical Center - Park Falls

Park Falls, WI 54552

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	22	365	1,100	13.7%	3.0	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	14	122	11.1%	0.3	8.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	1	1	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	0	8.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	3	3.1
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	21	19	31.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	3.2
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.8
Ancillary Nursing Personnel	8	14	11.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	63	78	89.0
Health Info Mgmt-Administrators/Technicians	6	3	8.1	All Other Personnel	56	15	66.5
Pharmacy Personnel	4	1	4.0				
Clinical Laboratory Personnel	8	4	8.7				
				Total	185	141	243.3

106 Marshfield Medical Center - Park Falls

Park Falls, WI 54552

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$26,732,780	62.6%	46.6%	1.34	49.5%	1.26	47.7%	1.31	63.4%	0.99
Medical Assistance	\$4,928,936	11.5%	13.8%	0.84	17.2%	0.67	11.0%	1.05	10.5%	1.10
Commercial	\$7,903,846	18.5%	34.5%	0.54	27.4%	0.68	37.9%	0.49	19.3%	0.96
All Other	\$3,134,953	7.3%	5.1%	1.43	5.9%	1.25	3.4%	2.15	6.9%	1.07
Deductions as % of Total Gross Patient Revenue										
Medicare	\$9,238,711	21.6%	35.0%	0.62	26.0%	0.83	26.3%	0.82	26.6%	0.81
Medical Assistance	\$2,373,364	5.6%	10.4%	0.54	11.1%	0.50	7.6%	0.73	7.4%	0.75
Commercial	\$3,007,994	7.0%	14.5%	0.48	5.3%	1.34	13.5%	0.52	2.8%	2.50
Charity Care	\$341,942	0.8%	1.0%	0.83	1.2%	0.65	0.7%	1.21	0.9%	0.89
Bad Debt	\$878,580	2.1%	1.2%	1.75	1.8%	1.12	1.3%	1.62	0.9%	2.30
All Other	\$1,497,673	3.5%	2.6%	1.37	2.4%	1.49	2.2%	1.59	3.0%	1.16
Total Deductions	\$17,338,264	40.6%	64.6%	0.63	47.8%	0.85	51.6%	0.79	41.6%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	2.9%	8.4%	0.35	5.0%	0.58	8.0%	0.37	2.5%	1.19	
Net Gains/Losses as % of Net Income	4,342.4%	13.8%	313.92	5.2%	831.80	14.0%	309.37	143.7%	30.23	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,715,935	56.1%	43.5%	1.29	52.9%	1.06	45.5%	1.23	55.7%	1.01
Supplies & Services	\$9,356,265	38.3%	49.9%	0.77	39.9%	0.96	47.2%	0.81	39.0%	0.98
Capital Component	\$1,374,399	5.6%	6.6%	0.86	7.2%	0.78	7.3%	0.77	5.3%	1.06
Fiscal Statistics										
Operating Margin (%)	6.4%	7.5%	0.85	9.6%	0.67	10.9%	0.59	1.0%	6.67	
Total Hospital Net Income (%)	-0.2%	8.6%	N/A	10.1%	N/A	12.4%	N/A	-2.3%	0.07	
Return on Equity (%)	-0.2%	4.1%	N/A	6.2%	N/A	1.2%	N/A	-3.6%	0.05	
Current Ratio	1.5	3.9	0.38	3.6	0.41	2.4	0.61	2.1	0.71	
Days in Net Patient Accounts Receivable	54.3	71.5	0.76	47.2	1.15	397.6	0.14	73.0	0.74	
Average Payment Period	176.9	90.1	1.96	92.6	1.91	577.7	0.31	51.4	3.44	
Equity Financing (%)	47.5%	63.6%	0.75	72.6%	0.65	46.0%	1.03	74.2%	0.64	
Long-Term Debt to Equity Ratio	0.0	0.3	0.03	0.1	0.05	0.8	0.01	0.0	0.20	
Times Interest Earned	-0.2	12.2	N/A	24.0	N/A	17.3	N/A	-15.2	0.01	
Total Asset Turnover	1.1	0.5	2.39	0.6	1.85	0.1	11.93	1.6	0.70	
Average Age of Plant (Years)	16.5	14.1	1.17	9.6	1.72	60.0	0.28	16.9	0.98	
Increase (Decrease) Total Net Patient Revenue	8.2%	-2.2%	N/A	4.5%	1.84	-3.0%	N/A	6.0%	1.37	
Outpatient Gross Revenue (% of Total GPR)	87.8%	63.0%	1.39	85.2%	1.03	79.2%	1.11	85.3%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,699	\$17,652	0.55	\$13,212	0.73	\$16,342	0.59	\$9,013	1.08	
Inpatient Net Revenue per Day	\$3,032	\$3,704	0.82	\$3,475	0.87	\$4,448	0.68	\$3,148	0.96	
Outpatient Net Revenue per Visit	\$749	\$780	0.96	\$981	0.76	\$767	0.98	\$743	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,700,515	Cash & Cash Equivalents	\$12,367,723	Current Liabilities	\$11,220,479
Less Deductions	\$17,338,264	Net Patient Receivables	\$3,765,666	Long-Term Debt	\$83,376
Net Patient Revenue	\$25,362,251	Other Receivables	\$83,170	Other Liabilities	\$872,247
Plus Other Revenue	\$763,403			Subtotal	\$12,176,102
Total Revenue	\$26,125,654	Land, Buildings & Equipment (Net)	\$6,249,107	Unrestricted Fund Balance	\$11,021,237
Less Expenses	\$24,446,599	Other Assets	\$731,673	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,718,633	Total Assets	\$23,197,339	Total Liabilities & Fund Balance	\$23,197,339
Net Income	-\$39,578				

108 Southwest Health
 1400 East Side Road
 Platteville, WI 53818
 608-348-2331

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Grant
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.5%	52.4%	0.43	55.7%	0.40	32.9%	0.69	29.0%	0.78
Obstetrics	16.3%	36.2%	0.45	41.0%	0.02	19.7%	0.83	13.5%	1.21
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	28.8%	53.9%	0.53	56.6%	0.51	33.0%	0.87	30.3%	0.95
Average Census (Patients)									
Adult Medical-Surgical	4.5	25.5	0.18	23.1	0.20	6.4	0.70	5.8	0.78
Obstetrics	0.8	4.7	0.17	4.5	0.18	0.9	0.90	0.7	1.21
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.1	47.4	0.21	49.2	0.20	8.6	1.17	10.6	0.95
Average Length of Stay (Days)									
Adult Medical-Surgical	1.9	4.3	0.44	4.1	0.45	3.0	0.63	2.6	0.72
Obstetrics	1.5	2.4	0.62	2.6	0.58	2.0	0.76	1.7	0.89
Pediatrics	0.0	3.5	N/A	3.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.7	0.78	4.6	0.79	3.2	1.14	4.3	0.85
Surgical Operations									
Inpatient	414	1,280	0.32	1,943	0.21	247	1.68	421	0.98
Outpatient	967	4,115	0.23	7,094	0.14	1,277	0.76	1,220	0.79
Inpatient as % of All Surgeries	30.0%	23.7%	1.26	21.5%	1.39	16.2%	1.85	25.7%	1.17
Outpatient Visits									
Non-Emergency Visits	69,512	127,898	0.54	157,467	0.44	57,441	1.21	73,987	0.94
Emergency Visits	6,056	15,799	0.38	15,287	0.40	8,355	0.72	6,783	0.89
Full-Time Equivalents (FTEs)									
Administrators	33.0	20.3	1.63	20.1	1.64	11.6	2.86	38.0	0.87
Nurses, Licensed	138.0	255.1	0.54	268.4	0.51	84.6	1.63	134.4	1.03
Ancillary Nursing Personnel	49.6	42.6	1.16	43.3	1.15	14.7	3.38	59.2	0.84
All Other Personnel	308.1	501.2	0.61	633.6	0.49	194.6	1.58	332.1	0.93
Total FTEs	528.8	819.2	0.65	965.4	0.55	305.5	1.73	563.7	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	79.6	15.7	5.08	16.1	4.94	28.7	2.78	95.3	0.83
Nurses, Licensed	332.8	197.1	1.69	214.6	1.55	210.0	1.58	337.3	0.99
Ancillary Nursing Personnel	119.6	33.0	3.63	34.6	3.46	36.4	3.29	148.6	0.81
All Other Personnel	742.9	387.2	1.92	506.6	1.47	483.0	1.54	833.2	0.89
Total FTEs	1,274.9	633.0	2.01	771.8	1.65	758.1	1.68	1,414.4	0.90

Total Hospital:
 Beds Set Up & Staffed 35
 Discharges 1,014
 Inpatient Days 3,683

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 27
 Inpatient Days 196

Newborn Nursery:
 Bassinets 5
 Total Births 200
 Newborn Days 299

108 Southwest Health
Platteville, WI 53818

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	20	882	1,650	22.5%	4.5	1.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	2	5	200	299	16.3%	0.8	1.5
Psychiatric	1	10	92	1,734	47.4%	4.7	18.8
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	33	0	33.0	Surgical Personnel	5	0	5.0
Physicians & Dentists	28	1	28.6	Radiological Services Personnel	7	3	9.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	0	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	4	3.9
Registered Nurses	89	25	105.5	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	1	11.7
Licensed Practical Nurses	12	11	18.9	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	33	26	49.6	Recreational Therapists	1	0	1.0
Physician Assistants	5	2	5.9	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	6	1	6.6	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	7	0	7.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	36	6	39.9
Health Info Mgmt-Administrators/Technicians	3	1	3.8	All Other Personnel	129	29	147.3
Pharmacy Personnel	7	8	12.8				
Clinical Laboratory Personnel	9	6	13.2				
				Total	447	125	528.8

108 Southwest Health

Platteville, WI 53818

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$52,804,932	40.6%	46.6%	0.87	41.8%	0.97	47.5%	0.86	41.3%	0.98
Medical Assistance	\$15,037,723	11.6%	13.8%	0.84	11.5%	1.00	12.8%	0.90	11.4%	1.01
Commercial	\$59,519,127	45.8%	34.5%	1.33	38.1%	1.20	35.0%	1.31	45.1%	1.02
All Other	\$2,712,223	2.1%	5.1%	0.41	8.5%	0.25	4.8%	0.44	2.3%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$34,153,023	26.3%	35.0%	0.75	31.1%	0.84	30.4%	0.86	25.3%	1.04
Medical Assistance	\$11,653,434	9.0%	10.4%	0.86	8.7%	1.03	8.9%	1.01	7.8%	1.15
Commercial	\$22,884,224	17.6%	14.5%	1.21	18.1%	0.97	12.0%	1.46	16.7%	1.05
Charity Care	\$261,138	0.2%	1.0%	0.21	0.7%	0.30	0.9%	0.21	0.2%	1.17
Bad Debt	\$3,053,319	2.3%	1.2%	2.00	1.3%	1.80	2.0%	1.18	1.7%	1.42
All Other	-\$484,730	-0.4%	2.6%	N/A	4.4%	N/A	2.3%	N/A	0.3%	N/A
Total Deductions	\$71,520,408	55.0%	64.6%	0.85	64.3%	0.86	56.5%	0.97	51.9%	1.06
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	8.0%	8.4%	0.95	7.9%	1.02	10.2%	0.78	7.4%	1.08	
Net Gains/Losses as % of Net Income	197.7%	13.8%	14.29	48.7%	4.06	22.7%	8.70	12.9%	15.30	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,067,399	60.6%	43.5%	1.39	46.6%	1.30	51.7%	1.17	59.1%	1.03
Supplies & Services	\$20,750,218	32.2%	49.9%	0.65	46.2%	0.70	40.6%	0.79	32.8%	0.98
Capital Component	\$4,635,759	7.2%	6.6%	1.09	7.3%	0.99	7.7%	0.93	8.1%	0.89
Fiscal Statistics										
Operating Margin (%)	-1.3%	7.5%	N/A	5.4%	N/A	7.4%	N/A	11.1%	N/A	
Total Hospital Net Income (%)	1.3%	8.6%	0.15	9.9%	0.13	9.3%	0.14	12.6%	0.10	
Return on Equity (%)	0.7%	4.1%	0.18	6.1%	0.12	7.6%	0.10	8.5%	0.09	
Current Ratio	3.0	3.9	0.77	3.1	0.96	4.8	0.63	3.8	0.79	
Days in Net Patient Accounts Receivable	60.2	71.5	0.84	48.3	1.25	49.1	1.23	56.4	1.07	
Average Payment Period	72.2	90.1	0.80	71.6	1.01	46.4	1.56	44.3	1.63	
Equity Financing (%)	66.6%	63.6%	1.05	54.8%	1.22	79.0%	0.84	64.0%	1.04	
Long-Term Debt to Equity Ratio	0.2	0.3	0.67	0.3	0.73	0.2	1.20	0.3	0.60	
Times Interest Earned	2.4	12.2	0.19	10.5	0.22	13.2	0.18	11.4	0.21	
Total Asset Turnover	0.6	0.5	1.19	0.6	0.96	0.8	0.70	0.7	0.84	
Average Age of Plant (Years)	13.7	14.1	0.97	11.5	1.20	8.8	1.56	12.5	1.10	
Increase (Decrease) Total Net Patient Revenue	-9.8%	-2.2%	4.42	-1.0%	9.47	-1.2%	8.44	13.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	76.5%	63.0%	1.21	60.3%	1.27	78.9%	0.97	75.8%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,306	\$17,652	0.81	\$20,439	0.70	\$14,147	1.01	\$17,886	0.80	
Inpatient Net Revenue per Day	\$3,865	\$3,704	1.04	\$4,396	0.88	\$4,080	0.95	\$4,357	0.89	
Outpatient Net Revenue per Visit	\$616	\$780	0.79	\$707	0.87	\$677	0.91	\$622	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$130,074,004	Cash & Cash Equivalents	\$24,878,693	Current Liabilities	\$12,057,321
Less Deductions	\$71,520,408	Net Patient Receivables	\$9,628,822	Long-Term Debt	\$15,131,474
Net Patient Revenue	\$58,553,596	Other Receivables	\$254,240	Other Liabilities	\$10,492,001
Plus Other Revenue	\$5,080,294			Subtotal	\$37,680,796
Total Revenue	\$63,633,891	Land, Buildings & Equipment (Net)	\$34,594,822	Unrestricted Fund Balance	\$75,300,438
Less Expenses	\$64,453,376	Other Assets	\$43,624,657	Restricted Fund Balance	\$703,095
Non-Operating Gains/Losses	\$1,658,393			Total Liabilities & Fund Balance	\$112,981,234
Net Income	\$838,908	Total Assets	\$112,981,234		

111 Aspirus Divine Savior Hospital & Clinics
 2817 New Pinery Road
 Portage, WI 53901
 608-742-4131

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Columbia
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.0%	52.4%	0.65	55.7%	0.61	40.5%	0.84	31.5%	1.08
Obstetrics	17.4%	36.2%	0.48	41.0%	0.03	24.6%	0.71	17.6%	0.99
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	31.5%	53.9%	0.58	56.6%	0.56	42.0%	0.75	29.1%	1.08
Average Census (Patients)									
Adult Medical-Surgical	12.6	25.5	0.49	23.1	0.55	10.2	1.24	11.7	1.08
Obstetrics	1.0	4.7	0.22	4.5	0.23	1.7	0.61	1.1	0.99
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	15.4	47.4	0.33	49.2	0.31	17.9	0.86	14.3	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.3	0.86	4.1	0.89	3.3	1.12	3.7	0.99
Obstetrics	2.0	2.4	0.84	2.6	0.78	2.2	0.92	1.9	1.06
Pediatrics	0.0	3.5	N/A	3.9	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.9	4.7	0.84	4.6	0.85	3.5	1.12	3.1	1.26
Surgical Operations									
Inpatient	331	1,280	0.26	1,943	0.17	482	0.69	454	0.73
Outpatient	1,169	4,115	0.28	7,094	0.16	1,905	0.61	1,578	0.74
Inpatient as % of All Surgeries	22.1%	23.7%	0.93	21.5%	1.03	20.2%	1.09	22.3%	0.99
Outpatient Visits									
Non-Emergency Visits	125,741	127,898	0.98	157,467	0.80	69,880	1.80	157,676	0.80
Emergency Visits	14,354	15,799	0.91	15,287	0.94	11,349	1.26	14,872	0.97
Full-Time Equivalents (FTEs)									
Administrators	30.0	20.3	1.48	20.1	1.49	14.9	2.01	30.0	1.00
Nurses, Licensed	142.6	255.1	0.56	268.4	0.53	112.6	1.27	142.6	1.00
Ancillary Nursing Personnel	13.9	42.6	0.33	43.3	0.32	19.7	0.70	13.9	1.00
All Other Personnel	446.7	501.2	0.89	633.6	0.70	239.6	1.86	446.7	1.00
Total FTEs	633.2	819.2	0.77	965.4	0.66	386.8	1.64	633.2	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.5	15.7	2.39	16.1	2.33	21.9	1.71	36.9	1.02
Nurses, Licensed	178.2	197.1	0.90	214.6	0.83	165.1	1.08	175.6	1.02
Ancillary Nursing Personnel	17.3	33.0	0.53	34.6	0.50	28.9	0.60	17.1	1.02
All Other Personnel	558.3	387.2	1.44	506.6	1.10	351.3	1.59	550.0	1.02
Total FTEs	791.3	633.0	1.25	771.8	1.03	567.2	1.40	779.6	1.02

Total Hospital:
 Beds Set Up & Staffed 49
 Discharges 1,450
 Inpatient Days 5,646

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

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

Newborn Nursery:
 Bassinets 6
 Total Births 192
 Newborn Days 377

111 Aspirus Divine Savior Hospital & Clinics
Portage, WI 53901

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	37	1,247	4,603	34.0%	12.6	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	191	382	17.4%	1.0	2.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	6	121	265	12.1%	0.7	2.2
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	0	201	396	0.0%	1.1	2.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	30	0	30.0	Surgical Personnel	6	3	7.3
Physicians & Dentists	19	4	21.2	Radiological Services Personnel	15	1	15.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	2	9.3
Dental Hygienists	0	0	0.0	Occupational Therapists	6	3	7.8
Registered Nurses	98	34	116.4	Occupational Therapy Assistants/Aides	1	2	2.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	19	5	22.6
Licensed Practical Nurses	10	9	14.0	Physical Therapy Assistants/Aides	7	4	9.0
Ancillary Nursing Personnel	9	11	13.9	Recreational Therapists	0	0	0.0
Physician Assistants	6	3	7.7	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	5	5	7.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	69	34	84.5
Health Info Mgmt-Administrators/Technicians	16	5	19.3	All Other Personnel	171	57	194.7
Pharmacy Personnel	10	0	10.0				
Clinical Laboratory Personnel	5	6	9.1				
				Total	538	194	633.2

111 Aspirus Divine Savior Hospital & Clinics

Portage, WI 53901

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$90,275,972	44.1%	46.6%	0.95	41.8%	1.06	49.5%	0.89	41.7%	1.06
Medical Assistance	\$30,586,210	15.0%	13.8%	1.09	11.5%	1.30	11.6%	1.29	14.2%	1.06
Commercial	\$73,095,205	35.7%	34.5%	1.04	38.1%	0.94	34.7%	1.03	39.2%	0.91
All Other	\$10,556,486	5.2%	5.1%	1.01	8.5%	0.61	4.2%	1.23	4.9%	1.05
Deductions as % of Total Gross Patient Revenue										
Medicare	\$66,315,528	32.4%	35.0%	0.93	31.1%	1.04	36.2%	0.89	32.1%	1.01
Medical Assistance	\$23,178,902	11.3%	10.4%	1.09	8.7%	1.30	8.8%	1.29	11.0%	1.03
Commercial	\$27,542,824	13.5%	14.5%	0.93	18.1%	0.74	13.9%	0.97	14.1%	0.95
Charity Care	\$1,114,470	0.5%	1.0%	0.57	0.7%	0.82	0.9%	0.62	0.2%	2.39
Bad Debt	\$6,153,181	3.0%	1.2%	2.56	1.3%	2.31	1.5%	2.05	2.5%	1.18
All Other	\$4,491,480	2.2%	2.6%	0.86	4.4%	0.50	2.2%	1.00	2.5%	0.89
Total Deductions	\$128,796,385	63.0%	64.6%	0.97	64.3%	0.98	63.5%	0.99	62.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	10.6%	8.4%	1.26	7.9%	1.35	7.3%	1.46	2.1%	5.02	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	48.7%	N/A	12.9%	N/A	128.7%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,684,324	61.1%	43.5%	1.40	46.6%	1.31	45.1%	1.35	62.1%	0.98
Supplies & Services	\$26,230,138	29.8%	49.9%	0.60	46.2%	0.65	46.8%	0.64	31.2%	0.96
Capital Component	\$8,018,047	9.1%	6.6%	1.39	7.3%	1.26	8.1%	1.13	6.8%	1.35
Fiscal Statistics										
Operating Margin (%)	-3.8%	7.5%	N/A	5.4%	N/A	3.1%	N/A	-0.4%	9.19	
Total Hospital Net Income (%)	-1.7%	8.6%	N/A	9.9%	N/A	3.5%	N/A	1.4%	N/A	
Return on Equity (%)	-1.0%	4.1%	N/A	6.1%	N/A	2.0%	N/A	1.0%	N/A	
Current Ratio	1.4	3.9	0.37	3.1	0.46	4.6	0.32	2.4	0.60	
Days in Net Patient Accounts Receivable	51.0	71.5	0.71	48.3	1.06	47.2	1.08	66.3	0.77	
Average Payment Period	94.2	90.1	1.05	71.6	1.32	73.5	1.28	48.0	1.96	
Equity Financing (%)	57.8%	63.6%	0.91	54.8%	1.06	66.1%	0.88	59.5%	0.97	
Long-Term Debt to Equity Ratio	0.4	0.3	1.50	0.3	1.63	0.2	2.20	0.5	0.87	
Times Interest Earned	0.6	12.2	0.05	10.5	0.06	4.2	0.14	2.2	0.27	
Total Asset Turnover	0.6	0.5	1.24	0.6	1.00	0.6	1.05	0.7	0.85	
Average Age of Plant (Years)	14.9	14.1	1.06	11.5	1.30	10.5	1.41	13.4	1.11	
Increase (Decrease) Total Net Patient Revenue	-12.8%	-2.2%	5.76	-1.0%	12.33	-6.0%	2.12	0.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.7%	63.0%	1.31	60.3%	1.37	72.9%	1.13	82.5%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,282	\$17,652	0.64	\$20,439	0.55	\$11,149	1.01	\$10,358	1.09	
Inpatient Net Revenue per Day	\$3,248	\$3,704	0.88	\$4,396	0.74	\$3,062	1.06	\$3,347	0.97	
Outpatient Net Revenue per Visit	\$466	\$780	0.60	\$707	0.66	\$705	0.66	\$435	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$204,513,871	Cash & Cash Equivalents	\$14,723,380	Current Liabilities	\$21,494,963
Less Deductions	\$128,796,385	Net Patient Receivables	\$10,544,594	Long-Term Debt	\$37,374,607
Net Patient Revenue	\$75,717,486	Other Receivables	\$1,910,800	Other Liabilities	\$2,016,043
Plus Other Revenue	\$8,978,893			Subtotal	\$60,885,613
Total Revenue	\$84,696,382	Land, Buildings & Equipment (Net)	\$68,343,634	Unrestricted Fund Balance	\$83,537,527
Less Expenses	\$87,932,509	Other Assets	\$48,900,729	Restricted Fund Balance	\$33,780
Non-Operating Gains/Losses	\$1,787,277			Total Liabilities & Fund Balance	\$144,423,140
Net Income	-\$1,448,850	Total Assets	\$144,423,137		

112 Crossing Rivers Health
 37868 US Highway 18
 Prairie du Chien, WI 53821
 608-357-2000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Crawford
 Analysis Area: Southwestern (5B)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	21.9%	52.4%	0.42	37.7%	0.58	17.7%	1.24	20.8%	1.05
Obstetrics	21.6%	36.2%	0.60	46.9%	0.02	19.7%	1.09	24.2%	0.89
Pediatrics	0.0%	53.2%	N/A	29.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	22.0%	53.9%	0.41	42.5%	0.52	19.6%	1.12	21.6%	1.02
Average Census (Patients)									
Adult Medical-Surgical	4.6	25.5	0.18	16.4	0.28	2.7	1.71	4.4	1.05
Obstetrics	0.9	4.7	0.18	4.3	0.20	0.6	1.35	1.0	0.89
Pediatrics	0.0	1.1	N/A	0.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.5	47.4	0.12	27.5	0.20	3.6	1.54	5.4	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.78	4.0	0.83	3.3	1.01	3.2	1.03
Obstetrics	2.2	2.4	0.92	3.2	0.69	2.1	1.07	2.4	0.91
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.7	0.66	4.9	0.62	3.0	1.04	3.1	1.01
Surgical Operations									
Inpatient	81	1,280	0.06	733	0.11	228	0.36	87	0.93
Outpatient	729	4,115	0.18	2,362	0.31	1,022	0.71	854	0.85
Inpatient as % of All Surgeries	10.0%	23.7%	0.42	23.7%	0.42	18.2%	0.55	9.2%	1.08
Outpatient Visits									
Non-Emergency Visits	4,230	127,898	0.03	116,152	0.04	29,970	0.14	5,143	0.82
Emergency Visits	4,253	15,799	0.27	11,771	0.36	3,972	1.07	4,745	0.90
Full-Time Equivalents (FTEs)									
Administrators	0.0	20.3	N/A	15.2	N/A	5.2	N/A	0.0	N/A
Nurses, Licensed	96.9	255.1	0.38	154.7	0.63	42.2	2.30	89.8	1.08
Ancillary Nursing Personnel	9.2	42.6	0.22	21.1	0.44	6.8	1.36	9.3	0.99
All Other Personnel	194.1	501.2	0.39	402.4	0.48	106.2	1.83	198.3	0.98
Total FTEs	300.3	819.2	0.37	593.5	0.51	160.3	1.87	297.5	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	15.7	N/A	13.5	N/A	30.2	N/A	0.0	N/A
Nurses, Licensed	415.0	197.1	2.11	138.1	3.00	246.1	1.69	361.6	1.15
Ancillary Nursing Personnel	39.4	33.0	1.20	18.9	2.09	39.6	1.00	37.6	1.05
All Other Personnel	830.9	387.2	2.15	359.4	2.31	618.8	1.34	798.3	1.04
Total FTEs	1,285.3	633.0	2.03	529.9	2.43	934.7	1.38	1,197.5	1.07

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 653
 Inpatient Days 2,013

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 79
 Inpatient Days 539

Newborn Nursery:
 Bassinets 4
 Total Births 141
 Newborn Days 246

112 Crossing Rivers Health
 Prairie du Chien, WI 53821

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	21	506	1,687	21.9%	4.6	3.3
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	4	10	0.0%	0.0	2.5
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	143	316	21.6%	0.9	2.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	3	0	3.0
Physicians & Dentists	4	1	4.6	Radiological Services Personnel	9	2	10.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	1	9.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.8
Registered Nurses	77	10	83.4	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	3	0	3.0	Physical Therapists	2	2	3.6
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	8	3	9.2	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	5	6	6.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	3	3.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	2	10.5
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	95	17	105.6
Pharmacy Personnel	4	2	4.9				
Clinical Laboratory Personnel	8	2	9.6				
				Total	265	58	300.3

112 Crossing Rivers Health

Prairie du Chien, WI 53821

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5B Value	Ratio	2 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$39,579,313	48.7%	46.6%	1.04	46.1%	1.06	47.7%	1.02	47.3%	1.03
Medical Assistance	\$7,750,477	9.5%	13.8%	0.69	9.6%	0.99	11.0%	0.87	12.3%	0.78
Commercial	\$30,306,268	37.3%	34.5%	1.08	36.6%	1.02	37.9%	0.98	34.8%	1.07
All Other	\$3,657,071	4.5%	5.1%	0.88	7.7%	0.59	3.4%	1.32	5.6%	0.80
Deductions as % of Total Gross Patient Revenue										
Medicare	\$18,184,867	22.4%	35.0%	0.64	32.6%	0.69	26.3%	0.85	21.7%	1.03
Medical Assistance	\$5,466,565	6.7%	10.4%	0.65	7.4%	0.90	7.6%	0.88	7.7%	0.87
Commercial	\$5,351,257	6.6%	14.5%	0.45	16.1%	0.41	13.5%	0.49	5.5%	1.20
Charity Care	\$1,191,369	1.5%	1.0%	1.53	0.8%	1.93	0.7%	2.22	1.7%	0.85
Bad Debt	\$326,800	0.4%	1.2%	0.34	1.5%	0.27	1.3%	0.32	0.8%	0.51
All Other	\$1,878,627	2.3%	2.6%	0.90	5.2%	0.44	2.2%	1.05	2.1%	1.08
Total Deductions	\$32,399,485	39.9%	64.6%	0.62	63.7%	0.63	51.6%	0.77	39.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	11.7%	8.4%	1.39	23.6%	0.49	8.0%	1.47	6.2%	1.89	
Net Gains/Losses as % of Net Income	32.0%	13.8%	2.31	79.9%	0.40	14.0%	2.28	96.5%	0.33	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$30,793,094	59.8%	43.5%	1.37	55.4%	1.08	45.5%	1.31	59.2%	1.01
Supplies & Services	\$15,213,522	29.5%	49.9%	0.59	39.7%	0.74	47.2%	0.63	29.4%	1.00
Capital Component	\$5,478,380	10.6%	6.6%	1.62	4.9%	2.19	7.3%	1.47	11.3%	0.94
Fiscal Statistics										
Operating Margin (%)	7.0%	7.5%	0.93	1.2%	5.85	10.9%	0.64	0.2%	33.01	
Total Hospital Net Income (%)	10.0%	8.6%	1.16	5.7%	1.75	12.4%	0.80	5.7%	1.74	
Return on Equity (%)	5.9%	4.1%	1.42	4.1%	1.44	1.2%	4.90	3.4%	1.72	
Current Ratio	3.4	3.9	0.87	18.3	0.19	2.4	1.41	3.3	1.02	
Days in Net Patient Accounts Receivable	63.6	71.5	0.89	57.6	1.11	397.6	0.16	54.3	1.17	
Average Payment Period	82.3	90.1	0.91	22.0	3.74	577.7	0.14	50.9	1.62	
Equity Financing (%)	60.8%	63.6%	0.96	85.1%	0.71	46.0%	1.32	55.8%	1.09	
Long-Term Debt to Equity Ratio	0.5	0.3	1.56	0.1	7.64	0.8	0.57	0.7	0.70	
Times Interest Earned	6.0	12.2	0.49	14.9	0.41	17.3	0.35	3.6	1.67	
Total Asset Turnover	0.6	0.5	1.20	0.7	0.83	0.1	6.02	0.6	1.02	
Average Age of Plant (Years)	7.3	14.1	0.52	9.0	0.82	60.0	0.12	5.8	1.27	
Increase (Decrease) Total Net Patient Revenue	-0.8%	-2.2%	0.38	-4.8%	0.17	-3.0%	0.28	5.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	76.4%	63.0%	1.21	78.6%	0.97	79.2%	0.96	78.3%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$19,182	\$17,652	1.09	\$17,756	1.08	\$16,342	1.17	\$16,890	1.14	
Inpatient Net Revenue per Day	\$5,451	\$3,704	1.47	\$3,811	1.43	\$4,448	1.23	\$4,652	1.17	
Outpatient Net Revenue per Visit	\$4,143	\$780	5.31	\$835	4.96	\$767	5.40	\$3,825	1.08	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$81,293,129	Cash & Cash Equivalents	\$25,194,271	Current Liabilities	\$10,694,191
Less Deductions	\$32,399,485	Net Patient Receivables	\$8,501,465	Long-Term Debt	\$27,539,178
Net Patient Revenue	\$48,893,644	Other Receivables	\$887,990	Other Liabilities	\$0
Plus Other Revenue	\$6,479,116			Subtotal	\$38,233,369
Total Revenue	\$55,372,760	Land, Buildings & Equipment (Net)	\$36,004,560	Unrestricted Fund Balance	\$59,207,375
Less Expenses	\$51,484,996	Other Assets	\$26,852,458	Restricted Fund Balance	\$531,418
Non-Operating Gains/Losses	\$1,826,209			Total Liabilities & Fund Balance	\$97,440,744
Net Income	\$5,713,973	Total Assets	\$97,440,744		

113 Sauk Prairie Healthcare
 260 26th Street
 Prairie du Sac, WI 53578
 608-643-3311

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.7%	52.4%	0.53	55.7%	0.50	40.5%	0.68	30.3%	0.91
Obstetrics	53.6%	36.2%	1.48	41.0%	0.04	24.6%	2.18	62.3%	0.86
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	30.2%	53.9%	0.56	56.6%	0.53	42.0%	0.72	32.9%	0.92
Average Census (Patients)									
Adult Medical-Surgical	8.3	25.5	0.32	23.1	0.36	10.2	0.82	9.1	0.91
Obstetrics	1.6	4.7	0.34	4.5	0.35	1.7	0.94	1.9	0.86
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.9	47.4	0.23	49.2	0.22	17.9	0.61	11.8	0.92
Average Length of Stay (Days)									
Adult Medical-Surgical	2.0	4.3	0.46	4.1	0.48	3.3	0.60	2.1	0.96
Obstetrics	1.8	2.4	0.75	2.6	0.69	2.2	0.83	2.0	0.90
Pediatrics	0.0	3.5	N/A	3.9	N/A	2.4	N/A	0.0	N/A
Total Hospital	2.1	4.7	0.46	4.6	0.46	3.5	0.61	2.2	0.97
Surgical Operations									
Inpatient	1,069	1,280	0.83	1,943	0.55	482	2.22	1,180	0.91
Outpatient	3,016	4,115	0.73	7,094	0.43	1,905	1.58	3,637	0.83
Inpatient as % of All Surgeries	26.2%	23.7%	1.10	21.5%	1.22	20.2%	1.30	24.5%	1.07
Outpatient Visits									
Non-Emergency Visits	99,226	127,898	0.78	157,467	0.63	69,880	1.42	127,009	0.78
Emergency Visits	7,581	15,799	0.48	15,287	0.50	11,349	0.67	8,321	0.91
Full-Time Equivalents (FTEs)									
Administrators	23.0	20.3	1.13	20.1	1.14	14.9	1.54	26.0	0.88
Nurses, Licensed	120.2	255.1	0.47	268.4	0.45	112.6	1.07	122.0	0.98
Ancillary Nursing Personnel	26.0	42.6	0.61	43.3	0.60	19.7	1.32	25.6	1.02
All Other Personnel	334.6	501.2	0.67	633.6	0.53	239.6	1.40	334.5	1.00
Total FTEs	503.8	819.2	0.61	965.4	0.52	386.8	1.30	508.1	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	60.6	15.7	3.87	16.1	3.76	21.9	2.77	59.0	1.03
Nurses, Licensed	316.5	197.1	1.61	214.6	1.47	165.1	1.92	277.1	1.14
Ancillary Nursing Personnel	68.6	33.0	2.08	34.6	1.98	28.9	2.37	58.1	1.18
All Other Personnel	881.2	387.2	2.28	506.6	1.74	351.3	2.51	759.5	1.16
Total FTEs	1,326.9	633.0	2.10	771.8	1.72	567.2	2.34	1,153.7	1.15

Total Hospital:
 Beds Set Up & Staffed 36
 Discharges 1,878
 Inpatient Days 3,978

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

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

Newborn Nursery:
 Bassinets 4
 Total Births 354
 Newborn Days 591

113 Sauk Prairie Healthcare
Prairie du Sac, WI 53578

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	30	1,529	3,036	27.7%	8.3	2.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	3	328	588	53.6%	1.6	1.8
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	3	107	354	32.2%	1.0	3.3
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	23	0	23.0	Surgical Personnel	7	2	8.9
Physicians & Dentists	21	9	23.6	Radiological Services Personnel	14	10	19.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	5	6.4
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	2.7
Registered Nurses	65	65	96.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	9	11.1
Licensed Practical Nurses	3	2	4.9	Physical Therapy Assistants/Aides	3	2	3.9
Ancillary Nursing Personnel	13	26	26.0	Recreational Therapists	0	0	0.0
Physician Assistants	8	7	10.3	Dietitians & Nutritionists	1	1	1.1
Nurse Practitioners	8	2	9.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	9	2	9.0	Social Workers	0	4	2.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	19	32.0
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	145	64	181.7
Pharmacy Personnel	7	7	10.1				
Clinical Laboratory Personnel	9	3	9.6				
				Total	374	243	503.8

113 Sauk Prairie Healthcare

Prairie du Sac, WI 53578

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$92,546,589	43.4%	46.6%	0.93	41.8%	1.04	49.5%	0.88	44.7%	0.97
Medical Assistance	\$14,074,108	6.6%	13.8%	0.48	11.5%	0.57	11.6%	0.57	5.9%	1.12
Commercial	\$103,446,377	48.5%	34.5%	1.41	38.1%	1.27	34.7%	1.40	47.5%	1.02
All Other	\$3,243,383	1.5%	5.1%	0.30	8.5%	0.18	4.2%	0.36	1.9%	0.81
Deductions as % of Total Gross Patient Revenue										
Medicare	\$68,022,172	31.9%	35.0%	0.91	31.1%	1.02	36.2%	0.88	32.0%	1.00
Medical Assistance	\$10,996,880	5.2%	10.4%	0.50	8.7%	0.59	8.8%	0.58	4.3%	1.19
Commercial	\$46,173,728	21.6%	14.5%	1.49	18.1%	1.19	13.9%	1.55	20.4%	1.06
Charity Care	\$1,697,706	0.8%	1.0%	0.83	0.7%	1.19	0.9%	0.91	0.9%	0.88
Bad Debt	\$577,850	0.3%	1.2%	0.23	1.3%	0.21	1.5%	0.18	0.2%	1.09
All Other	\$1,072,860	0.5%	2.6%	0.20	4.4%	0.12	2.2%	0.23	0.6%	0.83
Total Deductions	\$128,541,196	60.3%	64.6%	0.93	64.3%	0.94	63.5%	0.95	58.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.0%	8.4%	0.84	7.9%	0.89	7.3%	0.97	1.6%	4.28	
Net Gains/Losses as % of Net Income	106.4%	13.8%	7.69	48.7%	2.18	12.9%	8.25	99.2%	1.07	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,695,670	59.9%	43.5%	1.37	46.6%	1.29	45.1%	1.33	57.9%	1.03
Supplies & Services	\$27,419,924	30.0%	49.9%	0.60	46.2%	0.65	46.8%	0.64	31.6%	0.95
Capital Component	\$9,250,301	10.1%	6.6%	1.54	7.3%	1.40	8.1%	1.25	10.5%	0.96
Fiscal Statistics										
Operating Margin (%)	-0.2%	7.5%	N/A	5.4%	N/A	3.1%	N/A	0.0%	N/A	
Total Hospital Net Income (%)	3.3%	8.6%	0.38	9.9%	0.33	3.5%	0.93	4.2%	0.78	
Return on Equity (%)	1.9%	4.1%	0.45	6.1%	0.30	2.0%	0.94	2.7%	0.69	
Current Ratio	2.4	3.9	0.61	3.1	0.76	4.6	0.52	3.5	0.69	
Days in Net Patient Accounts Receivable	63.2	71.5	0.88	48.3	1.31	47.2	1.34	47.8	1.32	
Average Payment Period	100.2	90.1	1.11	71.6	1.40	73.5	1.36	48.8	2.05	
Equity Financing (%)	49.4%	63.6%	0.78	54.8%	0.90	66.1%	0.75	51.6%	0.96	
Long-Term Debt to Equity Ratio	0.7	0.3	2.34	0.3	2.53	0.2	3.42	0.8	0.93	
Times Interest Earned	2.2	12.2	0.18	10.5	0.21	4.2	0.52	2.4	0.91	
Total Asset Turnover	0.6	0.5	1.17	0.6	0.94	0.6	0.98	0.6	0.89	
Average Age of Plant (Years)	12.1	14.1	0.86	11.5	1.05	10.5	1.14	10.6	1.14	
Increase (Decrease) Total Net Patient Revenue	-7.7%	-2.2%	3.45	-1.0%	7.39	-6.0%	1.27	3.9%	N/A	
Outpatient Gross Revenue (% of Total GPR)	73.8%	63.0%	1.17	60.3%	1.22	72.9%	1.01	75.0%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,323	\$17,652	0.87	\$20,439	0.75	\$11,149	1.37	\$14,722	1.04	
Inpatient Net Revenue per Day	\$7,891	\$3,704	2.13	\$4,396	1.79	\$3,062	2.58	\$7,231	1.09	
Outpatient Net Revenue per Visit	\$528	\$780	0.68	\$707	0.75	\$705	0.75	\$467	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$213,310,457	Cash & Cash Equivalents	\$39,039,597	Current Liabilities	\$23,580,935
Less Deductions	\$128,541,196	Net Patient Receivables	\$14,631,298	Long-Term Debt	\$56,881,289
Net Patient Revenue	\$84,769,261	Other Receivables	\$0	Other Liabilities	\$3,273,796
Plus Other Revenue	\$6,399,062			Subtotal	\$83,736,020
Total Revenue	\$91,168,324	Land, Buildings & Equipment (Net)	\$70,023,266	Unrestricted Fund Balance	\$81,782,309
Less Expenses	\$91,365,895	Other Assets	\$41,824,168	Restricted Fund Balance	\$5,013,353
Non-Operating Gains/Losses	\$3,271,273			Total Liabilities & Fund Balance	\$165,518,329
Net Income	\$3,073,702	Total Assets	\$165,518,329		

302 Ascension All Saints Hospital
 3801 Spring Street
 Racine, WI 53405
 262-687-4011

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Racine
 Analysis Area: Southeastern (2A)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.9%	52.4%	0.80	54.8%	0.77	64.6%	0.65	37.5%	1.12
Obstetrics	34.1%	36.2%	0.94	30.8%	0.34	49.9%	0.68	39.8%	0.85
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	38.2%	N/A	7.9%	0.00
Total Hospital	58.4%	53.9%	1.08	53.0%	1.10	63.5%	0.92	57.0%	1.02
Average Census (Patients)									
Adult Medical-Surgical	48.7	25.5	1.90	31.6	1.54	106.5	0.46	43.5	1.12
Obstetrics	10.6	4.7	2.24	4.9	2.17	14.6	0.72	12.4	0.85
Pediatrics	0.0	1.1	N/A	0.0	N/A	3.2	N/A	1.1	0.00
Total Hospital	158.9	47.4	3.36	61.1	2.60	204.5	0.78	158.6	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	5.0	4.3	1.16	4.0	1.24	4.8	1.05	4.4	1.14
Obstetrics	2.5	2.4	1.03	2.2	1.13	2.6	0.93	2.7	0.90
Pediatrics	2.3	3.5	0.67	2.3	1.00	3.4	0.69	2.3	1.02
Total Hospital	5.2	4.7	1.12	4.2	1.25	5.2	1.00	4.8	1.08
Surgical Operations									
Inpatient	1,730	1,280	1.35	1,268	1.36	5,196	0.33	1,952	0.89
Outpatient	3,999	4,115	0.97	3,637	1.10	15,397	0.26	5,859	0.68
Inpatient as % of All Surgeries	30.2%	23.7%	1.27	25.9%	1.17	25.2%	1.20	25.0%	1.21
Outpatient Visits									
Non-Emergency Visits	397,394	127,898	3.11	151,601	2.62	396,336	1.00	485,803	0.82
Emergency Visits	57,178	15,799	3.62	22,748	2.51	41,684	1.37	61,508	0.93
Full-Time Equivalents (FTEs)									
Administrators	43.6	20.3	2.15	22.1	1.97	64.4	0.68	47.2	0.92
Nurses, Licensed	552.0	255.1	2.16	293.4	1.88	945.5	0.58	567.8	0.97
Ancillary Nursing Personnel	82.9	42.6	1.95	53.2	1.56	159.2	0.52	82.3	1.01
All Other Personnel	835.7	501.2	1.67	528.6	1.58	1,851.4	0.45	905.3	0.92
Total FTEs	1,514.2	819.2	1.85	897.3	1.69	3,020.5	0.50	1,602.6	0.94
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.1	15.7	0.71	12.5	0.89	13.4	0.83	11.0	1.01
Nurses, Licensed	140.8	197.1	0.71	166.3	0.85	197.1	0.71	132.7	1.06
Ancillary Nursing Personnel	21.2	33.0	0.64	30.2	0.70	33.2	0.64	19.2	1.10
All Other Personnel	213.1	387.2	0.55	299.6	0.71	386.0	0.55	211.5	1.01
Total FTEs	386.2	633.0	0.61	508.6	0.76	629.7	0.61	374.4	1.03

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	272	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	11,164	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,446
Inpatient Days	58,154			Inpatient Days	0	Newborn Days	2,590

302 Ascension All Saints Hospital
Racine, WI 53405

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	116	3,573	17,806	41.9%	48.7	5.0
Orthopedic	2	10	1,567	6,754	184.5%	18.5	4.3
Rehabilitation & Physical Medicine	1	14	401	4,234	82.6%	11.6	10.6
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	125	292	0.0%	0.8	2.3
Obstetrics	2	31	1,566	3,865	34.1%	10.6	2.5
Psychiatric	1	32	1,002	4,624	39.5%	12.6	4.6
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	23	268	4,421	52.5%	12.1	16.5
Step-Down (Special Care)	1	28	2,508	13,623	132.9%	37.2	5.4
Neonatal Intensive/Intermediate Care	1	18	158	2,535	38.5%	6.9	16.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	42	3	43.6	Surgical Personnel	38	9	42.7
Physicians & Dentists	1	1	1.0	Radiological Services Personnel	37	42	58.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	17	27	29.8
Dental Hygienists	0	0	0.0	Occupational Therapists	18	13	21.7
Registered Nurses	383	240	487.3	Occupational Therapy Assistants/Aides	0	2	0.8
Certified Nurse Midwives	0	0	0.0	Physical Therapists	23	25	33.7
Licensed Practical Nurses	15	10	21.1	Physical Therapy Assistants/Aides	3	5	5.7
Ancillary Nursing Personnel	56	89	82.9	Recreational Therapists	1	1	1.5
Physician Assistants	14	1	14.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	41	5	43.6	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	1	5.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	90	62	120.3
Health Info Mgmt-Administrators/Technicians	1	1	1.5	All Other Personnel	157	53	180.4
Pharmacy Personnel	51	31	66.1				
Clinical Laboratory Personnel	65	63	94.4				
				Total	1,200	712	1,514.2

302 Ascension All Saints Hospital
Racine, WI 53405

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$450,144,809	49.2%	46.6%	1.05	51.7%	0.95	46.9%	1.05	48.2%	1.02
Medical Assistance	\$203,180,301	22.2%	13.8%	1.61	10.4%	2.14	12.7%	1.74	21.7%	1.02
Commercial	\$230,094,660	25.1%	34.5%	0.73	35.0%	0.72	34.7%	0.72	26.4%	0.95
All Other	\$31,961,518	3.5%	5.1%	0.68	2.9%	1.19	5.7%	0.62	3.7%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$323,056,393	35.3%	35.0%	1.01	41.3%	0.86	36.0%	0.98	34.8%	1.01
Medical Assistance	\$138,310,523	15.1%	10.4%	1.45	8.2%	1.83	9.8%	1.54	15.0%	1.01
Commercial	\$94,090,476	10.3%	14.5%	0.71	15.9%	0.65	15.7%	0.65	10.6%	0.97
Charity Care	\$31,988,655	3.5%	1.0%	3.64	1.1%	3.10	1.0%	3.60	2.6%	1.34
Bad Debt	\$10,509,537	1.1%	1.2%	0.98	1.0%	1.14	1.0%	1.13	1.5%	0.77
All Other	\$4,267,022	0.5%	2.6%	0.18	1.4%	0.32	2.7%	0.17	1.0%	0.47
Total Deductions	\$602,222,606	65.8%	64.6%	1.02	69.0%	0.95	66.2%	0.99	65.5%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	14.2%	8.4%	1.69	8.1%	1.75	8.0%	1.76	10.2%	1.40	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	N/A	N/A	13.7%	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$123,052,411	35.2%	43.5%	0.81	38.6%	0.91	42.2%	0.84	35.8%	0.98
Supplies & Services	\$208,854,671	59.8%	49.9%	1.20	52.7%	1.13	52.0%	1.15	59.3%	1.01
Capital Component	\$17,477,584	5.0%	6.6%	0.76	8.6%	0.58	5.8%	0.86	4.9%	1.03
Fiscal Statistics										
Operating Margin (%)	4.3%	7.5%	0.56	10.4%	0.41	8.5%	0.50	10.4%	0.41	
Total Hospital Net Income (%)	4.2%	8.6%	0.49	7.5%	0.56	9.7%	0.43	10.4%	0.41	
Return on Equity (%)	4.6%	4.1%	1.12	4.7%	0.99	6.1%	0.75	12.8%	0.36	
Current Ratio	1.2	3.9	0.31	6.8	0.18	4.7	0.26	2.1	0.56	
Days in Net Patient Accounts Receivable	35.8	71.5	0.50	46.9	0.76	56.5	0.63	45.0	0.80	
Average Payment Period	68.4	90.1	0.76	50.2	1.36	66.2	1.03	36.3	1.89	
Equity Financing (%)	63.3%	63.6%	1.00	78.6%	0.81	67.7%	0.94	77.6%	0.82	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	7.0	N/A	16.4	N/A	9,344,256.5	N/A	
Total Asset Turnover	1.1	0.5	2.32	0.6	1.72	0.6	1.76	1.2	0.89	
Average Age of Plant (Years)	4.2	14.1	0.30	10.1	0.42	12.4	0.34	3.5	1.21	
Increase (Decrease) Total Net Patient Revenue	-6.5%	-2.2%	2.93	-4.2%	1.54	-0.7%	9.79	-0.8%	7.82	
Outpatient Gross Revenue (% of Total GPR)	59.3%	63.0%	0.94	63.8%	0.93	57.1%	1.04	62.8%	0.94	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,629	\$17,652	0.72	\$12,198	1.04	\$20,210	0.62	\$12,569	1.00	
Inpatient Net Revenue per Day	\$2,412	\$3,704	0.65	\$2,790	0.86	\$3,871	0.62	\$2,592	0.93	
Outpatient Net Revenue per Visit	\$402	\$780	0.51	\$754	0.53	\$898	0.45	\$363	1.11	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$915,381,287	Cash & Cash Equivalents	\$9,956	Current Liabilities	\$62,247,422
Less Deductions	\$602,222,606	Net Patient Receivables	\$30,654,803	Long-Term Debt	\$0
Net Patient Revenue	\$313,158,681	Other Receivables	\$4,343,398	Other Liabilities	\$59,769,363
Plus Other Revenue	\$51,747,173			Subtotal	\$122,016,785
Total Revenue	\$364,905,854	Land, Buildings & Equipment (Net)	\$256,604,137	Unrestricted Fund Balance	\$210,811,766
Less Expenses	\$349,384,666	Other Assets	\$41,216,257	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$137,429	Total Assets	\$332,828,551	Total Liabilities & Fund Balance	\$332,828,551
Net Income	\$15,383,759				

117 Reedsburg Area Medical Center
 2000 North Dewey Street
 Reedsburg, WI 53959
 608-524-6487

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.6%	52.4%	0.66	55.7%	0.62	40.5%	0.85	26.1%	1.33
Obstetrics	66.5%	36.2%	1.84	41.0%	0.03	24.6%	2.71	26.4%	2.52
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.7%	53.9%	0.72	56.6%	0.68	42.0%	0.92	23.0%	1.68
Average Census (Patients)									
Adult Medical-Surgical	4.5	25.5	0.18	23.1	0.19	10.2	0.44	4.2	1.08
Obstetrics	1.3	4.7	0.28	4.5	0.29	1.7	0.78	1.3	1.01
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.6	47.4	0.14	49.2	0.13	17.9	0.37	5.7	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	2.8	4.3	0.66	4.1	0.68	3.3	0.86	2.5	1.12
Obstetrics	2.1	2.4	0.86	2.6	0.80	2.2	0.95	2.3	0.88
Pediatrics	0.0	3.5	N/A	3.9	N/A	2.4	N/A	0.0	N/A
Total Hospital	2.7	4.7	0.59	4.6	0.60	3.5	0.79	2.4	1.15
Surgical Operations									
Inpatient	138	1,280	0.11	1,943	0.07	482	0.29	164	0.84
Outpatient	1,833	4,115	0.45	7,094	0.26	1,905	0.96	1,834	1.00
Inpatient as % of All Surgeries	7.0%	23.7%	0.30	21.5%	0.33	20.2%	0.35	8.2%	0.85
Outpatient Visits									
Non-Emergency Visits	88,161	127,898	0.69	157,467	0.56	69,880	1.26	106,638	0.83
Emergency Visits	8,204	15,799	0.52	15,287	0.54	11,349	0.72	8,304	0.99
Full-Time Equivalents (FTEs)									
Administrators	7.6	20.3	0.38	20.1	0.38	14.9	0.51	9.0	0.85
Nurses, Licensed	133.8	255.1	0.52	268.4	0.50	112.6	1.19	108.4	1.23
Ancillary Nursing Personnel	19.0	42.6	0.45	43.3	0.44	19.7	0.96	30.8	0.62
All Other Personnel	416.5	501.2	0.83	633.6	0.66	239.6	1.74	409.8	1.02
Total FTEs	576.9	819.2	0.70	965.4	0.60	386.8	1.49	558.1	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	15.1	15.7	0.97	16.1	0.94	21.9	0.69	18.7	0.81
Nurses, Licensed	265.6	197.1	1.35	214.6	1.24	165.1	1.61	225.2	1.18
Ancillary Nursing Personnel	37.7	33.0	1.15	34.6	1.09	28.9	1.30	64.0	0.59
All Other Personnel	827.1	387.2	2.14	506.6	1.63	351.3	2.35	851.3	0.97
Total FTEs	1,145.6	633.0	1.81	771.8	1.48	567.2	2.02	1,159.1	0.99

Total Hospital:
 Beds Set Up & Staffed 17
 Discharges 876
 Inpatient Days 2,406

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 25
 Inpatient Days 245

Newborn Nursery:
 Bassinets 2
 Total Births 237
 Newborn Days 426

117 Reedsburg Area Medical Center
Reedsburg, WI 53959

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	584	1,645	34.6%	4.5	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	237	487	66.5%	1.3	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	2	55	274	37.4%	0.7	5.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	7	1	7.6	Surgical Personnel	7	0	7.0
Physicians & Dentists	17	2	18.5	Radiological Services Personnel	18	0	18.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	0	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	99	1	99.8	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	3	0	3.0	Physical Therapists	6	0	6.0
Licensed Practical Nurses	17	0	17.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	19	0	19.0	Recreational Therapists	0	0	0.0
Physician Assistants	8	0	8.0	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	9	0	9.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	51	1	51.8
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	216	29	237.8
Pharmacy Personnel	19	5	22.8				
Clinical Laboratory Personnel	14	0	14.0				
				Total	547	40	576.9

117 Reedsburg Area Medical Center

Reedsburg, WI 53959

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$74,328,219	53.6%	46.6%	1.15	41.8%	1.28	49.5%	1.08	40.0%	1.34
Medical Assistance	\$17,385,786	12.5%	13.8%	0.91	11.5%	1.09	11.6%	1.08	14.1%	0.89
Commercial	\$43,779,307	31.6%	34.5%	0.92	38.1%	0.83	34.7%	0.91	43.1%	0.73
All Other	\$3,222,208	2.3%	5.1%	0.45	8.5%	0.27	4.2%	0.55	2.8%	0.84
Deductions as % of Total Gross Patient Revenue										
Medicare	\$26,911,432	19.4%	35.0%	0.55	31.1%	0.62	36.2%	0.54	22.4%	0.87
Medical Assistance	\$14,336,929	10.3%	10.4%	1.00	8.7%	1.19	8.8%	1.17	9.1%	1.14
Commercial	\$23,615,986	17.0%	14.5%	1.17	18.1%	0.94	13.9%	1.22	14.8%	1.15
Charity Care	\$2,166,343	1.6%	1.0%	1.63	0.7%	2.34	0.9%	1.79	1.0%	1.58
Bad Debt	\$1,202,328	0.9%	1.2%	0.74	1.3%	0.67	1.5%	0.59	0.7%	1.30
All Other	\$2,059,298	1.5%	2.6%	0.58	4.4%	0.34	2.2%	0.67	1.2%	1.21
Total Deductions	\$70,292,316	50.7%	64.6%	0.78	64.3%	0.79	63.5%	0.80	49.2%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	18.8%	8.4%	2.23	7.9%	2.39	7.3%	2.58	9.2%	2.04	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	48.7%	N/A	12.9%	N/A	14.4%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$46,755,148	56.9%	43.5%	1.31	46.6%	1.22	45.1%	1.26	58.0%	0.98
Supplies & Services	\$30,219,170	36.8%	49.9%	0.74	46.2%	0.80	46.8%	0.79	37.7%	0.98
Capital Component	\$5,125,489	6.2%	6.6%	0.95	7.3%	0.86	8.1%	0.77	4.3%	1.45
Fiscal Statistics										
Operating Margin (%)	2.5%	7.5%	0.33	5.4%	0.47	3.1%	0.82	-3.2%	N/A	
Total Hospital Net Income (%)	2.3%	8.6%	0.26	9.9%	0.23	3.5%	0.64	-3.8%	N/A	
Return on Equity (%)	1.6%	4.1%	0.40	6.1%	0.27	2.0%	0.83	-2.7%	N/A	
Current Ratio	1.9	3.9	0.50	3.1	0.62	4.6	0.43	2.3	0.83	
Days in Net Patient Accounts Receivable	46.7	71.5	0.65	48.3	0.97	47.2	0.99	71.6	0.65	
Average Payment Period	126.3	90.1	1.40	71.6	1.76	73.5	1.72	78.7	1.61	
Equity Financing (%)	44.5%	63.6%	0.70	54.8%	0.81	66.1%	0.67	48.1%	0.93	
Long-Term Debt to Equity Ratio	0.7	0.3	2.33	0.3	2.52	0.2	3.41	0.7	0.94	
Times Interest Earned	3.5	12.2	0.28	10.5	0.33	4.2	0.83	-4.1	N/A	
Total Asset Turnover	0.7	0.5	1.55	0.6	1.25	0.6	1.31	0.7	1.03	
Average Age of Plant (Years)	10.5	14.1	0.74	11.5	0.91	10.5	1.00	15.3	0.68	
Increase (Decrease) Total Net Patient Revenue	2.8%	-2.2%	N/A	-1.0%	N/A	-6.0%	N/A	-3.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)	86.8%	63.0%	1.38	60.3%	1.44	72.9%	1.19	88.1%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,396	\$17,652	0.82	\$20,439	0.70	\$11,149	1.29	\$3,089	4.66	
Inpatient Net Revenue per Day	\$4,834	\$3,704	1.31	\$4,396	1.10	\$3,062	1.58	\$1,257	3.85	
Outpatient Net Revenue per Visit	\$587	\$780	0.75	\$707	0.83	\$705	0.83	\$563	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$138,715,520	Cash & Cash Equivalents	\$14,754,897	Current Liabilities	\$27,057,513
Less Deductions	\$70,292,316	Net Patient Receivables	\$8,733,270	Long-Term Debt	\$35,590,866
Net Patient Revenue	\$68,423,204	Other Receivables	\$1,307,049	Other Liabilities	\$1,152,605
Plus Other Revenue	\$15,802,219			Subtotal	\$63,800,984
Total Revenue	\$84,225,423	Land, Buildings & Equipment (Net)	\$52,022,121	Unrestricted Fund Balance	\$51,242,833
Less Expenses	\$82,099,807	Other Assets	\$38,226,480	Restricted Fund Balance	\$640,393
Non-Operating Gains/Losses	-\$235,533			Total Liabilities & Fund Balance	\$115,043,817
Net Income	\$1,890,083	Total Assets	\$115,043,817		

118 Ascension St. Mary's Hospital
 2251 North Shore Dr
 Rhinelander, WI 54501
 715-361-2000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Oneida
 Analysis Area: North Central (6)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	30.4%	52.4%	0.58	47.5%	0.64	40.5%	0.75	39.8%	0.76
Obstetrics	20.3%	36.2%	0.56	52.9%	0.03	24.6%	0.82	31.6%	0.64
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.8%	53.9%	0.66	55.7%	0.64	42.0%	0.85	43.3%	0.83
Average Census (Patients)									
Adult Medical-Surgical	7.3	25.5	0.29	18.9	0.39	10.2	0.72	11.1	0.66
Obstetrics	1.6	4.7	0.34	3.6	0.45	1.7	0.95	1.6	1.02
Pediatrics	0.0	1.1	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	22.6	47.4	0.48	36.1	0.62	17.9	1.26	27.7	0.81
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.77	3.9	0.86	3.3	1.01	3.4	0.99
Obstetrics	2.3	2.4	0.96	2.6	0.89	2.2	1.05	2.2	1.06
Pediatrics	0.0	3.5	N/A	2.5	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.7	4.7	0.80	4.2	0.89	3.5	1.07	3.8	0.96
Surgical Operations									
Inpatient	475	1,280	0.37	1,491	0.32	482	0.99	569	0.83
Outpatient	3,191	4,115	0.78	3,438	0.93	1,905	1.67	3,324	0.96
Inpatient as % of All Surgeries	13.0%	23.7%	0.55	30.3%	0.43	20.2%	0.64	14.6%	0.89
Outpatient Visits									
Non-Emergency Visits	102,445	127,898	0.80	103,283	0.99	69,880	1.47	107,827	0.95
Emergency Visits	11,105	15,799	0.70	11,943	0.93	11,349	0.98	11,892	0.93
Full-Time Equivalents (FTEs)									
Administrators	21.7	20.3	1.07	22.1	0.98	14.9	1.46	21.7	1.00
Nurses, Licensed	170.9	255.1	0.67	178.4	0.96	112.6	1.52	122.6	1.39
Ancillary Nursing Personnel	5.0	42.6	0.12	23.0	0.22	19.7	0.25	5.0	1.00
All Other Personnel	273.0	501.2	0.54	456.9	0.60	239.6	1.14	161.2	1.69
Total FTEs	470.6	819.2	0.57	680.4	0.69	386.8	1.22	310.5	1.52
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.5	15.7	1.56	20.6	1.19	21.9	1.12	21.5	1.14
Nurses, Licensed	192.6	197.1	0.98	166.5	1.16	165.1	1.17	121.2	1.59
Ancillary Nursing Personnel	5.6	33.0	0.17	21.4	0.26	28.9	0.19	4.9	1.14
All Other Personnel	307.7	387.2	0.79	426.5	0.72	351.3	0.88	159.3	1.93
Total FTEs	530.4	633.0	0.84	635.1	0.84	567.2	0.94	307.0	1.73

Total Hospital:
 Beds Set Up & Staffed 63
 Discharges 2,228
 Inpatient Days 8,255

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

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

Newborn Nursery:
 Bassinets 8
 Total Births 203
 Newborn Days 327

118 Ascension St. Mary's Hospital
Rhineland, WI 54501

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	24	806	2,671	30.4%	7.3	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	259	593	20.3%	1.6	2.3
Psychiatric	1	11	354	1,932	48.0%	5.3	5.5
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	20	809	3,059	41.8%	8.4	3.8
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	20	2	21.7	Surgical Personnel	10	5	11.2
Physicians & Dentists	31	17	37.1	Radiological Services Personnel	19	3	19.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	5	7	8.3
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	2.3
Registered Nurses	113	65	135.7	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	5	4.6
Licensed Practical Nurses	14	5	15.6	Physical Therapy Assistants/Aides	3	1	3.6
Ancillary Nursing Personnel	5	0	5.0	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	19	5	19.5	Psychologists	3	1	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	45	34	56.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	34	12	41.5
Pharmacy Personnel	9	5	9.0				
Clinical Laboratory Personnel	17	2	18.3				
				Total	401	190	470.6

118 Ascension St. Mary's Hospital
Rhineland, WI 54501

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$126,378,180	52.2%	46.6%	1.12	51.5%	1.01	49.5%	1.05	52.4%	1.00
Medical Assistance	\$35,119,287	14.5%	13.8%	1.05	12.9%	1.12	11.6%	1.25	15.0%	0.97
Commercial	\$59,130,922	24.4%	34.5%	0.71	30.6%	0.80	34.7%	0.70	25.2%	0.97
All Other	\$21,514,561	8.9%	5.1%	1.73	5.0%	1.77	4.2%	2.12	7.3%	1.21
Deductions as % of Total Gross Patient Revenue										
Medicare	\$90,645,830	37.4%	35.0%	1.07	36.8%	1.02	36.2%	1.03	37.3%	1.00
Medical Assistance	\$25,652,051	10.6%	10.4%	1.02	9.7%	1.10	8.8%	1.20	11.9%	0.89
Commercial	\$13,270,359	5.5%	14.5%	0.38	9.1%	0.60	13.9%	0.39	5.0%	1.11
Charity Care	\$3,540,781	1.5%	1.0%	1.52	1.0%	1.48	0.9%	1.68	1.5%	0.97
Bad Debt	\$4,601,626	1.9%	1.2%	1.62	0.9%	2.18	1.5%	1.29	1.7%	1.10
All Other	\$16,591,656	6.9%	2.6%	2.68	2.8%	2.41	2.2%	3.10	5.3%	1.30
Total Deductions	\$154,302,303	63.7%	64.6%	0.99	60.3%	1.06	63.5%	1.00	62.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		6.5%	8.4%	0.78	5.2%	1.26	7.3%	0.90	6.9%	0.94
Net Gains/Losses as % of Net Income		N/A	13.8%	N/A	N/A	N/A	12.9%	N/A	0.9%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,535,163	30.4%	43.5%	0.70	43.5%	0.70	45.1%	0.67	31.2%	0.97
Supplies & Services	\$55,796,630	63.8%	49.9%	1.28	51.3%	1.25	46.8%	1.36	62.4%	1.02
Capital Component	\$5,066,616	5.8%	6.6%	0.88	5.3%	1.10	8.1%	0.72	6.4%	0.91
Fiscal Statistics										
Operating Margin (%)		7.0%	7.5%	0.93	8.6%	0.82	3.1%	2.28	11.5%	0.61
Total Hospital Net Income (%)		6.1%	8.6%	0.71	8.2%	0.74	3.5%	1.74	11.6%	0.53
Return on Equity (%)		8.5%	4.1%	2.07	3.5%	2.41	2.0%	4.32	16.8%	0.51
Current Ratio		0.8	3.9	0.22	2.4	0.35	4.6	0.18	3.3	0.25
Days in Net Patient Accounts Receivable		48.8	71.5	0.68	82.7	0.59	47.2	1.03	58.8	0.83
Average Payment Period		100.6	90.1	1.12	127.5	0.79	73.5	1.37	29.4	3.43
Equity Financing (%)		39.5%	63.6%	0.62	51.2%	0.77	66.1%	0.60	72.6%	0.54
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	21.3	N/A	4.2	N/A	0.0	N/A
Total Asset Turnover		1.4	0.5	2.98	0.4	3.26	0.6	2.51	1.4	0.97
Average Age of Plant (Years)		8.5	14.1	0.60	17.5	0.48	10.5	0.80	6.8	1.25
Increase (Decrease) Total Net Patient Revenue		-3.5%	-2.2%	1.59	-2.0%	1.79	-6.0%	0.58	-2.7%	1.29
Outpatient Gross Revenue (% of Total GPR)		75.2%	63.0%	1.19	66.3%	1.13	72.9%	1.03	72.8%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,610		\$17,652	0.60	\$15,397	0.69	\$11,149	0.95	\$10,386	1.02
Inpatient Net Revenue per Day	\$2,931		\$3,704	0.79	\$3,651	0.80	\$3,062	0.96	\$2,718	1.08
Outpatient Net Revenue per Visit	\$606		\$780	0.78	\$850	0.71	\$705	0.86	\$568	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$242,142,950	Cash & Cash Equivalents	\$35,528	Current Liabilities	\$22,791,331
Less Deductions	\$154,302,303	Net Patient Receivables	\$11,713,916	Long-Term Debt	\$0
Net Patient Revenue	\$87,840,647	Other Receivables	\$129,826	Other Liabilities	\$17,601,575
Plus Other Revenue	\$6,152,274			Subtotal	\$40,392,906
Total Revenue	\$93,992,920	Land, Buildings & Equipment (Net)	\$45,017,734	Unrestricted Fund Balance	\$26,425,325
Less Expenses	\$87,398,409	Other Assets	\$9,921,227	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$892,688	Total Assets	\$66,818,231	Total Liabilities & Fund Balance	\$66,818,231
Net Income	\$5,701,823				

119 Marshfield Medical Center – Rice Lake
 1700 West Stout Street
 Rice Lake, WI 54868
 715-234-1515

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

County: Barron
 Analysis Area: West Central (5A)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.7%	52.4%	0.74	40.8%	0.95	51.7%	0.75	43.7%	0.89
Obstetrics	26.7%	36.2%	0.74	24.1%	0.09	29.4%	0.91	32.3%	0.83
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	37.5%	53.9%	0.70	42.0%	0.89	48.2%	0.78	41.4%	0.91
Average Census (Patients)									
Adult Medical-Surgical	10.4	25.5	0.41	10.7	0.97	30.8	0.34	11.8	0.89
Obstetrics	2.1	4.7	0.45	2.0	1.09	5.1	0.42	2.6	0.83
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	15.0	47.4	0.32	17.5	0.86	57.5	0.26	16.6	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.76	3.9	0.84	4.2	0.76	3.1	1.05
Obstetrics	2.0	2.4	0.85	2.2	0.93	2.1	0.96	2.1	0.96
Pediatrics	0.0	3.5	N/A	0.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.1	4.7	0.66	4.1	0.75	4.3	0.72	3.0	1.04
Surgical Operations									
Inpatient	465	1,280	0.36	403	1.15	1,247	0.37	645	0.72
Outpatient	4,636	4,115	1.13	2,235	2.07	4,177	1.11	4,915	0.94
Inpatient as % of All Surgeries	9.1%	23.7%	0.38	15.3%	0.60	23.0%	0.40	11.6%	0.79
Outpatient Visits									
Non-Emergency Visits	163,488	127,898	1.28	76,192	2.15	195,436	0.84	143,911	1.14
Emergency Visits	12,539	15,799	0.79	7,621	1.65	26,485	0.47	13,477	0.93
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	12.1	0.25	24.9	0.12	13.0	0.23
Nurses, Licensed	148.7	255.1	0.58	128.5	1.16	338.1	0.44	114.0	1.30
Ancillary Nursing Personnel	26.3	42.6	0.62	19.1	1.37	60.0	0.44	22.7	1.16
All Other Personnel	495.9	501.2	0.99	251.7	1.97	661.2	0.75	379.6	1.31
Total FTEs	673.8	819.2	0.82	411.5	1.64	1,084.2	0.62	529.2	1.27
FTEs per 100 Patient Census (Adjusted)									
Administrators	2.0	15.7	0.13	18.7	0.11	12.8	0.16	9.6	0.21
Nurses, Licensed	101.2	197.1	0.51	197.9	0.51	174.4	0.58	84.3	1.20
Ancillary Nursing Personnel	17.9	33.0	0.54	29.5	0.61	31.0	0.58	16.8	1.07
All Other Personnel	337.5	387.2	0.87	387.8	0.87	341.1	0.99	280.9	1.20
Total FTEs	458.6	633.0	0.72	634.0	0.72	559.3	0.82	391.7	1.17

Total Hospital:
 Beds Set Up & Staffed 40
 Discharges 1,787
 Inpatient Days 5,496

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

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

Newborn Nursery:
 Bassinets 8
 Total Births 375
 Newborn Days 685

119 Marshfield Medical Center – Rice Lake
Rice Lake, WI 54868

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	27	1,177	3,822	38.7%	10.4	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	8	385	782	26.7%	2.1	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	5	225	892	48.7%	2.4	4.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	3	4	6.5
Physicians & Dentists	37	17	49.1	Radiological Services Personnel	19	7	22.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	1	1.3
Dental Hygienists	0	0	0.0	Occupational Therapists	5	1	6.1
Registered Nurses	69	83	129.5	Occupational Therapy Assistants/Aides	0	1	1.1
Certified Nurse Midwives	0	0	0.0	Physical Therapists	9	3	12.1
Licensed Practical Nurses	3	0	3.0	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	10	26	26.3	Recreational Therapists	0	0	0.0
Physician Assistants	8	3	10.9	Dietitians & Nutritionists	2	3	4.3
Nurse Practitioners	11	2	12.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	2	3.3	Social Workers	2	4	5.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	86	52	117.0
Health Info Mgmt-Administrators/Technicians	7	0	7.0	All Other Personnel	126	42	157.6
Pharmacy Personnel	16	7	18.3				
Clinical Laboratory Personnel	15	2	16.2				
				Total	472	279	673.8

119 Marshfield Medical Center – Rice Lake

Rice Lake, WI 54868

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$184,023,058	53.7%	46.6%	1.15	50.9%	1.06	47.1%	1.14	51.8%	1.04
Medical Assistance	\$42,717,943	12.5%	13.8%	0.91	11.8%	1.06	15.8%	0.79	12.8%	0.97
Commercial	\$89,837,713	26.2%	34.5%	0.76	33.0%	0.79	32.3%	0.81	29.9%	0.88
All Other	\$26,173,379	7.6%	5.1%	1.49	4.3%	1.77	4.8%	1.59	5.5%	1.38
Deductions as % of Total Gross Patient Revenue										
Medicare	\$129,928,072	37.9%	35.0%	1.08	34.0%	1.12	36.7%	1.03	36.2%	1.05
Medical Assistance	\$31,482,613	9.2%	10.4%	0.88	8.2%	1.12	12.3%	0.75	8.6%	1.07
Commercial	\$15,832,612	4.6%	14.5%	0.32	9.2%	0.50	13.5%	0.34	7.2%	0.64
Charity Care	\$2,289,470	0.7%	1.0%	0.70	0.9%	0.79	1.1%	0.63	0.7%	0.94
Bad Debt	\$4,830,853	1.4%	1.2%	1.20	1.5%	0.95	1.4%	1.03	0.7%	2.06
All Other	\$12,286,246	3.6%	2.6%	1.40	2.1%	1.71	2.6%	1.40	2.2%	1.64
Total Deductions	\$196,649,866	57.4%	64.6%	0.89	55.8%	1.03	67.4%	0.85	55.6%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.4%	8.4%	0.05	5.2%	0.08	10.8%	0.04	1.6%	0.27
Net Gains/Losses as % of Net Income		5.1%	13.8%	0.37	29.1%	0.17	21.2%	0.24	4.4%	1.14
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$57,678,541	45.8%	43.5%	1.05	52.0%	0.88	45.0%	1.02	45.7%	1.00
Supplies & Services	\$62,413,089	49.6%	49.9%	0.99	42.8%	1.16	48.5%	1.02	50.1%	0.99
Capital Component	\$5,792,256	4.6%	6.6%	0.70	5.2%	0.88	6.6%	0.70	4.2%	1.10
Fiscal Statistics										
Operating Margin (%)		14.2%	7.5%	1.89	1.9%	7.33	6.5%	2.19	5.7%	2.51
Total Hospital Net Income (%)		14.8%	8.6%	1.72	2.7%	5.47	8.1%	1.83	5.9%	2.51
Return on Equity (%)		0.7%	4.1%	0.17	0.4%	1.81	2.9%	0.23	0.3%	2.11
Current Ratio		2.3	3.9	0.60	2.4	0.99	3.6	0.64	2.3	1.03
Days in Net Patient Accounts Receivable		705.6	71.5	9.86	254.1	2.78	95.9	7.36	596.9	1.18
Average Payment Period		1,193.9	90.1	13.25	354.1	3.37	121.9	9.79	735.2	1.62
Equity Financing (%)		44.0%	63.6%	0.69	48.0%	0.92	60.0%	0.73	46.4%	0.95
Long-Term Debt to Equity Ratio		0.9	0.3	3.01	0.7	1.24	0.4	2.36	0.8	1.06
Times Interest Earned		21.8	12.2	1.78	10.3	2.11	10.0	2.19	9.1	2.39
Total Asset Turnover		0.0	0.5	0.10	0.1	0.33	0.4	0.13	0.1	0.84
Average Age of Plant (Years)		197.0	14.1	13.96	51.2	3.85	17.7	11.13	185.0	1.07
Increase (Decrease) Total Net Patient Revenue		3.6%	-2.2%	N/A	-1.1%	N/A	-3.7%	N/A	58.1%	0.06
Outpatient Gross Revenue (% of Total GPR)		89.9%	63.0%	1.43	73.1%	1.23	69.7%	1.29	87.8%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,299	\$17,652	0.53	\$15,718	0.59	\$13,747	0.68	\$10,169	0.91
Inpatient Net Revenue per Day		\$3,052	\$3,704	0.82	\$3,586	0.85	\$3,163	0.96	\$3,438	0.89
Outpatient Net Revenue per Visit		\$763	\$780	0.98	\$840	0.91	\$688	1.11	\$778	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$342,752,093	Cash & Cash Equivalents	\$449,687,000	Current Liabilities	\$396,361,000
Less Deductions	\$196,649,866	Net Patient Receivables	\$281,675,000	Long-Term Debt	\$1,265,169,000
Net Patient Revenue	\$146,102,227	Other Receivables	\$75,472,000	Other Liabilities	\$130,430,000
Plus Other Revenue	\$618,800			Subtotal	\$1,791,960,000
Total Revenue	\$146,721,027	Land, Buildings & Equipment (Net)	\$1,067,031,000	Unrestricted Fund Balance	\$1,410,717,000
Less Expenses	\$125,883,886	Other Assets	\$1,328,812,000	Restricted Fund Balance	\$42,704,000
Non-Operating Gains/Losses	\$1,114,604			Total Liabilities & Fund Balance	\$3,202,677,000
Net Income	\$21,951,745	Total Assets	\$3,202,677,000		

120 The Richland Hospital Inc
 333 East Second Street
 Richland Center, WI 53581
 608-647-6321

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Richland
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	29.6%	52.4%	0.57	55.7%	0.53	32.9%	0.90	34.4%	0.86
Obstetrics	17.6%	36.2%	0.49	41.0%	0.02	19.7%	0.90	17.5%	1.01
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	28.0%	53.9%	0.52	56.6%	0.49	33.0%	0.85	30.8%	0.91
Average Census (Patients)									
Adult Medical-Surgical	5.3	25.5	0.21	23.1	0.23	6.4	0.83	6.2	0.86
Obstetrics	0.7	4.7	0.15	4.5	0.16	0.9	0.78	0.7	1.01
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.0	47.4	0.15	49.2	0.14	8.6	0.81	7.7	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.73	4.1	0.76	3.0	1.06	3.2	0.98
Obstetrics	1.9	2.4	0.79	2.6	0.74	2.0	0.96	2.0	0.96
Pediatrics	0.0	3.5	N/A	3.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.7	0.66	4.6	0.67	3.2	0.96	3.1	0.99
Surgical Operations									
Inpatient	152	1,280	0.12	1,943	0.08	247	0.62	136	1.12
Outpatient	1,141	4,115	0.28	7,094	0.16	1,277	0.89	1,401	0.81
Inpatient as % of All Surgeries	11.8%	23.7%	0.50	21.5%	0.55	16.2%	0.73	8.8%	1.33
Outpatient Visits									
Non-Emergency Visits	35,711	127,898	0.28	157,467	0.23	57,441	0.62	31,375	1.14
Emergency Visits	5,530	15,799	0.35	15,287	0.36	8,355	0.66	6,037	0.92
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	20.1	0.15	11.6	0.26	2.0	1.50
Nurses, Licensed	82.2	255.1	0.32	268.4	0.31	84.6	0.97	71.2	1.15
Ancillary Nursing Personnel	10.8	42.6	0.25	43.3	0.25	14.7	0.74	13.1	0.83
All Other Personnel	272.7	501.2	0.54	633.6	0.43	194.6	1.40	174.2	1.57
Total FTEs	368.7	819.2	0.45	965.4	0.38	305.5	1.21	260.5	1.42
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.2	15.7	0.46	16.1	0.45	28.7	0.25	5.7	1.27
Nurses, Licensed	196.9	197.1	1.00	214.6	0.92	210.0	0.94	201.4	0.98
Ancillary Nursing Personnel	25.9	33.0	0.79	34.6	0.75	36.4	0.71	37.1	0.70
All Other Personnel	653.0	387.2	1.69	506.6	1.29	483.0	1.35	492.9	1.32
Total FTEs	883.0	633.0	1.40	771.8	1.14	758.1	1.16	737.1	1.20

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 840
 Inpatient Days 2,565

Contract with:
 Health Maintenance Organization (HMO) No
 Preferred Provider Organization (PPO) No

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 40
 Inpatient Days 348

Newborn Nursery:
 Bassinets 4
 Total Births 130
 Newborn Days 226

120 The Richland Hospital Inc
 Richland Center, WI 53581

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	18	620	1,953	29.6%	5.3	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	136	258	17.6%	0.7	1.9
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	3	81	354	32.2%	1.0	4.4
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	5	0	5.0
Physicians & Dentists	22	2	23.7	Radiological Services Personnel	13	2	13.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	3	2	4.0
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.2
Registered Nurses	46	31	67.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	7	4	9.1
Licensed Practical Nurses	3	3	4.4	Physical Therapy Assistants/Aides	3	0	3.0
Ancillary Nursing Personnel	6	9	10.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	3	2.1	Dietitians & Nutritionists	2	1	2.8
Nurse Practitioners	6	2	6.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	20	2	21.7
Health Info Mgmt-Administrators/Technicians	9	1	9.8	All Other Personnel	106	23	123.6
Pharmacy Personnel	8	3	8.4				
Clinical Laboratory Personnel	11	0	11.0				
				Total	310	94	368.7

120 The Richland Hospital Inc

Richland Center, WI 53581

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ³	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$56,217,486	49.1%	46.6%	1.05	41.8%	1.17	47.5%	1.04	53.3%	0.92
Medical Assistance	\$16,980,389	14.8%	13.8%	1.08	11.5%	1.29	12.8%	1.16	13.5%	1.10
Commercial	\$39,625,882	34.6%	34.5%	1.00	38.1%	0.91	35.0%	0.99	31.1%	1.11
All Other	\$1,604,565	1.4%	5.1%	0.27	8.5%	0.16	4.8%	0.29	2.1%	0.67
Deductions as % of Total Gross Patient Revenue										
Medicare	\$29,421,675	25.7%	35.0%	0.73	31.1%	0.83	30.4%	0.84	30.8%	0.83
Medical Assistance	\$13,229,686	11.6%	10.4%	1.11	8.7%	1.33	8.9%	1.30	10.3%	1.12
Commercial	\$14,730,379	12.9%	14.5%	0.89	18.1%	0.71	12.0%	1.07	10.0%	1.29
Charity Care	\$514,727	0.4%	1.0%	0.47	0.7%	0.67	0.9%	0.48	0.6%	0.75
Bad Debt	\$3,000,179	2.6%	1.2%	2.23	1.3%	2.02	2.0%	1.32	2.7%	0.98
All Other	\$159,474	0.1%	2.6%	0.05	4.4%	0.03	2.3%	0.06	0.3%	0.50
Total Deductions	\$61,056,120	53.4%	64.6%	0.83	64.3%	0.83	56.5%	0.94	54.6%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	9.0%	8.4%	1.08	7.9%	1.15	10.2%	0.88	2.9%	3.14	
Net Gains/Losses as % of Net Income	44.1%	13.8%	3.19	48.7%	0.91	22.7%	1.94	88.0%	0.50	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$36,112,810	64.1%	43.5%	1.47	46.6%	1.38	51.7%	1.24	57.7%	1.11
Supplies & Services	\$16,949,586	30.1%	49.9%	0.60	46.2%	0.65	40.6%	0.74	35.8%	0.84
Capital Component	\$3,238,458	5.8%	6.6%	0.88	7.3%	0.79	7.7%	0.74	6.5%	0.88
Fiscal Statistics										
Operating Margin (%)	4.0%	7.5%	0.54	5.4%	0.76	7.4%	0.55	0.5%	7.83	
Total Hospital Net Income (%)	7.0%	8.6%	0.81	9.9%	0.71	9.3%	0.75	4.2%	1.69	
Return on Equity (%)	5.1%	4.1%	1.23	6.1%	0.82	7.6%	0.66	2.5%	2.00	
Current Ratio	3.3	3.9	0.85	3.1	1.06	4.8	0.69	5.6	0.59	
Days in Net Patient Accounts Receivable	74.6	71.5	1.04	48.3	1.54	49.1	1.52	56.5	1.32	
Average Payment Period	78.5	90.1	0.87	71.6	1.10	46.4	1.69	44.5	1.76	
Equity Financing (%)	84.3%	63.6%	1.33	54.8%	1.54	79.0%	1.07	92.9%	0.91	
Long-Term Debt to Equity Ratio	0.0	0.3	0.06	0.3	0.07	0.2	0.11	0.0	N/A	
Times Interest Earned	4,518.2	12.2	368.92	10.5	430.51	13.2	343.24	919.0	4.92	
Total Asset Turnover	0.7	0.5	1.48	0.6	1.19	0.8	0.87	0.6	1.19	
Average Age of Plant (Years)	14.2	14.1	1.01	11.5	1.23	8.8	1.61	15.8	0.90	
Increase (Decrease) Total Net Patient Revenue	31.6%	-2.2%	N/A	-1.0%	N/A	-1.2%	N/A	-0.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	83.2%	63.0%	1.32	60.3%	1.38	78.9%	1.05	78.1%	1.06	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,071	\$17,652	0.80	\$20,439	0.69	\$14,147	0.99	\$16,560	0.85	
Inpatient Net Revenue per Day	\$4,195	\$3,704	1.13	\$4,396	0.95	\$4,080	1.03	\$4,720	0.89	
Outpatient Net Revenue per Visit	\$1,062	\$780	1.36	\$707	1.50	\$677	1.57	\$710	1.50	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$114,428,322	Cash & Cash Equivalents	\$24,057,972	Current Liabilities	\$11,440,621
Less Deductions	\$61,056,120	Net Patient Receivables	\$10,876,351	Long-Term Debt	\$1,311,047
Net Patient Revenue	\$53,372,202	Other Receivables	\$204,473	Other Liabilities	\$414,132
Plus Other Revenue	\$5,301,800			Subtotal	\$13,165,800
Total Revenue	\$58,674,002	Land, Buildings & Equipment (Net)	\$25,626,258	Unrestricted Fund Balance	\$70,822,847
Less Expenses	\$56,300,854	Other Assets	\$23,223,593	Restricted Fund Balance	\$75,475
Non-Operating Gains/Losses	\$1,873,028			Total Liabilities & Fund Balance	\$83,988,647
Net Income	\$4,246,176	Total Assets	\$83,988,647		

121 Ripon Medical Center
 845 Parkside Street
 Ripon, WI 54971
 920-748-3101

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Fond du Lac
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.0%	52.4%	0.61	46.3%	0.69	11.2%	2.85	33.2%	0.96
Obstetrics	0.0%	36.2%	N/A	29.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	26.3%	53.9%	0.49	45.8%	0.57	15.7%	1.67	28.0%	0.94
Average Census (Patients)									
Adult Medical-Surgical	4.2	25.5	0.16	21.6	0.19	1.7	2.38	4.3	0.96
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	4.2	47.4	0.09	35.1	0.12	2.5	1.65	4.5	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.3	0.85	3.8	0.94	3.3	1.09	3.4	1.06
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.6	N/A	2.7	N/A	0.0	N/A
Total Hospital	3.6	4.7	0.77	4.1	0.86	4.2	0.85	4.8	0.74
Surgical Operations									
Inpatient	138	1,280	0.11	1,093	0.13	75	1.84	195	0.71
Outpatient	581	4,115	0.14	4,901	0.12	1,365	0.43	755	0.77
Inpatient as % of All Surgeries	19.2%	23.7%	0.81	18.2%	1.05	5.2%	3.68	20.5%	0.94
Outpatient Visits									
Non-Emergency Visits	17,369	127,898	0.14	75,740	0.23	21,938	0.79	21,065	0.82
Emergency Visits	7,351	15,799	0.47	13,956	0.53	2,721	2.70	9,092	0.81
Full-Time Equivalents (FTEs)									
Administrators	0.0	20.3	N/A	15.8	N/A	2.2	N/A	2.0	0.00
Nurses, Licensed	40.6	255.1	0.16	188.9	0.22	40.9	0.99	50.3	0.81
Ancillary Nursing Personnel	5.6	42.6	0.13	18.4	0.31	7.0	0.80	3.7	1.51
All Other Personnel	69.9	501.2	0.14	307.4	0.23	77.4	0.90	81.6	0.86
Total FTEs	116.1	819.2	0.14	530.5	0.22	127.5	0.91	137.7	0.84
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	15.7	N/A	14.2	N/A	17.3	N/A	8.8	0.00
Nurses, Licensed	189.9	197.1	0.96	169.9	1.12	323.2	0.59	221.9	0.86
Ancillary Nursing Personnel	26.3	33.0	0.80	16.5	1.59	55.3	0.48	16.4	1.60
All Other Personnel	326.5	387.2	0.84	276.5	1.18	611.6	0.53	359.8	0.91
Total FTEs	542.7	633.0	0.86	477.2	1.14	1,007.4	0.54	606.9	0.89

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 429
 Inpatient Days 1,538

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

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

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

121 Ripon Medical Center
Ripon, WI 54971

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	13	419	1,521	32.0%	4.2	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	3	5	17	1.5%	0.0	3.4
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	1	1	1.8
Physicians & Dentists	5	2	7.0	Radiological Services Personnel	3	12	11.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	1.6
Dental Hygienists	0	0	0.0	Occupational Therapists	1	2	1.8
Registered Nurses	13	34	35.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	3	4	4.9
Licensed Practical Nurses	0	2	1.4	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	1	9	5.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	1	3.5	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	27	28.9
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	6	3	8.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	52	102	116.1

121 Ripon Medical Center
Ripon, WI 54971

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$29,721,763	51.9%	46.6%	1.11	49.0%	1.06	46.3%	1.12	48.3%	1.07
Medical Assistance	\$5,234,594	9.1%	13.8%	0.66	10.8%	0.85	11.7%	0.78	8.1%	1.13
Commercial	\$20,595,738	35.9%	34.5%	1.04	37.1%	0.97	37.5%	0.96	41.6%	0.86
All Other	\$1,767,234	3.1%	5.1%	0.60	3.1%	1.00	4.5%	0.69	2.0%	1.50
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,678,039	30.8%	35.0%	0.88	34.7%	0.89	23.9%	1.29	30.3%	1.02
Medical Assistance	\$3,828,369	6.7%	10.4%	0.64	8.0%	0.83	7.7%	0.87	6.2%	1.08
Commercial	\$6,881,756	12.0%	14.5%	0.83	14.1%	0.85	10.2%	1.17	14.7%	0.82
Charity Care	\$310,883	0.5%	1.0%	0.56	0.7%	0.81	1.1%	0.51	0.1%	7.85
Bad Debt	\$1,933,378	3.4%	1.2%	2.87	1.5%	2.23	1.7%	2.03	2.8%	1.21
All Other	\$1,054,519	1.8%	2.6%	0.72	2.0%	0.93	2.2%	0.83	0.6%	3.32
Total Deductions	\$31,686,944	55.3%	64.6%	0.86	60.9%	0.91	46.7%	1.18	54.5%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	13.2%	8.4%	1.57	5.8%	2.26	7.5%	1.76	4.6%	2.89	
Net Gains/Losses as % of Net Income	17.2%	13.8%	1.24	15.0%	1.15	10.6%	1.61	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$13,982,070	47.9%	43.5%	1.10	40.0%	1.20	50.8%	0.94	52.5%	0.91
Supplies & Services	\$10,724,829	36.8%	49.9%	0.74	52.8%	0.70	42.0%	0.88	32.1%	1.14
Capital Component	\$4,460,310	15.3%	6.6%	2.33	7.2%	2.12	7.2%	2.13	15.3%	1.00
Fiscal Statistics										
Operating Margin (%)	1.2%	7.5%	0.16	11.9%	0.10	7.8%	0.16	2.3%	0.55	
Total Hospital Net Income (%)	1.5%	8.6%	0.17	13.7%	0.11	8.7%	0.17	2.3%	0.66	
Return on Equity (%)	1.1%	4.1%	0.26	11.6%	0.09	11.1%	0.10	1.3%	0.83	
Current Ratio	1.4	3.9	0.36	5.7	0.24	2.1	0.67	6.7	0.21	
Days in Net Patient Accounts Receivable	78.5	71.5	1.10	57.0	1.38	58.4	1.35	56.5	1.39	
Average Payment Period	132.8	90.1	1.47	36.6	3.63	80.3	1.65	46.1	2.88	
Equity Financing (%)	0.0%	63.6%	N/A	86.7%	N/A	38.8%	N/A	31.4%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.3	N/A	2.0	N/A	
Times Interest Earned	1.3	12.2	0.11	28.5	0.05	10.1	0.13	1.5	0.90	
Total Asset Turnover	0.7	0.5	1.50	0.8	0.85	1.3	0.56	0.6	1.26	
Average Age of Plant (Years)	3.0	14.1	0.21	6.8	0.44	9.7	0.31	2.0	1.49	
Increase (Decrease) Total Net Patient Revenue	-13.8%	-2.2%	6.19	-4.6%	2.96	-0.9%	14.83	-3.5%	3.89	
Outpatient Gross Revenue (% of Total GPR)	79.6%	63.0%	1.26	68.8%	1.16	80.0%	1.00	78.3%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,720	\$17,652	0.89	\$12,208	1.29	\$21,599	0.73	\$21,310	0.74	
Inpatient Net Revenue per Day	\$4,129	\$3,704	1.11	\$2,930	1.41	\$2,988	1.38	\$3,797	1.09	
Outpatient Net Revenue per Visit	\$838	\$780	1.07	\$917	0.91	\$759	1.11	\$763	1.10	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$57,319,329	Cash & Cash Equivalents	\$6,493,774	Current Liabilities	\$9,542,421
Less Deductions	\$31,686,944	Net Patient Receivables	\$5,499,070	Long-Term Debt	\$116,198
Net Patient Revenue	\$25,632,385	Other Receivables	\$458,082	Other Liabilities	\$31,926,605
Plus Other Revenue	\$3,901,067			Subtotal	\$41,585,224
Total Revenue	\$29,533,450	Land, Buildings & Equipment (Net)	\$26,602,100	Unrestricted Fund Balance	\$0
Less Expenses	\$29,167,209	Other Assets	\$2,532,197	Restricted Fund Balance	\$1,667,477
Non-Operating Gains/Losses	\$75,944			Total Liabilities & Fund Balance	\$41,585,224
Net Income	\$442,185	Total Assets	\$41,585,223		

122 River Falls Area Hospital
 1629 East Division Street
 River Falls, WI 54022
 715-425-6155

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Saint Croix
 Analysis Area: West Central (5A)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	21.3%	52.4%	0.41	40.8%	0.52	32.9%	0.65	29.4%	0.72
Obstetrics	0.0%	36.2%	N/A	24.1%	N/A	19.7%	N/A	12.3%	0.00
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	21.5%	53.9%	0.40	42.0%	0.51	33.0%	0.65	25.6%	0.84
Average Census (Patients)									
Adult Medical-Surgical	3.8	25.5	0.15	10.7	0.36	6.4	0.60	4.1	0.93
Obstetrics	0.0	4.7	N/A	2.0	N/A	0.9	N/A	0.5	0.00
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.9	47.4	0.08	17.5	0.22	8.6	0.45	4.6	0.84
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.3	0.62	3.9	0.68	3.0	0.90	2.3	1.14
Obstetrics	1.6	2.4	0.68	2.2	0.74	2.0	0.82	2.0	0.81
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.4	4.7	0.52	4.1	0.59	3.2	0.76	2.2	1.10
Surgical Operations									
Inpatient	109	1,280	0.09	403	0.27	247	0.44	189	0.58
Outpatient	727	4,115	0.18	2,235	0.33	1,277	0.57	871	0.83
Inpatient as % of All Surgeries	13.0%	23.7%	0.55	15.3%	0.85	16.2%	0.81	17.8%	0.73
Outpatient Visits									
Non-Emergency Visits	10,619	127,898	0.08	76,192	0.14	57,441	0.18	13,276	0.80
Emergency Visits	4,973	15,799	0.31	7,621	0.65	8,355	0.60	5,329	0.93
Full-Time Equivalents (FTEs)									
Administrators	19.2	20.3	0.94	12.1	1.58	11.6	1.66	12.7	1.50
Nurses, Licensed	46.7	255.1	0.18	128.5	0.36	84.6	0.55	43.9	1.06
Ancillary Nursing Personnel	2.9	42.6	0.07	19.1	0.15	14.7	0.20	3.7	0.79
All Other Personnel	87.9	501.2	0.18	251.7	0.35	194.6	0.45	90.2	0.97
Total FTEs	156.6	819.2	0.19	411.5	0.38	305.5	0.51	150.5	1.04
FTEs per 100 Patient Census (Adjusted)									
Administrators	71.8	15.7	4.59	18.7	3.84	28.7	2.51	48.7	1.48
Nurses, Licensed	175.0	197.1	0.89	197.9	0.88	210.0	0.83	167.9	1.04
Ancillary Nursing Personnel	10.9	33.0	0.33	29.5	0.37	36.4	0.30	14.0	0.78
All Other Personnel	329.5	387.2	0.85	387.8	0.85	483.0	0.68	344.4	0.96
Total FTEs	587.2	633.0	0.93	634.0	0.93	758.1	0.77	575.0	1.02

Total Hospital:
 Beds Set Up & Staffed 18
 Discharges 587
 Inpatient Days 1,418

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

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 35
 Inpatient Days 392

Newborn Nursery:
 Bassinets 0
 Total Births 8
 Newborn Days 13

122 River Falls Area Hospital
River Falls, WI 54022

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	529	1,405	21.3%	3.8	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	8	13	0.0%	0.0	1.6
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	10	19.2	Surgical Personnel	0	6	2.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	5	3.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	3	2.1
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.5
Registered Nurses	5	61	46.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	2	10.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	1	0.5
Ancillary Nursing Personnel	0	9	2.9	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	10	10.8
Health Info Mgmt-Administrators/Technicians	0	1	0.6	All Other Personnel	13	29	41.0
Pharmacy Personnel	1	9	6.4				
Clinical Laboratory Personnel	0	0	0.0				
				Total	46	151	156.6

122 River Falls Area Hospital
River Falls, WI 54022

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$35,231,074	54.9%	46.6%	1.18	50.9%	1.08	47.5%	1.16	52.9%	1.04
Medical Assistance	\$4,294,026	6.7%	13.8%	0.49	11.8%	0.57	12.8%	0.52	8.0%	0.83
Commercial	\$23,228,112	36.2%	34.5%	1.05	33.0%	1.10	35.0%	1.04	36.1%	1.00
All Other	\$1,416,402	2.2%	5.1%	0.43	4.3%	0.51	4.8%	0.46	3.0%	0.74
Deductions as % of Total Gross Patient Revenue										
Medicare	\$15,526,490	24.2%	35.0%	0.69	34.0%	0.71	30.4%	0.80	28.3%	0.86
Medical Assistance	\$1,993,577	3.1%	10.4%	0.30	8.2%	0.38	8.9%	0.35	4.1%	0.76
Commercial	\$6,007,005	9.4%	14.5%	0.64	9.2%	1.02	12.0%	0.78	9.0%	1.04
Charity Care	\$265,513	0.4%	1.0%	0.43	0.9%	0.49	0.9%	0.44	0.6%	0.65
Bad Debt	\$1,355,326	2.1%	1.2%	1.80	1.5%	1.43	2.0%	1.07	1.9%	1.09
All Other	\$1,659,157	2.6%	2.6%	1.01	2.1%	1.23	2.3%	1.14	1.8%	1.43
Total Deductions	\$26,807,068	41.8%	64.6%	0.65	55.8%	0.75	56.5%	0.74	45.7%	0.91
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.6%	8.4%	1.39	5.2%	2.22	10.2%	1.14	5.7%	2.06
Net Gains/Losses as % of Net Income		N/A	13.8%	N/A	29.1%	N/A	22.7%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,644,128	47.4%	43.5%	1.09	52.0%	0.91	51.7%	0.92	48.5%	0.98
Supplies & Services	\$17,182,294	43.7%	49.9%	0.88	42.8%	1.02	40.6%	1.08	43.1%	1.01
Capital Component	\$3,505,448	8.9%	6.6%	1.36	5.2%	1.71	7.7%	1.15	8.4%	1.06
Fiscal Statistics										
Operating Margin (%)		7.0%	7.5%	0.93	1.9%	3.61	7.4%	0.95	0.1%	51.00
Total Hospital Net Income (%)		6.9%	8.6%	0.80	2.7%	2.55	9.3%	0.74	0.1%	66.42
Return on Equity (%)		14.1%	4.1%	3.43	0.4%	37.38	7.6%	1.85	0.2%	74.50
Current Ratio		1.8	3.9	0.46	2.4	0.76	4.8	0.38	1.6	1.14
Days in Net Patient Accounts Receivable		61.9	71.5	0.87	254.1	0.24	49.1	1.26	58.4	1.06
Average Payment Period		42.7	90.1	0.47	354.1	0.12	46.4	0.92	46.0	0.93
Equity Financing (%)		525.4%	63.6%	8.27	48.0%	10.94	79.0%	6.65	489.7%	1.07
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.7	0.00	0.2	0.00	0.0	1.02
Times Interest Earned		5.3	12.2	0.43	10.3	0.52	13.2	0.40	1.1	5.02
Total Asset Turnover		2.0	0.5	4.32	0.1	14.76	0.8	2.54	1.8	1.12
Average Age of Plant (Years)		10.8	14.1	0.76	51.2	0.21	8.8	1.22	10.5	1.02
Increase (Decrease) Total Net Patient Revenue		0.7%	-2.2%	N/A	-1.1%	N/A	-1.2%	N/A	-4.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		85.6%	63.0%	1.36	73.1%	1.17	78.9%	1.08	82.4%	1.04
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$14,680		\$17,652	0.83	\$15,718	0.93	\$14,147	1.04	\$9,002	1.63
Inpatient Net Revenue per Day	\$5,033		\$3,704	1.36	\$3,586	1.40	\$4,080	1.23	\$3,713	1.36
Outpatient Net Revenue per Visit	\$1,883		\$780	2.41	\$840	2.24	\$677	2.78	\$1,680	1.12

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$64,169,615	Cash & Cash Equivalents		Current Liabilities	\$4,275,793
Less Deductions	\$26,807,068	Net Patient Receivables	\$6,316,837	Long-Term Debt	\$40,574
Net Patient Revenue	\$37,362,547	Other Receivables	\$0	Other Liabilities	-\$92,469,468
Plus Other Revenue	\$4,926,510			Subtotal	-\$88,153,101
Total Revenue	\$42,289,057	Land, Buildings & Equipment (Net)	\$13,041,660		
Less Expenses	\$39,331,870	Other Assets	\$1,421,906	Unrestricted Fund Balance	\$108,874,224
Non-Operating Gains/Losses	-\$28,450			Restricted Fund Balance	\$0
Net Income	\$2,928,736	Total Assets	\$20,721,123	Total Liabilities & Fund Balance	\$20,721,123

123 ThedaCare Medical Center - Shawano
 100 County Road B
 Shawano, WI 54166
 715-526-2111

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Shawano
 Analysis Area: Northeastern (4)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.6%	52.4%	1.10	50.1%	1.15	40.5%	1.42	58.5%	0.99
Obstetrics	34.0%	36.2%	0.94	30.3%	0.04	24.6%	1.38	41.7%	0.82
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	53.3%	53.9%	0.99	46.7%	1.14	42.0%	1.27	55.4%	0.96
Average Census (Patients)									
Adult Medical-Surgical	10.4	25.5	0.41	23.5	0.44	10.2	1.02	10.5	0.99
Obstetrics	1.4	4.7	0.29	3.8	0.36	1.7	0.80	1.7	0.82
Pediatrics	0.0	1.1	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.7	47.4	0.25	41.3	0.28	17.9	0.65	12.2	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.3	0.79	4.0	0.85	3.3	1.03	3.0	1.14
Obstetrics	2.2	2.4	0.91	2.2	0.98	2.2	1.01	2.5	0.87
Pediatrics	0.0	3.5	N/A	3.0	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.2	4.7	0.69	4.1	0.79	3.5	0.92	2.9	1.09
Surgical Operations									
Inpatient	207	1,280	0.16	912	0.23	482	0.43	272	0.76
Outpatient	1,814	4,115	0.44	4,561	0.40	1,905	0.95	2,768	0.66
Inpatient as % of All Surgeries	10.2%	23.7%	0.43	16.7%	0.61	20.2%	0.51	8.9%	1.14
Outpatient Visits									
Non-Emergency Visits	39,008	127,898	0.30	178,054	0.22	69,880	0.56	60,158	0.65
Emergency Visits	17,613	15,799	1.11	16,398	1.07	11,349	1.55	20,898	0.84
Full-Time Equivalents (FTEs)									
Administrators	8.0	20.3	0.39	15.2	0.53	14.9	0.54	8.0	1.00
Nurses, Licensed	76.5	255.1	0.30	279.4	0.27	112.6	0.68	76.5	1.00
Ancillary Nursing Personnel	12.7	42.6	0.30	41.9	0.30	19.7	0.64	12.7	1.00
All Other Personnel	141.6	501.2	0.28	501.4	0.28	239.6	0.59	141.6	1.00
Total FTEs	238.8	819.2	0.29	837.9	0.29	386.8	0.62	238.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.0	15.7	0.76	9.9	1.21	21.9	0.55	11.1	1.07
Nurses, Licensed	114.3	197.1	0.58	181.6	0.63	165.1	0.69	106.5	1.07
Ancillary Nursing Personnel	19.0	33.0	0.58	27.2	0.70	28.9	0.66	17.7	1.07
All Other Personnel	211.6	387.2	0.55	325.9	0.65	351.3	0.60	197.2	1.07
Total FTEs	356.8	633.0	0.56	544.7	0.65	567.2	0.63	332.5	1.07

Total Hospital:
 Beds Set Up & Staffed 22
 Discharges 1,343
 Inpatient Days 4,295

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 4
 Inpatient Days 17

Newborn Nursery:
 Bassinets 7
 Total Births 249
 Newborn Days 465

123 ThedaCare Medical Center - Shawano
Shawano, WI 54166

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	1,115	3,797	57.6%	10.4	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	228	498	34.0%	1.4	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	8	0	8.0	Surgical Personnel	5	2	5.9
Physicians & Dentists	2	2	3.2	Radiological Services Personnel	6	9	12.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	10	6.9
Dental Hygienists	0	0	0.0	Occupational Therapists	1	1	1.8
Registered Nurses	20	77	67.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	5	4.7
Licensed Practical Nurses	0	3	2.1	Physical Therapy Assistants/Aides	5	6	6.7
Ancillary Nursing Personnel	5	17	12.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	4	5.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	12	8.4
Health Info Mgmt-Administrators/Technicians	6	3	8.1	All Other Personnel	39	52	71.5
Pharmacy Personnel	4	2	5.3				
Clinical Laboratory Personnel	1	3	2.7				
				Total	111	213	238.8

123 ThedaCare Medical Center - Shawano

Shawano, WI 54166

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$60,979,461	47.4%	46.6%	1.02	47.2%	1.00	49.5%	0.96	47.1%	1.01
Medical Assistance	\$20,957,065	16.3%	13.8%	1.18	11.7%	1.40	11.6%	1.41	15.6%	1.04
Commercial	\$43,633,852	33.9%	34.5%	0.98	36.7%	0.92	34.7%	0.98	34.2%	0.99
All Other	\$3,034,923	2.4%	5.1%	0.46	4.4%	0.53	4.2%	0.56	3.1%	0.77
Deductions as % of Total Gross Patient Revenue										
Medicare	\$43,907,429	34.1%	35.0%	0.97	36.0%	0.95	36.2%	0.94	26.9%	1.27
Medical Assistance	\$14,611,396	11.4%	10.4%	1.09	9.0%	1.26	8.8%	1.29	9.4%	1.21
Commercial	\$13,803,546	10.7%	14.5%	0.74	15.2%	0.71	13.9%	0.77	13.8%	0.78
Charity Care	\$528,612	0.4%	1.0%	0.43	0.8%	0.54	0.9%	0.47	0.5%	0.80
Bad Debt	\$3,133,826	2.4%	1.2%	2.08	1.1%	2.22	1.5%	1.66	2.7%	0.89
All Other	\$960,097	0.7%	2.6%	0.29	2.7%	0.28	2.2%	0.34	1.5%	0.51
Total Deductions	\$76,944,906	59.8%	64.6%	0.93	64.6%	0.93	63.5%	0.94	54.8%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.8%	8.4%	0.93	6.6%	1.18	7.3%	1.07	0.6%	11.99	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	12.8%	N/A	12.9%	N/A	0.2%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,324,538	44.6%	43.5%	1.02	45.2%	0.99	45.1%	0.99	51.8%	0.86
Supplies & Services	\$24,004,914	47.9%	49.9%	0.96	47.8%	1.00	46.8%	1.02	39.9%	1.20
Capital Component	\$3,753,425	7.5%	6.6%	1.14	7.0%	1.07	8.1%	0.93	8.3%	0.90
Fiscal Statistics										
Operating Margin (%)	10.6%	7.5%	1.41	7.5%	1.42	3.1%	3.45	25.2%	0.42	
Total Hospital Net Income (%)	9.6%	8.6%	1.11	8.5%	1.13	3.5%	2.72	25.3%	0.38	
Return on Equity (%)	7.6%	4.1%	1.85	5.4%	1.41	2.0%	3.87	21.2%	0.36	
Current Ratio	10.7	3.9	2.77	3.5	3.08	4.6	2.35	5.9	1.83	
Days in Net Patient Accounts Receivable	73.4	71.5	1.03	54.3	1.35	47.2	1.55	45.2	1.62	
Average Payment Period	21.6	90.1	0.24	79.8	0.27	73.5	0.29	38.0	0.57	
Equity Financing (%)	91.8%	63.6%	1.44	71.2%	1.29	66.1%	1.39	89.6%	1.02	
Long-Term Debt to Equity Ratio	0.0	0.3	0.16	0.2	0.29	0.2	0.23	0.1	0.94	
Times Interest Earned	1,979.3	12.2	161.61	11.3	175.73	4.2	470.62	5,374.3	0.37	
Total Asset Turnover	0.8	0.5	1.72	0.6	1.28	0.6	1.45	0.8	0.97	
Average Age of Plant (Years)	6.7	14.1	0.48	10.9	0.62	10.5	0.64	9.5	0.71	
Increase (Decrease) Total Net Patient Revenue	-8.5%	-2.2%	3.83	-1.9%	4.52	-6.0%	1.41	21.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.5%	63.0%	1.31	72.6%	1.14	72.9%	1.13	83.0%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,252	\$17,652	0.35	\$14,359	0.44	\$11,149	0.56	\$8,641	0.72	
Inpatient Net Revenue per Day	\$1,948	\$3,704	0.53	\$3,457	0.56	\$3,062	0.64	\$2,949	0.66	
Outpatient Net Revenue per Visit	\$819	\$780	1.05	\$649	1.26	\$705	1.16	\$576	1.42	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$128,605,300	Cash & Cash Equivalents	\$17,587,348	Current Liabilities	\$2,720,521
Less Deductions	\$76,944,906	Net Patient Receivables	\$10,364,081	Long-Term Debt	\$2,979,923
Net Patient Revenue	\$51,660,394	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,358,934			Subtotal	\$5,700,444
Total Revenue	\$56,019,328	Land, Buildings & Equipment (Net)	\$40,001,380	Unrestricted Fund Balance	\$63,505,122
Less Expenses	\$50,082,877	Other Assets	\$1,252,757	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$642,554	Total Assets	\$69,205,566	Total Liabilities & Fund Balance	\$69,205,566
Net Income	\$5,293,897				

124 Aurora Sheboygan Memorial Medical Center
 2629 North Seventh Street
 Sheboygan, WI 53083
 920-451-5000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Sheboygan
 Analysis Area: Northeastern (4)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	48.3%	52.4%	0.92	50.1%	0.96	51.7%	0.94	44.2%	1.09
Obstetrics	23.9%	36.2%	0.66	30.3%	0.14	29.4%	0.81	27.9%	0.86
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	39.1%	53.9%	0.73	46.7%	0.84	48.2%	0.81	37.2%	1.05
Average Census (Patients)									
Adult Medical-Surgical	18.9	25.5	0.74	23.5	0.80	30.8	0.61	17.2	1.09
Obstetrics	4.3	4.7	0.91	3.8	1.13	5.1	0.84	5.0	0.86
Pediatrics	0.0	1.1	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	48.2	47.4	1.02	41.3	1.17	57.5	0.84	47.3	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.3	0.88	4.0	0.94	4.2	0.89	3.3	1.16
Obstetrics	1.9	2.4	0.78	2.2	0.84	2.1	0.89	2.0	0.92
Pediatrics	0.0	3.5	N/A	3.0	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.5	4.7	0.76	4.1	0.87	4.3	0.83	3.2	1.09
Surgical Operations									
Inpatient	983	1,280	0.77	912	1.08	1,247	0.79	1,229	0.80
Outpatient	4,275	4,115	1.04	4,561	0.94	4,177	1.02	4,988	0.86
Inpatient as % of All Surgeries	18.7%	23.7%	0.79	16.7%	1.12	23.0%	0.81	19.8%	0.95
Outpatient Visits									
Non-Emergency Visits	64,774	127,898	0.51	178,054	0.36	195,436	0.33	78,024	0.83
Emergency Visits	20,680	15,799	1.31	16,398	1.26	26,485	0.78	23,167	0.89
Full-Time Equivalents (FTEs)									
Administrators	12.0	20.3	0.59	15.2	0.79	24.9	0.48	9.0	1.33
Nurses, Licensed	276.6	255.1	1.08	279.4	0.99	338.1	0.82	261.4	1.06
Ancillary Nursing Personnel	85.2	42.6	2.00	41.9	2.03	60.0	1.42	56.8	1.50
All Other Personnel	443.4	501.2	0.88	501.4	0.88	661.2	0.67	471.5	0.94
Total FTEs	817.3	819.2	1.00	837.9	0.98	1,084.2	0.75	798.6	1.02
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.4	15.7	0.41	9.9	0.65	12.8	0.50	5.2	1.23
Nurses, Licensed	147.5	197.1	0.75	181.6	0.81	174.4	0.85	150.7	0.98
Ancillary Nursing Personnel	45.4	33.0	1.38	27.2	1.67	31.0	1.47	32.7	1.39
All Other Personnel	236.4	387.2	0.61	325.9	0.73	341.1	0.69	271.8	0.87
Total FTEs	435.8	633.0	0.69	544.7	0.80	559.3	0.78	460.3	0.95

Total Hospital:
 Beds Set Up & Staffed 123
 Discharges 4,996
 Inpatient Days 17,624

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

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

Newborn Nursery:
 Bassinets 18
 Total Births 823
 Newborn Days 1,288

124 Aurora Sheboygan Memorial Medical Center
 Sheboygan, WI 53083

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	39	1,825	6,901	48.3%	18.9	3.8
Orthopedic	1	29	849	2,281	21.5%	6.2	2.7
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	18	839	1,573	23.9%	4.3	1.9
Psychiatric	1	24	1,080	4,641	52.8%	12.7	4.3
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	7	164	1,100	42.9%	3.0	6.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	102	1,128	51.4%	3.1	11.1
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	12	0	12.0	Surgical Personnel	15	12	22.6
Physicians & Dentists	24	15	26.7	Radiological Services Personnel	24	30	45.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	6	10.1
Dental Hygienists	0	0	0.0	Occupational Therapists	5	8	8.5
Registered Nurses	187	104	255.8	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	3	9.8
Licensed Practical Nurses	2	1	2.1	Physical Therapy Assistants/Aides	5	2	5.9
Ancillary Nursing Personnel	48	79	85.2	Recreational Therapists	1	0	1.0
Physician Assistants	3	1	4.3	Dietitians & Nutritionists	0	2	1.7
Nurse Practitioners	7	1	7.7	Psychologists	9	6	12.7
Certified Registered Nurse Anesthetists	11	0	11.0	Social Workers	3	3	5.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	56	16	63.7
Health Info Mgmt-Administrators/Technicians	13	1	13.6	All Other Personnel	117	65	154.7
Pharmacy Personnel	20	3	22.0				
Clinical Laboratory Personnel	20	2	21.5				
				Total	603	370	817.3

124 Aurora Sheboygan Memorial Medical Center
Sheboygan, WI 53083

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$248,729,367	46.5%	46.6%	1.00	47.2%	0.99	47.1%	0.99	46.6%	1.00
Medical Assistance	\$66,577,042	12.4%	13.8%	0.90	11.7%	1.07	15.8%	0.79	12.0%	1.04
Commercial	\$203,079,945	38.0%	34.5%	1.10	36.7%	1.03	32.3%	1.18	38.2%	0.99
All Other	\$16,408,725	3.1%	5.1%	0.60	4.4%	0.69	4.8%	0.64	3.1%	0.98
Deductions as % of Total Gross Patient Revenue										
Medicare	\$196,130,300	36.7%	35.0%	1.05	36.0%	1.02	36.7%	1.00	36.5%	1.00
Medical Assistance	\$49,483,399	9.3%	10.4%	0.89	9.0%	1.03	12.3%	0.75	9.1%	1.02
Commercial	\$92,390,822	17.3%	14.5%	1.19	15.2%	1.14	13.5%	1.28	17.4%	0.99
Charity Care	\$5,886,356	1.1%	1.0%	1.15	0.8%	1.45	1.1%	1.04	1.5%	0.72
Bad Debt	\$5,445,980	1.0%	1.2%	0.87	1.1%	0.93	1.4%	0.74	0.8%	1.20
All Other	\$7,782,499	1.5%	2.6%	0.57	2.7%	0.54	2.6%	0.57	1.1%	1.32
Total Deductions	\$357,119,354	66.8%	64.6%	1.03	64.6%	1.03	67.4%	0.99	66.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.4%	8.4%	0.64	6.6%	0.82	10.8%	0.50	2.3%	2.31
Net Gains/Losses as % of Net Income		0.3%	13.8%	0.02	12.8%	0.02	21.2%	0.01	0.1%	4.89
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$55,246,030	37.3%	43.5%	0.86	45.2%	0.82	45.0%	0.83	39.5%	0.94
Supplies & Services	\$83,843,259	56.6%	49.9%	1.13	47.8%	1.18	48.5%	1.17	52.8%	1.07
Capital Component	\$9,052,796	6.1%	6.6%	0.93	7.0%	0.88	6.6%	0.93	7.7%	0.79
Fiscal Statistics										
Operating Margin (%)		21.1%	7.5%	2.80	7.5%	2.83	6.5%	3.25	22.8%	0.93
Total Hospital Net Income (%)		21.1%	8.6%	2.45	8.5%	2.50	8.1%	2.61	22.8%	0.93
Return on Equity (%)		7.1%	4.1%	1.72	5.4%	1.31	2.9%	2.42	8.1%	0.88
Current Ratio		11.6	3.9	2.99	3.5	3.33	3.6	3.19	21.8	0.53
Days in Net Patient Accounts Receivable		51.8	71.5	0.72	54.3	0.95	95.9	0.54	50.5	1.03
Average Payment Period		77.5	90.1	0.86	79.8	0.97	121.9	0.64	52.4	1.48
Equity Financing (%)		91.7%	63.6%	1.44	71.2%	1.29	60.0%	1.53	94.5%	0.97
Long-Term Debt to Equity Ratio		0.0	0.3	0.06	0.2	0.11	0.4	0.05	0.0	0.94
Times Interest Earned		24.7	12.2	2.02	11.3	2.20	10.0	2.48	16.8	1.47
Total Asset Turnover		0.3	0.5	0.71	0.6	0.53	0.4	0.94	0.4	0.94
Average Age of Plant (Years)		9.5	14.1	0.67	10.9	0.87	17.7	0.54	7.7	1.24
Increase (Decrease) Total Net Patient Revenue		2.3%	-2.2%	N/A	-1.9%	N/A	-3.7%	N/A	4.6%	0.51
Outpatient Gross Revenue (% of Total GPR)		72.8%	63.0%	1.16	72.6%	1.00	69.7%	1.04	71.0%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,481	\$17,652	0.71	\$14,359	0.87	\$13,747	0.91	\$11,272	1.11	
Inpatient Net Revenue per Day	\$3,338	\$3,704	0.90	\$3,457	0.97	\$3,163	1.06	\$3,279	1.02	
Outpatient Net Revenue per Visit	\$1,413	\$780	1.81	\$649	2.18	\$688	2.05	\$1,164	1.21	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$534,795,078	Cash & Cash Equivalents	\$317,642,030	Current Liabilities	\$29,934,650
Less Deductions	\$357,119,354	Net Patient Receivables	\$25,152,827	Long-Term Debt	\$9,060,210
Net Patient Revenue	\$177,675,724	Other Receivables	\$132	Other Liabilities	\$7,791,777
Plus Other Revenue	\$10,098,171			Subtotal	\$46,786,637
Total Revenue	\$187,773,896	Land, Buildings & Equipment (Net)	\$203,371,247	Unrestricted Fund Balance	\$513,973,728
Less Expenses	\$148,142,085	Other Assets	\$14,594,128	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$103,620			Total Liabilities & Fund Balance	\$560,760,365
Net Income	\$39,735,431	Total Assets	\$560,760,364		

125 St Nicholas Hospital
 3100 Superior Avenue
 Sheboygan, WI 53081
 920-459-8300

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Sheboygan
 Analysis Area: Northeastern (4)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	36.9%	52.4%	0.71	50.1%	0.74	40.5%	0.91	39.5%	0.93
Obstetrics	18.1%	36.2%	0.50	30.3%	0.05	24.6%	0.74	17.6%	1.03
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	36.6%	53.9%	0.68	46.7%	0.78	42.0%	0.87	39.3%	0.93
Average Census (Patients)									
Adult Medical-Surgical	11.1	25.5	0.43	23.5	0.47	10.2	1.09	11.9	0.93
Obstetrics	1.6	4.7	0.35	3.8	0.43	1.7	0.95	1.6	1.03
Pediatrics	0.0	1.1	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	16.8	47.4	0.36	41.3	0.41	17.9	0.94	18.1	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.73	4.0	0.78	3.3	0.96	3.2	0.98
Obstetrics	2.1	2.4	0.87	2.2	0.93	2.2	0.96	2.2	0.94
Pediatrics	0.0	3.5	N/A	3.0	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.3	4.7	0.71	4.1	0.82	3.5	0.95	3.4	0.99
Surgical Operations									
Inpatient	578	1,280	0.45	912	0.63	482	1.20	610	0.95
Outpatient	3,832	4,115	0.93	4,561	0.84	1,905	2.01	4,454	0.86
Inpatient as % of All Surgeries	13.1%	23.7%	0.55	16.7%	0.79	20.2%	0.65	12.0%	1.09
Outpatient Visits									
Non-Emergency Visits	60,402	127,898	0.47	178,054	0.34	69,880	0.86	70,029	0.86
Emergency Visits	12,406	15,799	0.79	16,398	0.76	11,349	1.09	13,422	0.92
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	15.2	0.20	14.9	0.20	3.2	0.94
Nurses, Licensed	103.8	255.1	0.41	279.4	0.37	112.6	0.92	110.8	0.94
Ancillary Nursing Personnel	8.7	42.6	0.20	41.9	0.21	19.7	0.44	14.0	0.62
All Other Personnel	145.7	501.2	0.29	501.4	0.29	239.6	0.61	172.1	0.85
Total FTEs	261.2	819.2	0.32	837.9	0.31	386.8	0.68	300.1	0.87
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.0	15.7	0.26	9.9	0.41	21.9	0.18	4.1	0.99
Nurses, Licensed	139.8	197.1	0.71	181.6	0.77	165.1	0.85	142.0	0.98
Ancillary Nursing Personnel	11.7	33.0	0.36	27.2	0.43	28.9	0.41	18.0	0.65
All Other Personnel	196.2	387.2	0.51	325.9	0.60	351.3	0.56	220.5	0.89
Total FTEs	351.8	633.0	0.56	544.7	0.65	567.2	0.62	384.6	0.91

Total Hospital:
 Beds Set Up & Staffed 46
 Discharges 1,858
 Inpatient Days 6,161

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

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

Newborn Nursery:
 Bassinets 9
 Total Births 273
 Newborn Days 483

125 St Nicholas Hospital
Sheboygan, WI 53081

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	30	1,287	4,055	36.9%	11.1	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	9	285	595	18.1%	1.6	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	7	284	1,511	59.0%	4.1	5.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	4	7	9.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	4	28	22.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	4	5.6
Dental Hygienists	0	0	0.0	Occupational Therapists	3	5	5.5
Registered Nurses	54	75	102.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	18	6	21.6
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	1	2.0
Ancillary Nursing Personnel	5	7	8.7	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	1	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	3	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	16	15.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	21	25	35.8
Pharmacy Personnel	4	4	5.4				
Clinical Laboratory Personnel	11	8	14.9				
				Total	140	198	261.2

125 St Nicholas Hospital
Sheboygan, WI 53081

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$122,908,012	50.9%	46.6%	1.09	47.2%	1.08	49.5%	1.03	49.0%	1.04
Medical Assistance	\$23,480,002	9.7%	13.8%	0.71	11.7%	0.83	11.6%	0.84	9.2%	1.06
Commercial	\$88,593,982	36.7%	34.5%	1.06	36.7%	1.00	34.7%	1.06	39.5%	0.93
All Other	\$6,543,575	2.7%	5.1%	0.53	4.4%	0.61	4.2%	0.65	2.4%	1.15
Deductions as % of Total Gross Patient Revenue										
Medicare	\$94,922,247	39.3%	35.0%	1.12	36.0%	1.09	36.2%	1.08	37.7%	1.04
Medical Assistance	\$18,888,815	7.8%	10.4%	0.75	9.0%	0.87	8.8%	0.89	7.5%	1.05
Commercial	\$41,776,305	17.3%	14.5%	1.19	15.2%	1.14	13.9%	1.24	18.0%	0.96
Charity Care	\$1,181,633	0.5%	1.0%	0.51	0.8%	0.65	0.9%	0.56	0.8%	0.59
Bad Debt	\$2,552,762	1.1%	1.2%	0.90	1.1%	0.96	1.5%	0.72	0.8%	1.36
All Other	\$4,841,987	2.0%	2.6%	0.78	2.7%	0.75	2.2%	0.91	1.8%	1.14
Total Deductions	\$164,163,749	68.0%	64.6%	1.05	64.6%	1.05	63.5%	1.07	66.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.3%	8.4%	0.51	6.6%	0.65	7.3%	0.59	1.9%	2.31	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	12.8%	N/A	12.9%	N/A	23.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$31,667,907	36.9%	43.5%	0.85	45.2%	0.82	45.1%	0.82	39.2%	0.94
Supplies & Services	\$49,597,030	57.7%	49.9%	1.16	47.8%	1.21	46.8%	1.23	55.4%	1.04
Capital Component	\$4,622,529	5.4%	6.6%	0.82	7.0%	0.77	8.1%	0.66	5.4%	1.00
Fiscal Statistics										
Operating Margin (%)	-6.2%	7.5%	N/A	7.5%	N/A	3.1%	N/A	-1.6%	4.02	
Total Hospital Net Income (%)	-5.9%	8.6%	N/A	8.5%	N/A	3.5%	N/A	-2.0%	2.92	
Return on Equity (%)	-4.6%	4.1%	N/A	5.4%	N/A	2.0%	N/A	-1.7%	2.79	
Current Ratio	1.3	3.9	0.34	3.5	0.38	4.6	0.29	1.4	0.96	
Days in Net Patient Accounts Receivable	47.7	71.5	0.67	54.3	0.88	47.2	1.01	43.8	1.09	
Average Payment Period	85.9	90.1	0.95	79.8	1.08	73.5	1.17	67.1	1.28	
Equity Financing (%)	67.5%	63.6%	1.06	71.2%	0.95	66.1%	1.02	71.9%	0.94	
Long-Term Debt to Equity Ratio	0.1	0.3	0.25	0.2	0.46	0.2	0.37	0.1	0.93	
Times Interest Earned	-57.7	12.2	N/A	11.3	N/A	4.2	N/A	76.0	N/A	
Total Asset Turnover	0.8	0.5	1.66	0.6	1.24	0.6	1.40	0.8	0.95	
Average Age of Plant (Years)	18.7	14.1	1.33	10.9	1.72	10.5	1.78	17.9	1.05	
Increase (Decrease) Total Net Patient Revenue	-7.2%	-2.2%	3.24	-1.9%	3.83	-6.0%	1.19	5.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)	77.2%	63.0%	1.23	72.6%	1.06	72.9%	1.06	76.9%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,158	\$17,652	0.63	\$14,359	0.78	\$11,149	1.00	\$11,143	1.00	
Inpatient Net Revenue per Day	\$3,353	\$3,704	0.91	\$3,457	0.97	\$3,062	1.09	\$3,326	1.01	
Outpatient Net Revenue per Visit	\$813	\$780	1.04	\$649	1.25	\$705	1.15	\$760	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$241,525,571	Cash & Cash Equivalents	\$5,382,886	Current Liabilities	\$19,212,245
Less Deductions	\$164,163,749	Net Patient Receivables	\$10,085,256	Long-Term Debt	\$5,201,369
Net Patient Revenue	\$77,361,822	Other Receivables	\$1,002,155	Other Liabilities	\$9,132,133
Plus Other Revenue	\$3,483,589			Subtotal	\$33,545,747
Total Revenue	\$80,845,409	Land, Buildings & Equipment (Net)	\$46,220,482	Unrestricted Fund Balance	\$69,615,931
Less Expenses	\$85,887,466	Other Assets	\$40,470,898	Restricted Fund Balance	\$6,968,775
Non-Operating Gains/Losses	\$251,002			Total Liabilities & Fund Balance	\$103,161,677
Net Income	-\$4,791,055	Total Assets	\$103,161,677		

179 Indianhead Medical Center/Shell Lake
 113 Fourth Avenue, PO Box 300
 Shell Lake, WI 54871
 715-468-7833

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Corporation

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.3%	52.4%	0.62	22.5%	1.44	11.2%	2.88	21.3%	1.52
Obstetrics	0.0%	36.2%	N/A	24.8%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	20.2%	53.9%	0.38	25.0%	0.81	15.7%	1.29	13.4%	1.51
Average Census (Patients)									
Adult Medical-Surgical	3.2	25.5	0.13	4.2	0.77	1.7	1.85	2.1	1.52
Obstetrics	0.0	4.7	N/A	1.1	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	3.2	47.4	0.07	5.8	0.56	2.5	1.27	2.1	1.51
Average Length of Stay (Days)									
Adult Medical-Surgical	6.2	4.3	1.44	3.0	2.06	3.3	1.85	4.0	1.54
Obstetrics	0.0	2.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.7	N/A	0.0	N/A
Total Hospital	5.3	4.7	1.13	3.5	1.53	4.2	1.25	3.6	1.48
Surgical Operations									
Inpatient	2	1,280	0.00	122	0.02	75	0.03	5	0.40
Outpatient	150	4,115	0.04	777	0.19	1,365	0.11	140	1.07
Inpatient as % of All Surgeries	1.3%	23.7%	0.06	13.5%	0.10	5.2%	0.25	3.4%	0.38
Outpatient Visits									
Non-Emergency Visits	18,421	127,898	0.14	31,162	0.59	21,938	0.84	18,007	1.02
Emergency Visits	912	15,799	0.06	6,476	0.14	2,721	0.34	1,170	0.78
Full-Time Equivalents (FTEs)									
Administrators	1.0	20.3	0.05	2.4	0.41	2.2	0.46	1.0	1.00
Nurses, Licensed	27.8	255.1	0.11	68.9	0.40	40.9	0.68	27.9	1.00
Ancillary Nursing Personnel	4.5	42.6	0.11	8.9	0.51	7.0	0.65	3.7	1.21
All Other Personnel	48.6	501.2	0.10	169.3	0.29	77.4	0.63	50.3	0.97
Total FTEs	81.9	819.2	0.10	249.6	0.33	127.5	0.64	83.0	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.1	15.7	0.39	6.5	0.93	17.3	0.35	6.4	0.95
Nurses, Licensed	168.9	197.1	0.86	185.7	0.91	323.2	0.52	178.5	0.95
Ancillary Nursing Personnel	27.5	33.0	0.84	24.1	1.14	55.3	0.50	23.9	1.15
All Other Personnel	295.7	387.2	0.76	456.1	0.65	611.6	0.48	321.6	0.92
Total FTEs	498.2	633.0	0.79	672.4	0.74	1,007.4	0.49	530.4	0.94

Total Hospital:
 Beds Set Up & Staffed 16
 Discharges 225
 Inpatient Days 1,185

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

Medicare-certified Swing Beds:
 Average Beds Used 6
 Discharges 18
 Inpatient Days 364

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	10	191	1,182	32.3%	3.2	6.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	2	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	4	3	3	0.2%	0.0	1.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	0	3.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	19	2	19.3	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	7	1	7.6	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	4	1	4.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.8	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	22	6	25.4
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	6	1	6.5				
				Total	75	15	81.9

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$8,652,264	58.9%	46.6%	1.26	49.5%	1.19	46.3%	1.27	61.9%	0.95
Medical Assistance	\$1,994,570	13.6%	13.8%	0.99	17.2%	0.79	11.7%	1.16	14.3%	0.95
Commercial	\$3,808,217	25.9%	34.5%	0.75	27.4%	0.95	37.5%	0.69	22.1%	1.17
All Other	\$225,089	1.5%	5.1%	0.30	5.9%	0.26	4.5%	0.34	1.7%	0.89
Deductions as % of Total Gross Patient Revenue										
Medicare	\$2,695,379	18.4%	35.0%	0.52	26.0%	0.71	23.9%	0.77	18.2%	1.01
Medical Assistance	\$1,253,619	8.5%	10.4%	0.82	11.1%	0.77	7.7%	1.11	8.5%	1.01
Commercial	\$1,031,892	7.0%	14.5%	0.48	5.3%	1.33	10.2%	0.69	8.8%	0.80
Charity Care	\$94,687	0.6%	1.0%	0.67	1.2%	0.52	1.1%	0.61	0.6%	1.00
Bad Debt	\$259,414	1.8%	1.2%	1.50	1.8%	0.97	1.7%	1.07	0.7%	2.51
All Other	\$0	0.0%	2.6%	N/A	2.4%	N/A	2.2%	N/A	0.0%	N/A
Total Deductions	\$5,334,991	36.3%	64.6%	0.56	47.8%	0.76	46.7%	0.78	36.7%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		16.1%	8.4%	1.92	5.0%	3.23	7.5%	2.14	5.8%	2.77
Net Gains/Losses as % of Net Income		0.0%	13.8%	N/A	5.2%	N/A	10.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,008,113	49.3%	43.5%	1.13	52.9%	0.93	50.8%	0.97	51.8%	0.95
Supplies & Services	\$4,712,018	46.4%	49.9%	0.93	39.9%	1.16	42.0%	1.10	45.2%	1.03
Capital Component	\$439,755	4.3%	6.6%	0.66	7.2%	0.60	7.2%	0.60	3.0%	1.46
Fiscal Statistics										
Operating Margin (%)		8.8%	7.5%	1.17	9.6%	0.92	7.8%	1.13	-1.5%	N/A
Total Hospital Net Income (%)		8.8%	8.6%	1.02	10.1%	0.87	8.7%	1.02	-1.5%	N/A
Return on Equity (%)		9.5%	4.1%	2.31	6.2%	1.54	11.1%	0.86	-4.6%	N/A
Current Ratio		0.8	3.9	0.20	3.6	0.21	2.1	0.37	1.5	0.50
Days in Net Patient Accounts Receivable		52.7	71.5	0.74	47.2	1.12	58.4	0.90	52.6	1.00
Average Payment Period		331.8	90.1	3.68	92.6	3.58	80.3	4.13	63.3	5.24
Equity Financing (%)		10.0%	63.6%	0.16	72.6%	0.14	38.8%	0.26	24.1%	0.41
Long-Term Debt to Equity Ratio		0.3	0.3	1.05	0.1	2.18	0.3	0.92	1.0	0.31
Times Interest Earned		8.8	12.2	0.72	24.0	0.37	10.1	0.87	-2.1	N/A
Total Asset Turnover		1.1	0.5	2.29	0.6	1.77	1.3	0.85	3.0	0.36
Average Age of Plant (Years)		15.6	14.1	1.10	9.6	1.62	9.7	1.60	19.8	0.79
Increase (Decrease) Total Net Patient Revenue		10.8%	-2.2%	N/A	4.5%	2.42	-0.9%	N/A	-2.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		83.8%	63.0%	1.33	85.2%	0.98	80.0%	1.05	86.2%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$9,154	\$17,652	0.52	\$13,212	0.69	\$21,599	0.42	\$6,715	1.36
Inpatient Net Revenue per Day		\$1,628	\$3,704	0.44	\$3,475	0.47	\$2,988	0.54	\$1,388	1.17
Outpatient Net Revenue per Visit		\$380	\$780	0.49	\$981	0.39	\$759	0.50	\$358	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$14,680,140	Cash & Cash Equivalents	\$4,730,330	Current Liabilities	\$8,975,189
Less Deductions	\$5,334,991	Net Patient Receivables	\$1,346,611	Long-Term Debt	\$322,577
Net Patient Revenue	\$9,345,149	Other Receivables	\$304,003	Other Liabilities	\$0
Plus Other Revenue	\$1,797,385			Subtotal	\$9,297,766
Total Revenue	\$11,142,533	Land, Buildings & Equipment (Net)	\$3,322,430	Unrestricted Fund Balance	\$1,032,993
Less Expenses	\$10,159,886	Other Assets	\$627,385	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$10,330,759	Total Liabilities & Fund Balance	\$10,330,759
Net Income	\$982,647				

127 Mayo Clinic Health System - Sparta
 310 West Main Street
 Sparta, WI 54656
 608-269-2132

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Monroe
 Analysis Area: Southwestern (5B)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	5.5%	52.4%	0.11	37.7%	0.15	11.2%	0.49	12.8%	0.43
Obstetrics	0.0%	36.2%	N/A	46.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	29.6%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	5.5%	53.9%	0.10	42.5%	0.13	15.7%	0.35	12.8%	0.43
Average Census (Patients)									
Adult Medical-Surgical	0.8	25.5	0.03	16.4	0.05	1.7	0.47	1.9	0.43
Obstetrics	0.0	4.7	N/A	4.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.7	N/A	0.2	N/A	0.0	N/A
Total Hospital	0.8	47.4	0.02	27.5	0.03	2.5	0.33	1.9	0.43
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.3	0.84	4.0	0.90	3.3	1.08	4.5	0.80
Obstetrics	0.0	2.4	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	2.7	N/A	0.0	N/A
Total Hospital	3.6	4.7	0.78	4.9	0.73	4.2	0.86	4.5	0.80
Surgical Operations									
Inpatient	0	1,280	N/A	733	N/A	75	N/A	0	N/A
Outpatient	236	4,115	0.06	2,362	0.10	1,365	0.17	290	0.81
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	23.7%	N/A	5.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	46,086	127,898	0.36	116,152	0.40	21,938	2.10	40,915	1.13
Emergency Visits	6,560	15,799	0.42	11,771	0.56	2,721	2.41	7,814	0.84
Full-Time Equivalents (FTEs)									
Administrators	5.0	20.3	0.25	15.2	0.33	2.2	2.28	2.0	2.50
Nurses, Licensed	45.5	255.1	0.18	154.7	0.29	40.9	1.11	46.0	0.99
Ancillary Nursing Personnel	4.9	42.6	0.11	21.1	0.23	7.0	0.70	8.9	0.55
All Other Personnel	117.9	501.2	0.24	402.4	0.29	77.4	1.52	98.7	1.19
Total FTEs	173.3	819.2	0.21	593.5	0.29	127.5	1.36	155.6	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	75.9	15.7	4.84	13.5	5.60	17.3	4.39	13.8	5.50
Nurses, Licensed	689.6	197.1	3.50	138.1	4.99	323.2	2.13	316.9	2.18
Ancillary Nursing Personnel	74.3	33.0	2.26	18.9	3.94	55.3	1.35	61.4	1.21
All Other Personnel	1,788.8	387.2	4.62	359.4	4.98	611.6	2.92	680.6	2.63
Total FTEs	2,628.6	633.0	4.15	529.9	4.96	1,007.4	2.61	1,072.6	2.45

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	9	Bassinets	0
Discharges	84	Preferred Provider Organization (PPO)	Yes	Discharges	181	Total Births	0
Inpatient Days	303			Inpatient Days	2,613	Newborn Days	0

127 Mayo Clinic Health System - Sparta
Sparta, WI 54656

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	84	303	5.5%	0.8	3.6
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	12	5	15.8	Radiological Services Personnel	6	4	8.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	4	3.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	11	48	34.8	Occupational Therapy Assistants/Aides	0	1	0.0
Certified Nurse Midwives	1	0	1.0	Physical Therapists	3	3	5.1
Licensed Practical Nurses	2	8	6.9	Physical Therapy Assistants/Aides	4	0	4.0
Ancillary Nursing Personnel	2	12	4.9	Recreational Therapists	0	1	0.8
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	4	2.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	44	35	56.6
Pharmacy Personnel	1	1	1.5				
Clinical Laboratory Personnel	6	5	8.9				
				Total	106	139	173.3

127 Mayo Clinic Health System - Sparta

Sparta, WI 54656

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$30,760,878	45.3%	46.6%	0.97	46.1%	0.98	46.3%	0.98	44.3%	1.02
Medical Assistance	\$9,455,022	13.9%	13.8%	1.01	9.6%	1.45	11.7%	1.19	15.2%	0.92
Commercial	\$20,469,833	30.1%	34.5%	0.87	36.6%	0.82	37.5%	0.80	28.9%	1.04
All Other	\$7,255,520	10.7%	5.1%	2.08	7.7%	1.39	4.5%	2.39	11.6%	0.92
Deductions as % of Total Gross Patient Revenue										
Medicare	\$17,415,607	25.6%	35.0%	0.73	32.6%	0.79	23.9%	1.07	26.8%	0.96
Medical Assistance	\$5,560,398	8.2%	10.4%	0.79	7.4%	1.10	7.7%	1.06	8.6%	0.95
Commercial	\$4,248,344	6.3%	14.5%	0.43	16.1%	0.39	10.2%	0.61	5.7%	1.10
Charity Care	\$1,738,002	2.6%	1.0%	2.66	0.8%	3.38	1.1%	2.41	1.6%	1.61
Bad Debt	\$1,714,112	2.5%	1.2%	2.15	1.5%	1.67	1.7%	1.52	2.3%	1.08
All Other	\$4,125,750	6.1%	2.6%	2.38	5.2%	1.17	2.2%	2.74	6.5%	0.94
Total Deductions	\$34,802,213	51.2%	64.6%	0.79	63.7%	0.80	46.7%	1.10	51.5%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		13.3%	8.4%	1.59	23.6%	0.56	7.5%	1.77	1.2%	11.02
Net Gains/Losses as % of Net Income		0.0%	13.8%	N/A	79.9%	N/A	10.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,346,975	56.9%	43.5%	1.31	55.4%	1.03	50.8%	1.12	57.5%	0.99
Supplies & Services	\$14,066,865	37.5%	49.9%	0.75	39.7%	0.94	42.0%	0.89	38.6%	0.97
Capital Component	\$2,102,823	5.6%	6.6%	0.85	4.9%	1.15	7.2%	0.78	3.9%	1.44
Fiscal Statistics										
Operating Margin (%)		1.9%	7.5%	0.25	1.2%	1.57	7.8%	0.24	-11.7%	N/A
Total Hospital Net Income (%)		1.9%	8.6%	0.22	5.7%	0.33	8.7%	0.22	-11.7%	N/A
Return on Equity (%)		3.7%	4.1%	0.91	4.1%	0.92	11.1%	0.34	-22.2%	N/A
Current Ratio		6.7	3.9	1.73	18.3	0.37	2.1	3.21	33.2	0.20
Days in Net Patient Accounts Receivable		62.5	71.5	0.87	57.6	1.09	58.4	1.07	36.1	1.73
Average Payment Period		8.6	90.1	0.10	22.0	0.39	80.3	0.11	1.0	8.44
Equity Financing (%)		51.3%	63.6%	0.81	85.1%	0.60	38.8%	1.32	88.0%	0.58
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		2.1	12.2	0.17	14.9	0.14	10.1	0.20	-4,546.6	N/A
Total Asset Turnover		2.0	0.5	4.22	0.7	2.92	1.3	1.57	1.9	1.05
Average Age of Plant (Years)		11.5	14.1	0.81	9.0	1.28	9.7	1.19	10.1	1.14
Increase (Decrease) Total Net Patient Revenue		7.9%	-2.2%	N/A	-4.8%	N/A	-0.9%	N/A	13.4%	0.59
Outpatient Gross Revenue (% of Total GPR)		87.8%	63.0%	1.39	78.6%	1.12	80.0%	1.10	87.0%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$22,418		\$17,652	1.27	\$17,756	1.26	\$21,599	1.04	\$7,588	2.95
Inpatient Net Revenue per Day	\$1,931		\$3,704	0.52	\$3,811	0.51	\$2,988	0.65	\$778	2.48
Outpatient Net Revenue per Visit	\$534		\$780	0.68	\$835	0.64	\$759	0.70	\$609	0.88

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$67,941,252	Cash & Cash Equivalents	\$910	Current Liabilities	\$850,169
Less Deductions	\$34,802,213	Net Patient Receivables	\$5,661,081	Long-Term Debt	\$0
Net Patient Revenue	\$33,139,039	Other Receivables	\$4,413	Other Liabilities	\$8,507,685
Plus Other Revenue	\$5,095,902			Subtotal	\$9,357,854
Total Revenue	\$38,234,940	Land, Buildings & Equipment (Net)	\$13,445,807		
Less Expenses	\$37,516,663	Other Assets	\$93,338	Unrestricted Fund Balance	\$9,847,698
Non-Operating Gains/Losses	\$0			Restricted Fund Balance	\$37,157
Net Income	\$718,277	Total Assets	\$19,205,549	Total Liabilities & Fund Balance	\$19,205,552

128 Spooner Health
 1280 Chandler Drive
 Spooner, WI 54801
 715-635-2111

Fiscal Year: 04/01 to 03/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	13.6%	52.4%	0.26	22.5%	0.61	17.7%	0.77	16.6%	0.82
Obstetrics	0.0%	36.2%	N/A	24.8%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	13.7%	53.9%	0.25	25.0%	0.55	19.6%	0.70	14.2%	0.96
Average Census (Patients)									
Adult Medical-Surgical	2.2	25.5	0.09	4.2	0.52	2.7	0.81	2.6	0.82
Obstetrics	0.0	4.7	N/A	1.1	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	47.4	0.06	5.8	0.47	3.6	0.77	2.8	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.76	3.0	1.09	3.3	0.99	3.3	0.98
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.4	4.7	0.73	3.5	0.98	3.0	1.14	3.3	1.02
Surgical Operations									
Inpatient	0	1,280	N/A	122	N/A	228	N/A	0	N/A
Outpatient	338	4,115	0.08	777	0.44	1,022	0.33	290	1.17
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	13.5%	N/A	18.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	21,515	127,898	0.17	31,162	0.69	29,970	0.72	21,878	0.98
Emergency Visits	7,154	15,799	0.45	6,476	1.10	3,972	1.80	7,004	1.02
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	2.4	1.24	5.2	0.58	3.0	1.00
Nurses, Licensed	32.1	255.1	0.13	68.9	0.47	42.2	0.76	33.5	0.96
Ancillary Nursing Personnel	2.6	42.6	0.06	8.9	0.29	6.8	0.38	3.3	0.78
All Other Personnel	78.8	501.2	0.16	169.3	0.47	106.2	0.74	73.8	1.07
Total FTEs	116.6	819.2	0.14	249.6	0.47	160.3	0.73	113.6	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	13.5	15.7	0.86	6.5	2.06	30.2	0.45	13.9	0.97
Nurses, Licensed	144.3	197.1	0.73	185.7	0.78	246.1	0.59	154.6	0.93
Ancillary Nursing Personnel	11.7	33.0	0.35	24.1	0.49	39.6	0.30	15.4	0.76
All Other Personnel	354.1	387.2	0.91	456.1	0.78	618.8	0.57	340.9	1.04
Total FTEs	523.6	633.0	0.83	672.4	0.78	934.7	0.56	524.7	1.00

Total Hospital:
 Beds Set Up & Staffed 20
 Discharges 296
 Inpatient Days 1,003

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

Medicare-certified Swing Beds:
 Average Beds Used 3
 Discharges 67
 Inpatient Days 795

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

128 Spooner Health
Spooner, WI 54801

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	244	797	13.6%	2.2	3.3
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	10	41	0.0%	0.1	4.1
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	1	4	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	27	118	0.0%	0.3	4.4
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	15	47	0.0%	0.1	3.1

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	3	3	3.0	Radiological Services Personnel	7	2	8.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.8
Dental Hygienists	0	0	0.0	Occupational Therapists	2	0	2.0
Registered Nurses	22	15	31.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	0	5.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	3	1	3.0
Ancillary Nursing Personnel	0	6	2.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	8	6.4
Health Info Mgmt-Administrators/Technicians	3	1	3.8	All Other Personnel	29	10	32.5
Pharmacy Personnel	5	1	5.0				
Clinical Laboratory Personnel	7	1	7.0				
				Total	95	51	116.6

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Spooner, WI 54801

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$30,369,213	56.3%	46.6%	1.21	49.5%	1.14	47.7%	1.18	55.7%	1.01
Medical Assistance	\$7,757,878	14.4%	13.8%	1.05	17.2%	0.84	11.0%	1.31	14.6%	0.98
Commercial	\$13,389,263	24.8%	34.5%	0.72	27.4%	0.91	37.9%	0.66	26.6%	0.93
All Other	\$2,410,818	4.5%	5.1%	0.87	5.9%	0.76	3.4%	1.31	3.1%	1.43
Deductions as % of Total Gross Patient Revenue										
Medicare	\$15,715,985	29.1%	35.0%	0.83	26.0%	1.12	26.3%	1.11	26.8%	1.09
Medical Assistance	\$5,763,009	10.7%	10.4%	1.03	11.1%	0.96	7.6%	1.40	11.4%	0.94
Commercial	\$2,921,231	5.4%	14.5%	0.37	5.3%	1.03	13.5%	0.40	5.2%	1.05
Charity Care	\$426,963	0.8%	1.0%	0.82	1.2%	0.64	0.7%	1.20	0.7%	1.08
Bad Debt	\$1,092,839	2.0%	1.2%	1.73	1.8%	1.11	1.3%	1.60	2.0%	1.02
All Other	\$942,734	1.7%	2.6%	0.68	2.4%	0.74	2.2%	0.79	1.4%	1.21
Total Deductions	\$26,862,761	49.8%	64.6%	0.77	47.8%	1.04	51.6%	0.97	47.5%	1.05
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.3%		8.4%	0.04	5.0%	0.06	8.0%	0.04	0.3%	0.97
Net Gains/Losses as % of Net Income	74.0%		13.8%	5.35	5.2%	14.18	14.0%	5.27	46.2%	1.60
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$10,292,301	38.8%	43.5%	0.89	52.9%	0.73	45.5%	0.85	38.4%	1.01
Supplies & Services	\$12,578,556	47.4%	49.9%	0.95	39.9%	1.19	47.2%	1.00	47.9%	0.99
Capital Component	\$3,663,436	13.8%	6.6%	2.10	7.2%	1.91	7.3%	1.90	13.7%	1.01
Fiscal Statistics										
Operating Margin (%)		2.3%	7.5%	0.30	9.6%	0.24	10.9%	0.21	4.8%	0.47
Total Hospital Net Income (%)		8.2%	8.6%	0.95	10.1%	0.81	12.4%	0.66	8.6%	0.96
Return on Equity (%)		4.4%	4.1%	1.06	6.2%	0.71	1.2%	3.65	4.8%	0.91
Current Ratio		2.0	3.9	0.51	3.6	0.55	2.4	0.82	2.3	0.84
Days in Net Patient Accounts Receivable		45.0	71.5	0.63	47.2	0.95	397.6	0.11	44.6	1.01
Average Payment Period		69.1	90.1	0.77	92.6	0.75	577.7	0.12	54.5	1.27
Equity Financing (%)		59.2%	63.6%	0.93	72.6%	0.82	46.0%	1.29	58.2%	1.02
Long-Term Debt to Equity Ratio		0.5	0.3	1.84	0.1	3.83	0.8	0.68	0.6	0.92
Times Interest Earned		4.3	12.2	0.35	24.0	0.18	17.3	0.25	4.5	0.97
Total Asset Turnover		0.5	0.5	1.06	0.6	0.82	0.1	5.29	0.5	0.93
Average Age of Plant (Years)		3.9	14.1	0.27	9.6	0.41	60.0	0.06	3.4	1.13
Increase (Decrease) Total Net Patient Revenue		-3.6%	-2.2%	1.62	4.5%	N/A	-3.0%	1.19	15.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		87.5%	63.0%	1.39	85.2%	1.03	79.2%	1.10	86.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,518		\$17,652	0.77	\$13,212	1.02	\$16,342	0.83	\$13,507	1.00
Inpatient Net Revenue per Day	\$2,470		\$3,704	0.67	\$3,475	0.71	\$4,448	0.56	\$2,510	0.98
Outpatient Net Revenue per Visit	\$807		\$780	1.03	\$981	0.82	\$767	1.05	\$821	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$53,927,172	Cash & Cash Equivalents	\$4,765,494	Current Liabilities	\$4,522,707
Less Deductions	\$26,862,761	Net Patient Receivables	\$3,327,434	Long-Term Debt	\$17,674,201
Net Patient Revenue	\$27,064,411	Other Receivables	\$44,982	Other Liabilities	\$0
Plus Other Revenue	\$87,059			Subtotal	\$22,196,908
Total Revenue	\$27,151,468	Land, Buildings & Equipment (Net)	\$25,012,626	Unrestricted Fund Balance	\$32,240,952
Less Expenses	\$26,534,293	Other Assets	\$21,287,324	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,759,548			Total Liabilities & Fund Balance	\$54,437,860
Net Income	\$2,376,723	Total Assets	\$54,437,860		

129 St Croix Regional Medical Center
 235 State Street
 St Croix Falls, WI 54024
 715-483-3261

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Polk
 Analysis Area: West Central (5A)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	45.9%	52.4%	0.88	40.8%	1.13	44.9%	1.02	53.8%	0.85
Obstetrics	37.8%	36.2%	1.04	24.1%	0.06	25.5%	1.48	39.5%	0.96
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	42.5%	53.9%	0.79	42.0%	1.01	52.8%	0.80	48.9%	0.87
Average Census (Patients)									
Adult Medical-Surgical	8.7	25.5	0.34	10.7	0.81	15.7	0.56	10.2	0.85
Obstetrics	1.5	4.7	0.32	2.0	0.77	2.3	0.66	1.6	0.96
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	10.6	47.4	0.22	17.5	0.61	36.1	0.29	12.2	0.87
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.75	3.9	0.83	3.7	0.88	2.9	1.12
Obstetrics	3.2	2.4	1.35	2.2	1.47	2.2	1.47	3.0	1.08
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.2	4.7	0.70	4.1	0.79	4.4	0.74	2.9	1.11
Surgical Operations									
Inpatient	373	1,280	0.29	403	0.92	711	0.52	532	0.70
Outpatient	1,103	4,115	0.27	2,235	0.49	2,960	0.37	1,976	0.56
Inpatient as % of All Surgeries	25.3%	23.7%	1.07	15.3%	1.65	19.4%	1.30	21.2%	1.19
Outpatient Visits									
Non-Emergency Visits	149,279	127,898	1.17	76,192	1.96	117,985	1.27	188,380	0.79
Emergency Visits	9,496	15,799	0.60	7,621	1.25	14,651	0.65	10,087	0.94
Full-Time Equivalents (FTEs)									
Administrators	29.0	20.3	1.43	12.1	2.39	17.3	1.68	21.7	1.34
Nurses, Licensed	97.8	255.1	0.38	128.5	0.76	217.2	0.45	92.2	1.06
Ancillary Nursing Personnel	11.5	42.6	0.27	19.1	0.60	30.0	0.38	14.0	0.82
All Other Personnel	338.1	501.2	0.67	251.7	1.34	363.9	0.93	371.3	0.91
Total FTEs	476.4	819.2	0.58	411.5	1.16	628.4	0.76	499.2	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	34.6	15.7	2.21	18.7	1.85	16.4	2.11	26.3	1.31
Nurses, Licensed	116.7	197.1	0.59	197.9	0.59	206.1	0.57	111.8	1.04
Ancillary Nursing Personnel	13.8	33.0	0.42	29.5	0.47	28.5	0.48	17.0	0.81
All Other Personnel	403.2	387.2	1.04	387.8	1.04	345.3	1.17	450.5	0.90
Total FTEs	568.3	633.0	0.90	634.0	0.90	596.3	0.95	605.7	0.94

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,199
 Inpatient Days 3,885

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 10
 Inpatient Days 70

Newborn Nursery:
 Bassinets 6
 Total Births 240
 Newborn Days 410

129 St Croix Regional Medical Center
St Croix Falls, WI 54024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	986	3,195	45.9%	8.7	3.2
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	171	553	37.8%	1.5	3.2
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	2	42	137	18.7%	0.4	3.3
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	29	0	29.0	Surgical Personnel	7	0	7.0
Physicians & Dentists	38	0	38.0	Radiological Services Personnel	20	4	24.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	0	2.0
Dental Hygienists	1	0	1.0	Occupational Therapists	2	1	2.7
Registered Nurses	65	10	75.2	Occupational Therapy Assistants/Aides	0	1	0.6
Certified Nurse Midwives	1	0	1.0	Physical Therapists	10	1	10.6
Licensed Practical Nurses	13	2	14.3	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	7	5	11.5	Recreational Therapists	0	1	0.3
Physician Assistants	3	2	5.2	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	7	1	7.4	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	38	3	41.0
Health Info Mgmt-Administrators/Technicians	12	3	14.8	All Other Personnel	100	13	113.3
Pharmacy Personnel	16	5	19.8				
Clinical Laboratory Personnel	21	8	28.6				
				Total	419	62	476.4

129 St Croix Regional Medical Center

St Croix Falls, WI 54024

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$90,755,520	50.5%	46.6%	1.08	50.9%	0.99	41.7%	1.21	50.2%	1.01
Medical Assistance	\$22,754,018	12.6%	13.8%	0.92	11.8%	1.07	18.4%	0.69	12.6%	1.00
Commercial	\$58,699,491	32.6%	34.5%	0.95	33.0%	0.99	36.0%	0.91	33.9%	0.96
All Other	\$7,674,141	4.3%	5.1%	0.83	4.3%	0.99	4.0%	1.06	3.3%	1.30
Deductions as % of Total Gross Patient Revenue										
Medicare	\$49,387,644	27.5%	35.0%	0.78	34.0%	0.81	30.1%	0.91	27.4%	1.00
Medical Assistance	\$12,102,599	6.7%	10.4%	0.65	8.2%	0.82	12.3%	0.55	8.1%	0.83
Commercial	\$16,145,556	9.0%	14.5%	0.62	9.2%	0.98	12.1%	0.74	9.8%	0.92
Charity Care	\$696,926	0.4%	1.0%	0.40	0.9%	0.46	0.8%	0.47	0.5%	0.81
Bad Debt	\$2,092,422	1.2%	1.2%	0.99	1.5%	0.79	1.1%	1.05	1.9%	0.62
All Other	\$3,009,316	1.7%	2.6%	0.65	2.1%	0.80	2.3%	0.71	1.1%	1.58
Total Deductions	\$83,434,463	46.4%	64.6%	0.72	55.8%	0.83	58.8%	0.79	48.7%	0.95
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.0%	8.4%	0.59	5.2%	0.95	6.4%	0.78	1.6%	3.18	
Net Gains/Losses as % of Net Income	71.4%	13.8%	5.16	29.1%	2.45	N/A	N/A	68.9%	1.04	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$54,742,845	54.9%	43.5%	1.26	52.0%	1.06	41.7%	1.32	52.5%	1.05
Supplies & Services	\$40,473,347	40.6%	49.9%	0.81	42.8%	0.95	50.0%	0.81	42.9%	0.95
Capital Component	\$4,512,682	4.5%	6.6%	0.69	5.2%	0.87	8.3%	0.54	4.6%	0.99
Fiscal Statistics										
Operating Margin (%)	1.8%	7.5%	0.23	1.9%	0.91	6.6%	0.27	1.5%	1.16	
Total Hospital Net Income (%)	5.9%	8.6%	0.68	2.7%	2.17	6.2%	0.95	4.7%	1.25	
Return on Equity (%)	5.8%	4.1%	1.41	0.4%	15.34	3.0%	1.93	5.8%	1.00	
Current Ratio	2.7	3.9	0.70	2.4	1.16	3.4	0.81	3.6	0.75	
Days in Net Patient Accounts Receivable	44.2	71.5	0.62	254.1	0.17	48.8	0.91	45.8	0.96	
Average Payment Period	97.2	90.1	1.08	354.1	0.27	63.5	1.53	49.4	1.97	
Equity Financing (%)	72.5%	63.6%	1.14	48.0%	1.51	75.1%	0.97	80.7%	0.90	
Long-Term Debt to Equity Ratio	0.0	0.3	0.00	0.7	0.00	0.2	0.00	0.0	0.39	
Times Interest Earned	1,174.5	12.2	95.90	10.3	113.81	7.4	159.50	265.0	4.43	
Total Asset Turnover	0.9	0.5	1.99	0.1	6.81	0.5	1.94	1.2	0.79	
Average Age of Plant (Years)	10.7	14.1	0.76	51.2	0.21	9.8	1.09	9.0	1.20	
Increase (Decrease) Total Net Patient Revenue	-7.5%	-2.2%	3.35	-1.1%	7.06	-5.0%	1.50	9.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)	87.3%	63.0%	1.39	73.1%	1.19	64.9%	1.35	85.2%	1.03	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,416	\$17,652	0.65	\$15,718	0.73	\$18,057	0.63	\$11,930	0.96	
Inpatient Net Revenue per Day	\$3,473	\$3,704	0.94	\$3,586	0.97	\$3,961	0.88	\$4,058	0.86	
Outpatient Net Revenue per Visit	\$533	\$780	0.68	\$840	0.63	\$669	0.80	\$451	1.18	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$179,883,170	Cash & Cash Equivalents	\$37,237,467	Current Liabilities	\$25,439,997
Less Deductions	\$83,434,463	Net Patient Receivables	\$11,642,122	Long-Term Debt	\$57,000
Net Patient Revenue	\$96,448,707	Other Receivables	\$8,356,533	Other Liabilities	\$4,199,027
Plus Other Revenue	\$5,066,902			Subtotal	\$29,696,024
Total Revenue	\$101,515,609	Land, Buildings & Equipment (Net)	\$30,026,575	Unrestricted Fund Balance	\$78,131,981
Less Expenses	\$99,728,874	Other Assets	\$20,565,308	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$4,465,616			Total Liabilities & Fund Balance	\$107,828,005
Net Income	\$6,252,351	Total Assets	\$107,828,005		

130 Ascension Our Lady of Victory Hospital
 1120 Pine Street
 Stanley, WI 54768
 715-644-5571

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Clark
 Analysis Area: West Central (5A)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	108.5%	52.4%	2.07	40.8%	2.66	11.2%	9.68	58.2%	1.86
Obstetrics	0.0%	36.2%	N/A	24.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	108.5%	53.9%	2.01	42.0%	2.58	15.7%	6.89	58.2%	1.86
Average Census (Patients)									
Adult Medical-Surgical	1.1	25.5	0.04	10.7	0.10	1.7	0.62	1.2	0.93
Obstetrics	0.0	4.7	N/A	2.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.1	47.4	0.02	17.5	0.06	2.5	0.43	1.2	0.93
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.3	0.62	3.9	0.69	3.3	0.80	2.5	1.05
Obstetrics	0.0	2.4	N/A	2.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.7	N/A	0.0	N/A
Total Hospital	2.2	4.7	0.48	4.1	0.55	4.2	0.53	2.5	0.88
Surgical Operations									
Inpatient	1	1,280	0.00	403	0.00	75	0.01	0	N/A
Outpatient	296	4,115	0.07	2,235	0.13	1,365	0.22	244	1.21
Inpatient as % of All Surgeries	0.3%	23.7%	0.01	15.3%	0.02	5.2%	0.06	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	33,750	127,898	0.26	76,192	0.44	21,938	1.54	37,982	0.89
Emergency Visits	2,192	15,799	0.14	7,621	0.29	2,721	0.81	2,103	1.04
Full-Time Equivalents (FTEs)									
Administrators	2.0	20.3	0.10	12.1	0.16	2.2	0.91	2.0	1.00
Nurses, Licensed	27.4	255.1	0.11	128.5	0.21	40.9	0.67	23.0	1.19
Ancillary Nursing Personnel	0.0	42.6	N/A	19.1	N/A	7.0	N/A	0.0	N/A
All Other Personnel	26.1	501.2	0.05	251.7	0.10	77.4	0.34	25.8	1.01
Total FTEs	55.5	819.2	0.07	411.5	0.13	127.5	0.44	50.8	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.1	15.7	1.41	18.7	1.18	17.3	1.28	23.8	0.93
Nurses, Licensed	303.0	197.1	1.54	197.9	1.53	323.2	0.94	274.0	1.11
Ancillary Nursing Personnel	0.0	33.0	N/A	29.5	N/A	55.3	N/A	0.0	N/A
All Other Personnel	288.1	387.2	0.74	387.8	0.74	611.6	0.47	307.3	0.94
Total FTEs	613.2	633.0	0.97	634.0	0.97	1,007.4	0.61	605.2	1.01

Total Hospital:

Beds Set Up & Staffed 1
 Discharges 178
 Inpatient Days 397

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 27
 Inpatient Days 441

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

130 Ascension Our Lady of Victory Hospital
Stanley, WI 54768

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	1	149	397	108.5%	1.1	2.7
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	2	1	2.0	Surgical Personnel	0	2	1.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	2	2.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	0.9
Registered Nurses	22	6	25.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	0	2.0
Licensed Practical Nurses	0	2	0.9	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	5	7	6.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	1	0.1
Pharmacy Personnel	2	2	2.5				
Clinical Laboratory Personnel	7	1	7.0				
				Total	46	27	55.5

130 Ascension Our Lady of Victory Hospital

Stanley, WI 54768

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$14,571,817	50.9%	46.6%	1.09	50.9%	1.00	46.3%	1.10	53.1%	0.96
Medical Assistance	\$5,308,485	18.6%	13.8%	1.35	11.8%	1.57	11.7%	1.58	17.4%	1.07
Commercial	\$6,720,466	23.5%	34.5%	0.68	33.0%	0.71	37.5%	0.63	23.2%	1.01
All Other	\$2,016,011	7.0%	5.1%	1.37	4.3%	1.63	4.5%	1.57	6.4%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,808,244	27.3%	35.0%	0.78	34.0%	0.80	23.9%	1.14	26.1%	1.05
Medical Assistance	\$3,457,552	12.1%	10.4%	1.16	8.2%	1.48	7.7%	1.57	12.3%	0.98
Commercial	\$1,063,295	3.7%	14.5%	0.26	9.2%	0.41	10.2%	0.36	1.8%	2.06
Charity Care	\$506,017	1.8%	1.0%	1.84	0.9%	2.08	1.1%	1.67	0.6%	3.17
Bad Debt	\$674,985	2.4%	1.2%	2.01	1.5%	1.60	1.7%	1.42	4.0%	0.59
All Other	\$1,605,248	5.6%	2.6%	2.19	2.1%	2.67	2.2%	2.53	4.2%	1.33
Total Deductions	\$15,115,341	52.8%	64.6%	0.82	55.8%	0.95	46.7%	1.13	49.0%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		9.4%	8.4%	1.12	5.2%	1.80	7.5%	1.25	1.8%	5.19
Net Gains/Losses as % of Net Income		0.0%	13.8%	N/A	29.1%	N/A	10.6%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$5,074,353	34.8%	43.5%	0.80	52.0%	0.67	50.8%	0.68	37.1%	0.94
Supplies & Services	\$8,500,377	58.3%	49.9%	1.17	42.8%	1.36	42.0%	1.39	56.5%	1.03
Capital Component	\$1,001,648	6.9%	6.6%	1.05	5.2%	1.32	7.2%	0.96	6.3%	1.09
Fiscal Statistics										
Operating Margin (%)		2.2%	7.5%	0.29	1.9%	1.14	7.8%	0.28	3.3%	0.67
Total Hospital Net Income (%)		2.2%	8.6%	0.25	2.7%	0.81	8.7%	0.25	3.3%	0.67
Return on Equity (%)		3.5%	4.1%	0.85	0.4%	9.30	11.1%	0.32	4.9%	0.72
Current Ratio		0.6	3.9	0.16	2.4	0.26	2.1	0.29	2.9	0.21
Days in Net Patient Accounts Receivable		46.1	71.5	0.64	254.1	0.18	58.4	0.79	53.5	0.86
Average Payment Period		110.8	90.1	1.23	354.1	0.31	80.3	1.38	26.8	4.13
Equity Financing (%)		41.0%	63.6%	0.64	48.0%	0.85	38.8%	1.06	74.8%	0.55
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.7	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	10.3	N/A	10.1	N/A	0.0	N/A
Total Asset Turnover		1.6	0.5	3.39	0.1	11.56	1.3	1.26	1.5	1.08
Average Age of Plant (Years)		5.9	14.1	0.42	51.2	0.12	9.7	0.61	5.1	1.16
Increase (Decrease) Total Net Patient Revenue		-5.8%	-2.2%	2.59	-1.1%	5.46	-0.9%	6.21	-0.5%	10.95
Outpatient Gross Revenue (% of Total GPR)		88.0%	63.0%	1.40	73.1%	1.20	80.0%	1.10	86.3%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,768	\$17,652	0.67	\$15,718	0.75	\$21,599	0.54	\$13,176	0.89
Inpatient Net Revenue per Day		\$2,846	\$3,704	0.77	\$3,586	0.79	\$2,988	0.95	\$2,566	1.11
Outpatient Net Revenue per Visit		\$327	\$780	0.42	\$840	0.39	\$759	0.43	\$317	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$28,616,780	Cash & Cash Equivalents	\$1,229	Current Liabilities	\$4,188,864
Less Deductions	\$15,115,341	Net Patient Receivables	\$1,698,830	Long-Term Debt	\$0
Net Patient Revenue	\$13,501,439	Other Receivables	\$6,469	Other Liabilities	\$1,314,652
Plus Other Revenue	\$1,402,804			Subtotal	\$5,503,516
Total Revenue	\$14,904,242	Land, Buildings & Equipment (Net)	\$6,730,692	Unrestricted Fund Balance	\$3,821,500
Less Expenses	\$14,576,379	Other Assets	\$887,796	Restricted Fund Balance	\$2,000
Non-Operating Gains/Losses	\$0	Total Assets	\$9,325,016	Total Liabilities & Fund Balance	\$9,325,016
Net Income	\$327,863				

131 Ascension St. Michael's Hospital
 900 Illinois Avenue
 Stevens Point, WI 54481
 715-346-5000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Portage
 Analysis Area: North Central (6)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	75.7%	52.4%	1.45	47.5%	1.59	44.9%	1.69	133.4%	0.57
Obstetrics	50.7%	36.2%	1.40	52.9%	0.05	25.5%	1.99	57.1%	0.89
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	71.0%	53.9%	1.32	55.7%	1.27	52.8%	1.34	113.4%	0.63
Average Census (Patients)									
Adult Medical-Surgical	10.6	25.5	0.41	18.9	0.56	15.7	0.68	12.0	0.88
Obstetrics	2.5	4.7	0.54	3.6	0.71	2.3	1.11	2.9	0.89
Pediatrics	0.0	1.1	N/A	0.6	N/A	4.7	N/A	0.0	N/A
Total Hospital	26.3	47.4	0.55	36.1	0.73	36.1	0.73	30.6	0.86
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	4.3	0.75	3.9	0.83	3.7	0.87	2.8	1.13
Obstetrics	2.1	2.4	0.87	2.6	0.81	2.2	0.94	2.2	0.96
Pediatrics	0.0	3.5	N/A	2.5	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.1	4.7	0.67	4.2	0.74	4.4	0.71	3.1	1.01
Surgical Operations									
Inpatient	568	1,280	0.44	1,491	0.38	711	0.80	730	0.78
Outpatient	2,699	4,115	0.66	3,438	0.79	2,960	0.91	2,780	0.97
Inpatient as % of All Surgeries	17.4%	23.7%	0.73	30.3%	0.57	19.4%	0.90	20.8%	0.84
Outpatient Visits									
Non-Emergency Visits	370,190	127,898	2.89	103,283	3.58	117,985	3.14	414,475	0.89
Emergency Visits	14,484	15,799	0.92	11,943	1.21	14,651	0.99	16,462	0.88
Full-Time Equivalents (FTEs)									
Administrators	20.3	20.3	1.00	22.1	0.92	17.3	1.17	21.4	0.95
Nurses, Licensed	126.3	255.1	0.50	178.4	0.71	217.2	0.58	126.2	1.00
Ancillary Nursing Personnel	15.1	42.6	0.35	23.0	0.66	30.0	0.50	16.7	0.90
All Other Personnel	208.1	501.2	0.42	456.9	0.46	363.9	0.57	215.1	0.97
Total FTEs	369.8	819.2	0.45	680.4	0.54	628.4	0.59	379.4	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	19.2	15.7	1.22	20.6	0.93	16.4	1.17	18.3	1.05
Nurses, Licensed	119.6	197.1	0.61	166.5	0.72	206.1	0.58	108.0	1.11
Ancillary Nursing Personnel	14.3	33.0	0.43	21.4	0.66	28.5	0.50	14.3	1.00
All Other Personnel	197.0	387.2	0.51	426.5	0.46	345.3	0.57	184.1	1.07
Total FTEs	350.1	633.0	0.55	635.1	0.55	596.3	0.59	324.6	1.08

Total Hospital:
 Beds Set Up & Staffed 37
 Discharges 3,091
 Inpatient Days 9,613

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

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

Newborn Nursery:
 Bassinets 2
 Total Births 404
 Newborn Days 758

131 Ascension St. Michael's Hospital
Stevens Point, WI 54481

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	14	1,209	3,879	75.7%	10.6	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	447	928	50.7%	2.5	2.1
Psychiatric	1	4	524	1,178	80.5%	3.2	2.2
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	2	53	212	29.0%	0.6	4.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	12	858	3,416	77.8%	9.3	4.0
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	17	6	20.3	Surgical Personnel	15	11	16.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	21	11	28.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	13	9.9
Dental Hygienists	0	0	0.0	Occupational Therapists	3	1	3.0
Registered Nurses	103	65	124.8	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	10	8	12.0
Licensed Practical Nurses	1	1	1.5	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	11	11	15.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	43	40	54.9
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	17	6	19.6
Pharmacy Personnel	10	5	11.4				
Clinical Laboratory Personnel	36	18	44.0				
				Total	297	204	369.8

131 Ascension St. Michael's Hospital
Stevens Point, WI 54481

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$125,107,878	47.0%	46.6%	1.01	51.5%	0.91	41.7%	1.13	45.0%	1.04
Medical Assistance	\$34,803,759	13.1%	13.8%	0.95	12.9%	1.01	18.4%	0.71	14.4%	0.91
Commercial	\$84,404,947	31.7%	34.5%	0.92	30.6%	1.04	36.0%	0.88	35.4%	0.89
All Other	\$21,975,326	8.3%	5.1%	1.61	5.0%	1.65	4.0%	2.06	5.2%	1.60
Deductions as % of Total Gross Patient Revenue										
Medicare	\$87,212,876	32.8%	35.0%	0.94	36.8%	0.89	30.1%	1.09	29.4%	1.12
Medical Assistance	\$24,382,545	9.2%	10.4%	0.88	9.7%	0.95	12.3%	0.74	10.7%	0.86
Commercial	\$14,043,171	5.3%	14.5%	0.36	9.1%	0.58	12.1%	0.44	5.9%	0.90
Charity Care	\$4,681,149	1.8%	1.0%	1.83	1.0%	1.78	0.8%	2.14	1.3%	1.40
Bad Debt	\$5,008,620	1.9%	1.2%	1.60	0.9%	2.16	1.1%	1.70	1.7%	1.09
All Other	\$16,225,614	6.1%	2.6%	2.38	2.8%	2.14	2.3%	2.60	4.0%	1.54
Total Deductions	\$151,553,975	56.9%	64.6%	0.88	60.3%	0.94	58.8%	0.97	52.9%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	12.8%	8.4%	1.52	5.2%	2.46	6.4%	2.00	1.6%	8.02	
Net Gains/Losses as % of Net Income	0.1%	13.8%	0.01	N/A	N/A	N/A	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,709,293	28.2%	43.5%	0.65	43.5%	0.65	41.7%	0.68	28.4%	0.99
Supplies & Services	\$74,212,420	64.0%	49.9%	1.28	51.3%	1.25	50.0%	1.28	64.2%	1.00
Capital Component	\$9,020,073	7.8%	6.6%	1.18	5.3%	1.48	8.3%	0.94	7.4%	1.05
Fiscal Statistics										
Operating Margin (%)	11.9%	7.5%	1.58	8.6%	1.39	6.6%	1.81	11.6%	1.03	
Total Hospital Net Income (%)	11.9%	8.6%	1.38	8.2%	1.45	6.2%	1.91	11.1%	1.07	
Return on Equity (%)	15.5%	4.1%	3.75	3.5%	4.37	3.0%	5.15	13.3%	1.17	
Current Ratio	1.1	3.9	0.28	2.4	0.45	3.4	0.32	3.0	0.36	
Days in Net Patient Accounts Receivable	48.4	71.5	0.68	82.7	0.59	48.8	0.99	57.8	0.84	
Average Payment Period	67.6	90.1	0.75	127.5	0.53	63.5	1.07	32.9	2.05	
Equity Financing (%)	63.0%	63.6%	0.99	51.2%	1.23	75.1%	0.84	77.1%	0.82	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.6	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	21.3	N/A	7.4	N/A	425,891.1	N/A	
Total Asset Turnover	1.3	0.5	2.76	0.4	3.01	0.5	2.68	1.2	1.08	
Average Age of Plant (Years)	6.9	14.1	0.49	17.5	0.40	9.8	0.70	5.9	1.17	
Increase (Decrease) Total Net Patient Revenue	-11.0%	-2.2%	4.97	-2.0%	5.60	-5.0%	2.23	-5.1%	2.17	
Outpatient Gross Revenue (% of Total GPR)	75.4%	63.0%	1.20	66.3%	1.14	64.9%	1.16	73.9%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,316	\$17,652	0.58	\$15,397	0.67	\$18,057	0.57	\$9,811	1.05	
Inpatient Net Revenue per Day	\$3,354	\$3,704	0.91	\$3,651	0.92	\$3,961	0.85	\$3,195	1.05	
Outpatient Net Revenue per Visit	\$228	\$780	0.29	\$850	0.27	\$669	0.34	\$228	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$266,291,910	Cash & Cash Equivalents	\$6,450	Current Liabilities	\$19,871,621
Less Deductions	\$151,553,975	Net Patient Receivables	\$15,176,375	Long-Term Debt	\$0
Net Patient Revenue	\$114,737,935	Other Receivables	\$35,610	Other Liabilities	\$17,582,373
Plus Other Revenue	\$16,853,646			Subtotal	\$37,453,994
Total Revenue	\$131,591,581	Land, Buildings & Equipment (Net)	\$77,307,888	Unrestricted Fund Balance	\$63,701,730
Less Expenses	\$115,941,786	Other Assets	\$8,629,400	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$19,171	Total Assets	\$101,155,723	Total Liabilities & Fund Balance	\$101,155,724
Net Income	\$15,668,966				

132 Stoughton Hospital Association
 900 Ridge Street
 Stoughton, WI 53589
 608-873-6611

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Dane
 Analysis Area: Southern (1)
 Volume Group: 2

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	34.5%	52.4%	0.66	55.7%	0.62	17.7%	1.95	30.1%	1.15
Obstetrics	0.0%	36.2%	N/A	41.0%	N/A	19.7%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	41.0%	53.9%	0.76	56.6%	0.72	19.6%	2.10	40.9%	1.00
Average Census (Patients)									
Adult Medical-Surgical	6.2	25.5	0.24	23.1	0.27	2.7	2.31	5.4	1.15
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.6	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.1	47.4	0.23	49.2	0.23	3.6	3.10	13.1	0.85
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.3	0.79	4.1	0.83	3.3	1.03	2.9	1.19
Obstetrics	0.0	2.4	N/A	2.6	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	5.3	4.7	1.14	4.6	1.16	3.0	1.78	5.6	0.95
Surgical Operations									
Inpatient	215	1,280	0.17	1,943	0.11	228	0.94	240	0.90
Outpatient	757	4,115	0.18	7,094	0.11	1,022	0.74	841	0.90
Inpatient as % of All Surgeries	22.1%	23.7%	0.93	21.5%	1.03	18.2%	1.21	22.2%	1.00
Outpatient Visits									
Non-Emergency Visits	48,982	127,898	0.38	157,467	0.31	29,970	1.63	56,789	0.86
Emergency Visits	4,891	15,799	0.31	15,287	0.32	3,972	1.23	4,969	0.98
Full-Time Equivalents (FTEs)									
Administrators	19.0	20.3	0.94	20.1	0.94	5.2	3.67	22.7	0.84
Nurses, Licensed	56.5	255.1	0.22	268.4	0.21	42.2	1.34	60.3	0.94
Ancillary Nursing Personnel	11.1	42.6	0.26	43.3	0.26	6.8	1.64	12.3	0.91
All Other Personnel	151.0	501.2	0.30	633.6	0.24	106.2	1.42	216.0	0.70
Total FTEs	237.5	819.2	0.29	965.4	0.25	160.3	1.48	311.3	0.76
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.8	15.7	2.42	16.1	2.35	30.2	1.25	40.5	0.93
Nurses, Licensed	112.5	197.1	0.57	214.6	0.52	246.1	0.46	107.6	1.04
Ancillary Nursing Personnel	22.1	33.0	0.67	34.6	0.64	39.6	0.56	21.9	1.01
All Other Personnel	300.6	387.2	0.78	506.6	0.59	618.8	0.49	385.5	0.78
Total FTEs	473.0	633.0	0.75	771.8	0.61	934.7	0.51	555.5	0.85

Total Hospital:
 Beds Set Up & Staffed 27
 Discharges 765
 Inpatient Days 4,056

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 24
 Inpatient Days 224

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

132 Stoughton Hospital Association
Stoughton, WI 53589

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	667	2,274	34.5%	6.2	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	1	5	107	1,714	93.7%	4.7	16.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	4	37	68	4.6%	0.2	1.8
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	19	0	19.0	Surgical Personnel	1	5	4.3
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	4	15	13.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	4	2.8
Dental Hygienists	0	0	0.0	Occupational Therapists	1	4	2.8
Registered Nurses	22	56	52.0	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	6	13	12.2
Licensed Practical Nurses	0	1	0.9	Physical Therapy Assistants/Aides	1	2	2.2
Ancillary Nursing Personnel	5	15	11.1	Recreational Therapists	1	0	1.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	4	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	3	3.6	Social Workers	1	2	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	21	24.9
Health Info Mgmt-Administrators/Technicians	5	4	6.8	All Other Personnel	41	50	62.5
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	2	7	6.5				
				Total	135	207	237.5

132 Stoughton Hospital Association
Stoughton, WI 53589

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ²	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$54,728,564	52.3%	46.6%	1.12	41.8%	1.25	47.7%	1.10	54.4%	0.96
Medical Assistance	\$9,495,092	9.1%	13.8%	0.66	11.5%	0.79	11.0%	0.82	7.8%	1.16
Commercial	\$38,105,550	36.4%	34.5%	1.06	38.1%	0.95	37.9%	0.96	35.3%	1.03
All Other	\$2,383,950	2.3%	5.1%	0.44	8.5%	0.27	3.4%	0.67	2.5%	0.91
Deductions as % of Total Gross Patient Revenue										
Medicare	\$35,433,890	33.8%	35.0%	0.97	31.1%	1.09	26.3%	1.29	35.3%	0.96
Medical Assistance	\$7,982,237	7.6%	10.4%	0.73	8.7%	0.88	7.6%	1.00	6.4%	1.19
Commercial	\$15,918,352	15.2%	14.5%	1.05	18.1%	0.84	13.5%	1.13	15.2%	1.00
Charity Care	\$461,811	0.4%	1.0%	0.46	0.7%	0.66	0.7%	0.67	0.4%	1.08
Bad Debt	\$1,630,000	1.6%	1.2%	1.33	1.3%	1.20	1.3%	1.23	1.4%	1.08
All Other	\$1,351,121	1.3%	2.6%	0.50	4.4%	0.30	2.2%	0.58	1.1%	1.13
Total Deductions	\$62,777,411	60.0%	64.6%	0.93	64.3%	0.93	51.6%	1.16	59.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.5%	8.4%	0.53	7.9%	0.57	8.0%	0.56	4.2%	1.06
Net Gains/Losses as % of Net Income		38.5%	13.8%	2.79	48.7%	0.79	14.0%	2.75	20.0%	1.93
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$21,811,496	50.9%	43.5%	1.17	46.6%	1.09	45.5%	1.12	53.3%	0.95
Supplies & Services	\$16,575,254	38.6%	49.9%	0.77	46.2%	0.84	47.2%	0.82	37.3%	1.04
Capital Component	\$4,500,520	10.5%	6.6%	1.60	7.3%	1.45	7.3%	1.45	9.4%	1.11
Fiscal Statistics										
Operating Margin (%)		2.3%	7.5%	0.30	5.4%	0.43	10.9%	0.21	5.0%	0.46
Total Hospital Net Income (%)		3.7%	8.6%	0.43	9.9%	0.37	12.4%	0.30	6.2%	0.59
Return on Equity (%)		1.9%	4.1%	0.47	6.1%	0.32	1.2%	1.63	4.4%	0.45
Current Ratio		3.2	3.9	0.81	3.1	1.01	2.4	1.31	6.2	0.51
Days in Net Patient Accounts Receivable		40.3	71.5	0.56	48.3	0.83	397.6	0.10	53.1	0.76
Average Payment Period		109.1	90.1	1.21	71.6	1.52	577.7	0.19	41.3	2.64
Equity Financing (%)		61.7%	63.6%	0.97	54.8%	1.13	46.0%	1.34	72.7%	0.85
Long-Term Debt to Equity Ratio		0.3	0.3	0.99	0.3	1.07	0.8	0.36	0.3	1.09
Times Interest Earned		4.0	12.2	0.33	10.5	0.38	17.3	0.23	7.3	0.55
Total Asset Turnover		0.5	0.5	1.10	0.6	0.89	0.1	5.52	0.7	0.75
Average Age of Plant (Years)		10.5	14.1	0.74	11.5	0.91	60.0	0.17	10.6	0.99
Increase (Decrease) Total Net Patient Revenue		-8.2%	-2.2%	3.68	-1.0%	7.87	-3.0%	2.70	-2.1%	3.82
Outpatient Gross Revenue (% of Total GPR)		77.6%	63.0%	1.23	60.3%	1.29	79.2%	0.98	75.9%	1.02
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$14,297	\$17,652	0.81	\$20,439	0.70	\$16,342	0.87	\$13,338	1.07
Inpatient Net Revenue per Day		\$2,604	\$3,704	0.70	\$4,396	0.59	\$4,448	0.59	\$2,214	1.18
Outpatient Net Revenue per Visit		\$598	\$780	0.77	\$707	0.85	\$767	0.78	\$571	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$104,713,156	Cash & Cash Equivalents	\$31,235,503	Current Liabilities	\$11,817,491
Less Deductions	\$62,777,411	Net Patient Receivables	\$4,615,252	Long-Term Debt	\$15,365,425
Net Patient Revenue	\$41,935,745	Other Receivables	\$224,633	Other Liabilities	\$5,139,968
Plus Other Revenue	\$1,958,566			Subtotal	\$32,322,884
Total Revenue	\$43,894,311	Land, Buildings & Equipment (Net)	\$28,785,440	Unrestricted Fund Balance	\$52,000,742
Less Expenses	\$42,887,270	Other Assets	\$19,462,798	Restricted Fund Balance	\$1,456,515
Non-Operating Gains/Losses	\$631,492			Total Liabilities & Fund Balance	\$84,323,626
Net Income	\$1,638,533	Total Assets	\$84,323,626		

133 Door County Medical Center
 323 South 18th Avenue
 Sturgeon Bay, WI 54235
 920-743-5566

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Door
 Analysis Area: Northeastern (4)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.8%	52.4%	0.78	50.1%	0.81	44.9%	0.91	39.9%	1.02
Obstetrics	15.0%	36.2%	0.41	30.3%	0.02	25.5%	0.59	17.9%	0.84
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	38.7%	53.9%	0.72	46.7%	0.83	52.8%	0.73	37.9%	1.02
Average Census (Patients)									
Adult Medical-Surgical	6.5	25.5	0.26	23.5	0.28	15.7	0.42	6.4	1.02
Obstetrics	0.8	4.7	0.16	3.8	0.20	2.3	0.33	0.9	0.84
Pediatrics	0.0	1.1	N/A	0.5	N/A	4.7	N/A	0.0	N/A
Total Hospital	9.7	47.4	0.20	41.3	0.23	36.1	0.27	9.5	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.3	0.72	4.0	0.77	3.7	0.83	2.9	1.07
Obstetrics	2.2	2.4	0.92	2.2	0.98	2.2	1.00	2.2	0.99
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	1.9	4.7	0.41	4.1	0.47	4.4	0.43	1.7	1.10
Surgical Operations									
Inpatient	42	1,280	0.03	912	0.05	711	0.06	247	0.17
Outpatient	2,992	4,115	0.73	4,561	0.66	2,960	1.01	2,111	1.42
Inpatient as % of All Surgeries	1.4%	23.7%	0.06	16.7%	0.08	19.4%	0.07	10.5%	0.13
Outpatient Visits									
Non-Emergency Visits	127,276	127,898	1.00	178,054	0.71	117,985	1.08	136,208	0.93
Emergency Visits	9,585	15,799	0.61	16,398	0.58	14,651	0.65	9,422	1.02
Full-Time Equivalents (FTEs)									
Administrators	29.0	20.3	1.43	15.2	1.91	17.3	1.68	29.0	1.00
Nurses, Licensed	120.9	255.1	0.47	279.4	0.43	217.2	0.56	123.1	0.98
Ancillary Nursing Personnel	8.6	42.6	0.20	41.9	0.20	30.0	0.28	10.1	0.85
All Other Personnel	371.3	501.2	0.74	501.4	0.74	363.9	1.02	351.8	1.06
Total FTEs	529.7	819.2	0.65	837.9	0.63	628.4	0.84	514.0	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	37.3	15.7	2.38	9.9	3.77	16.4	2.28	36.1	1.03
Nurses, Licensed	155.5	197.1	0.79	181.6	0.86	206.1	0.75	153.0	1.02
Ancillary Nursing Personnel	11.0	33.0	0.33	27.2	0.40	28.5	0.39	12.6	0.88
All Other Personnel	477.4	387.2	1.23	325.9	1.46	345.3	1.38	437.6	1.09
Total FTEs	681.2	633.0	1.08	544.7	1.25	596.3	1.14	639.2	1.07

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	6	Bassinets	6
Discharges	1,848	Preferred Provider Organization (PPO)	Yes	Discharges	54	Total Births	117
Inpatient Days	3,540			Inpatient Days	558	Newborn Days	231

133 Door County Medical Center
Sturgeon Bay, WI 54235

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	16	776	2,391	40.8%	6.5	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	125	275	15.0%	0.8	2.2
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	344	874	59.7%	2.4	2.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	29	0	29.0	Surgical Personnel	2	4	5.0
Physicians & Dentists	22	12	29.0	Radiological Services Personnel	13	13	18.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	4	8	9.0
Dental Hygienists	0	4	2.0	Occupational Therapists	3	10	8.4
Registered Nurses	44	80	90.0	Occupational Therapy Assistants/Aides	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Physical Therapists	13	10	19.4
Licensed Practical Nurses	15	14	22.5	Physical Therapy Assistants/Aides	2	6	5.7
Ancillary Nursing Personnel	7	4	8.6	Recreational Therapists	4	1	4.8
Physician Assistants	1	2	1.8	Dietitians & Nutritionists	0	4	2.7
Nurse Practitioners	7	2	8.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	51	34	67.2
Health Info Mgmt-Administrators/Technicians	14	5	18.0	All Other Personnel	85	68	121.3
Pharmacy Personnel	7	3	8.3				
Clinical Laboratory Personnel	17	5	19.9				
				Total	362	301	529.7

133 Door County Medical Center
Sturgeon Bay, WI 54235

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$98,657,627	59.0%	46.6%	1.27	47.2%	1.25	41.7%	1.42	59.0%	1.00
Medical Assistance	\$13,498,379	8.1%	13.8%	0.59	11.7%	0.69	18.4%	0.44	7.0%	1.15
Commercial	\$46,436,951	27.8%	34.5%	0.81	36.7%	0.76	36.0%	0.77	29.5%	0.94
All Other	\$8,537,384	5.1%	5.1%	1.00	4.4%	1.16	4.0%	1.27	4.5%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$57,944,158	34.7%	35.0%	0.99	36.0%	0.96	30.1%	1.15	33.1%	1.05
Medical Assistance	\$9,653,639	5.8%	10.4%	0.56	9.0%	0.64	12.3%	0.47	4.9%	1.17
Commercial	\$12,928,778	7.7%	14.5%	0.53	15.2%	0.51	12.1%	0.64	8.2%	0.95
Charity Care	\$3,039,916	1.8%	1.0%	1.89	0.8%	2.40	0.8%	2.22	1.6%	1.14
Bad Debt	\$1,004,048	0.6%	1.2%	0.51	1.1%	0.55	1.1%	0.54	0.9%	0.64
All Other	\$3,840,618	2.3%	2.6%	0.90	2.7%	0.86	2.3%	0.98	2.0%	1.15
Total Deductions	\$88,411,157	52.9%	64.6%	0.82	64.6%	0.82	58.8%	0.90	50.8%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	11.4%	8.4%	1.35	6.6%	1.73	6.4%	1.78	3.4%	3.32	
Net Gains/Losses as % of Net Income	65.9%	13.8%	4.76	12.8%	5.16	N/A	N/A	78.1%	0.84	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$56,424,536	65.0%	43.5%	1.49	45.2%	1.44	41.7%	1.56	63.8%	1.02
Supplies & Services	\$25,272,456	29.1%	49.9%	0.58	47.8%	0.61	50.0%	0.58	30.5%	0.95
Capital Component	\$5,144,465	5.9%	6.6%	0.90	7.0%	0.85	8.3%	0.71	5.7%	1.04
Fiscal Statistics										
Operating Margin (%)	2.2%	7.5%	0.30	7.5%	0.30	6.6%	0.34	1.4%	1.55	
Total Hospital Net Income (%)	6.3%	8.6%	0.73	8.5%	0.74	6.2%	1.01	6.2%	1.00	
Return on Equity (%)	5.0%	4.1%	1.20	5.4%	0.92	3.0%	1.65	5.5%	0.90	
Current Ratio	1.9	3.9	0.50	3.5	0.56	3.4	0.57	3.0	0.64	
Days in Net Patient Accounts Receivable	48.0	71.5	0.67	54.3	0.88	48.8	0.98	56.5	0.85	
Average Payment Period	70.0	90.1	0.78	79.8	0.88	63.5	1.10	33.5	2.09	
Equity Financing (%)	77.6%	63.6%	1.22	71.2%	1.09	75.1%	1.03	83.7%	0.93	
Long-Term Debt to Equity Ratio	0.1	0.3	0.31	0.2	0.57	0.2	0.53	0.1	0.86	
Times Interest Earned	16.9	12.2	1.38	11.3	1.50	7.4	2.29	18.5	0.91	
Total Asset Turnover	0.8	0.5	1.60	0.6	1.20	0.5	1.56	0.8	0.90	
Average Age of Plant (Years)	15.1	14.1	1.07	10.9	1.39	9.8	1.53	13.8	1.09	
Increase (Decrease) Total Net Patient Revenue	-6.7%	-2.2%	3.01	-1.9%	3.56	-5.0%	1.35	6.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	84.5%	63.0%	1.34	72.6%	1.16	64.9%	1.30	85.5%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,423	\$17,652	0.36	\$14,359	0.45	\$18,057	0.36	\$6,000	1.07	
Inpatient Net Revenue per Day	\$2,457	\$3,704	0.66	\$3,457	0.71	\$3,961	0.62	\$2,615	0.94	
Outpatient Net Revenue per Visit	\$493	\$780	0.63	\$649	0.76	\$669	0.74	\$507	0.97	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$167,130,341	Cash & Cash Equivalents	\$15,375,540	Current Liabilities	\$15,884,331
Less Deductions	\$88,411,157	Net Patient Receivables	\$10,315,397	Long-Term Debt	\$8,400,663
Net Patient Revenue	\$78,719,184	Other Receivables	\$868,633	Other Liabilities	\$1,960,083
Plus Other Revenue	\$10,105,100			Subtotal	\$26,245,077
Total Revenue	\$88,824,284	Land, Buildings & Equipment (Net)	\$30,080,380	Unrestricted Fund Balance	\$91,121,139
Less Expenses	\$86,841,457	Other Assets	\$60,726,267	Restricted Fund Balance	\$368,842
Non-Operating Gains/Losses	\$3,831,971			Total Liabilities & Fund Balance	\$117,366,216
Net Income	\$5,814,799	Total Assets	\$117,366,217		

314 Aurora Medical Center in Summit
 36500 Aurora Drive
 Summit, WI 53066
 262-560-6151

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	55.5%	52.4%	1.06	54.8%	1.01	44.9%	1.24	60.9%	0.91
Obstetrics	27.5%	36.2%	0.76	30.8%	0.11	25.5%	1.08	28.2%	0.97
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	53.3%	53.9%	0.99	53.0%	1.01	52.8%	1.01	52.5%	1.01
Average Census (Patients)									
Adult Medical-Surgical	32.2	25.5	1.26	31.6	1.02	15.7	2.05	30.4	1.06
Obstetrics	3.3	4.7	0.70	4.9	0.68	2.3	1.45	3.4	0.97
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	52.8	47.4	1.11	61.1	0.86	36.1	1.46	47.8	1.10
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.3	0.87	4.0	0.93	3.7	1.01	3.2	1.15
Obstetrics	2.1	2.4	0.88	2.2	0.96	2.2	0.95	2.3	0.91
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.2	4.7	0.90	4.2	1.00	4.4	0.95	3.7	1.13
Surgical Operations									
Inpatient	1,405	1,280	1.10	1,268	1.11	711	1.98	1,423	0.99
Outpatient	3,984	4,115	0.97	3,637	1.10	2,960	1.35	4,410	0.90
Inpatient as % of All Surgeries	26.1%	23.7%	1.10	25.9%	1.01	19.4%	1.35	24.4%	1.07
Outpatient Visits									
Non-Emergency Visits	82,792	127,898	0.65	151,601	0.55	117,985	0.70	95,723	0.86
Emergency Visits	14,924	15,799	0.94	22,748	0.66	14,651	1.02	15,951	0.94
Full-Time Equivalents (FTEs)									
Administrators	14.0	20.3	0.69	22.1	0.63	17.3	0.81	14.0	1.00
Nurses, Licensed	312.7	255.1	1.23	293.4	1.07	217.2	1.44	292.9	1.07
Ancillary Nursing Personnel	61.5	42.6	1.44	53.2	1.16	30.0	2.05	43.4	1.42
All Other Personnel	748.1	501.2	1.49	528.6	1.42	363.9	2.06	729.7	1.03
Total FTEs	1,136.3	819.2	1.39	897.3	1.27	628.4	1.81	1,080.0	1.05
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.3	15.7	0.65	12.5	0.82	16.4	0.63	10.1	1.01
Nurses, Licensed	229.0	197.1	1.16	166.3	1.38	206.1	1.11	211.6	1.08
Ancillary Nursing Personnel	45.1	33.0	1.37	30.2	1.49	28.5	1.58	31.4	1.44
All Other Personnel	547.7	387.2	1.41	299.6	1.83	345.3	1.59	527.2	1.04
Total FTEs	832.0	633.0	1.31	508.6	1.64	596.3	1.40	780.3	1.07

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	99	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	4,628	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	524
Inpatient Days	19,308			Inpatient Days	0	Newborn Days	828

314 Aurora Medical Center in Summit
Summit, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	58	3,167	11,780	55.5%	32.2	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	4	148	1,404	95.9%	3.8	9.5
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	1	4	154	668	0.0%	1.8	4.3
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	574	1,207	27.5%	3.3	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	356	3,528	68.9%	9.6	9.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	54	721	28.1%	2.0	13.4
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	14	0	14.0	Surgical Personnel	26	18	33.5
Physicians & Dentists	73	32	89.7	Radiological Services Personnel	35	30	54.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	9	8	13.5
Dental Hygienists	0	0	0.0	Occupational Therapists	8	6	10.9
Registered Nurses	192	126	271.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	19	15	25.1
Licensed Practical Nurses	16	8	21.6	Physical Therapy Assistants/Aides	3	3	4.6
Ancillary Nursing Personnel	32	61	61.5	Recreational Therapists	0	0	0.0
Physician Assistants	14	4	16.3	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	15	7	17.5	Psychologists	4	1	4.7
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	3	5.3
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	64	28	81.0
Health Info Mgmt-Administrators/Technicians	36	9	42.7	All Other Personnel	193	85	240.7
Pharmacy Personnel	20	7	23.3				
Clinical Laboratory Personnel	26	14	35.5				
				Total	853	491	1,136.3

314 Aurora Medical Center in Summit

Summit, WI 53066

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$221,994,919	46.9%	46.6%	1.01	51.7%	0.91	41.7%	1.13	47.5%	0.99
Medical Assistance	\$37,864,614	8.0%	13.8%	0.58	10.4%	0.77	18.4%	0.44	7.0%	1.14
Commercial	\$199,588,759	42.2%	34.5%	1.22	35.0%	1.21	36.0%	1.17	42.0%	1.00
All Other	\$13,627,524	2.9%	5.1%	0.56	2.9%	0.98	4.0%	0.72	3.4%	0.84
Deductions as % of Total Gross Patient Revenue										
Medicare	\$174,772,392	36.9%	35.0%	1.05	41.3%	0.90	30.1%	1.23	37.7%	0.98
Medical Assistance	\$30,282,918	6.4%	10.4%	0.62	8.2%	0.78	12.3%	0.52	5.6%	1.14
Commercial	\$83,770,669	17.7%	14.5%	1.22	15.9%	1.11	12.1%	1.47	17.3%	1.02
Charity Care	\$3,184,509	0.7%	1.0%	0.70	1.1%	0.60	0.8%	0.82	0.9%	0.75
Bad Debt	\$4,058,271	0.9%	1.2%	0.73	1.0%	0.85	1.1%	0.78	0.9%	0.91
All Other	\$7,346,002	1.6%	2.6%	0.61	1.4%	1.07	2.3%	0.66	1.8%	0.87
Total Deductions	\$303,414,761	64.1%	64.6%	0.99	69.0%	0.93	58.8%	1.09	64.2%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	0.9%	8.4%	0.11		8.1%	0.11	6.4%	0.14	0.6%	1.47
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$52,112,594	36.0%	43.5%	0.83	38.6%	0.93	41.7%	0.87	41.2%	0.88
Supplies & Services	\$70,997,234	49.1%	49.9%	0.98	52.7%	0.93	50.0%	0.98	45.6%	1.08
Capital Component	\$21,467,485	14.8%	6.6%	2.26	8.6%	1.72	8.3%	1.79	13.2%	1.12
Fiscal Statistics										
Operating Margin (%)	15.5%	7.5%	2.06		10.4%	1.50	6.6%	2.36	23.2%	0.67
Total Hospital Net Income (%)	15.5%	8.6%	1.80		7.5%	2.06	6.2%	2.49	23.2%	0.67
Return on Equity (%)	6.0%	4.1%	1.46		4.7%	1.30	3.0%	2.01	9.5%	0.63
Current Ratio	11.5	3.9	2.97		6.8	1.68	3.4	3.40	10.1	1.14
Days in Net Patient Accounts Receivable	56.9	71.5	0.79		46.9	1.21	48.8	1.17	54.4	1.05
Average Payment Period	35.2	90.1	0.39		50.2	0.70	63.5	0.56	31.2	1.13
Equity Financing (%)	95.4%	63.6%	1.50		78.6%	1.21	75.1%	1.27	97.6%	0.98
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	4.9	12.2	0.40		7.0	0.70	7.4	0.67	20.8	0.24
Total Asset Turnover	0.4	0.5	0.82		0.6	0.61	0.5	0.80	0.4	0.95
Average Age of Plant (Years)	8.3	14.1	0.59		10.1	0.82	9.8	0.84	7.3	1.14
Increase (Decrease) Total Net Patient Revenue	3.4%	-2.2%	N/A		-4.2%	N/A	-5.0%	N/A	11.3%	0.30
Outpatient Gross Revenue (% of Total GPR)	59.7%	63.0%	0.95		63.8%	0.94	64.9%	0.92	64.0%	0.93
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,290	\$17,652	0.92		\$12,198	1.34	\$18,057	0.90	\$13,781	1.18
Inpatient Net Revenue per Day	\$3,743	\$3,704	1.01		\$2,790	1.34	\$3,961	0.94	\$3,584	1.04
Outpatient Net Revenue per Visit	\$1,006	\$780	1.29		\$754	1.34	\$669	1.50	\$924	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$473,075,817	Cash & Cash Equivalents	\$112,807,008	Current Liabilities	\$12,570,615
Less Deductions	\$303,414,761	Net Patient Receivables	\$26,356,340	Long-Term Debt	\$0
Net Patient Revenue	\$169,661,056	Other Receivables	\$474,940	Other Liabilities	\$7,628,578
Plus Other Revenue	\$1,537,373			Subtotal	\$20,199,193
Total Revenue	\$171,198,429	Land, Buildings & Equipment (Net)	\$294,556,337	Unrestricted Fund Balance	\$419,901,057
Less Expenses	\$144,577,313	Other Assets	\$5,905,625	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$49,706	Total Assets	\$440,100,250	Total Liabilities & Fund Balance	\$440,100,250
Net Income	\$26,571,410				

134 St Mary's Hospital of Superior
 3500 Tower Avenue
 Superior, WI 54880
 715-392-8281

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Douglas
 Analysis Area: Western Lake Superior (7)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	13.5%	52.4%	0.26	22.5%	0.60	44.9%	0.30	18.7%	0.72
Obstetrics	0.0%	36.2%	N/A	24.8%	N/A	25.5%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	13.5%	53.9%	0.25	25.0%	0.54	52.8%	0.25	18.7%	0.72
Average Census (Patients)									
Adult Medical-Surgical	3.4	25.5	0.13	4.2	0.80	15.7	0.21	4.7	0.72
Obstetrics	0.0	4.7	N/A	1.1	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	3.4	47.4	0.07	5.8	0.58	36.1	0.09	4.7	0.72
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	4.3	0.64	3.0	0.91	3.7	0.74	3.0	0.92
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	2.7	4.7	0.59	3.5	0.79	4.4	0.62	3.0	0.92
Surgical Operations									
Inpatient	3	1,280	0.00	122	0.02	711	0.00	1	3.00
Outpatient	1,794	4,115	0.44	777	2.31	2,960	0.61	1,672	1.07
Inpatient as % of All Surgeries	0.2%	23.7%	0.01	13.5%	0.01	19.4%	0.01	0.1%	2.79
Outpatient Visits									
Non-Emergency Visits	38,309	127,898	0.30	31,162	1.23	117,985	0.32	42,355	0.90
Emergency Visits	12,621	15,799	0.80	6,476	1.95	14,651	0.86	13,316	0.95
Full-Time Equivalents (FTEs)									
Administrators	1.0	20.3	0.05	2.4	0.41	17.3	0.06	1.0	1.00
Nurses, Licensed	153.1	255.1	0.60	68.9	2.22	217.2	0.70	141.8	1.08
Ancillary Nursing Personnel	15.8	42.6	0.37	8.9	1.77	30.0	0.53	10.0	1.59
All Other Personnel	256.5	501.2	0.51	169.3	1.52	363.9	0.70	237.8	1.08
Total FTEs	426.3	819.2	0.52	249.6	1.71	628.4	0.68	390.6	1.09
FTEs per 100 Patient Census (Adjusted)									
Administrators	1.2	15.7	0.08	6.5	0.19	16.4	0.07	1.1	1.12
Nurses, Licensed	187.6	197.1	0.95	185.7	1.01	206.1	0.91	155.8	1.20
Ancillary Nursing Personnel	19.3	33.0	0.59	24.1	0.80	28.5	0.68	10.9	1.77
All Other Personnel	314.5	387.2	0.81	456.1	0.69	345.3	0.91	261.2	1.20
Total FTEs	522.6	633.0	0.83	672.4	0.78	596.3	0.88	428.9	1.22

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 451
 Inpatient Days 1,231

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

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 42
 Inpatient Days 475

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

134 St Mary's Hospital of Superior
Superior, WI 54880

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	451	1,231	13.5%	3.4	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	2	1	3.7
Physicians & Dentists	21	21	36.2	Radiological Services Personnel	5	11	19.4
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	2	3.1
Dental Hygienists	0	0	0.0	Occupational Therapists	0	3	2.4
Registered Nurses	12	71	78.7	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	5	6	9.6
Licensed Practical Nurses	24	33	51.2	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	2	11	15.8	Recreational Therapists	0	0	0.0
Physician Assistants	8	1	9.6	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	10	9	23.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	25	17	41.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	42	43	91.2
Pharmacy Personnel	16	8	23.1				
Clinical Laboratory Personnel	10	9	16.3				
				Total	184	246	426.3

134 St Mary's Hospital of Superior
Superior, WI 54880

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$64,588,782	46.2%	46.6%	0.99	49.5%	0.93	41.7%	1.11	46.4%	1.00
Medical Assistance	\$23,359,597	16.7%	13.8%	1.21	17.2%	0.97	18.4%	0.91	17.2%	0.97
Commercial	\$47,090,147	33.6%	34.5%	0.98	27.4%	1.23	36.0%	0.94	33.2%	1.01
All Other	\$4,907,738	3.5%	5.1%	0.68	5.9%	0.60	4.0%	0.87	3.2%	1.08
Deductions as % of Total Gross Patient Revenue										
Medicare	\$35,220,689	25.2%	35.0%	0.72	26.0%	0.97	30.1%	0.84	24.8%	1.02
Medical Assistance	\$16,358,031	11.7%	10.4%	1.13	11.1%	1.05	12.3%	0.95	13.0%	0.90
Commercial	\$12,899,131	9.2%	14.5%	0.63	5.3%	1.75	12.1%	0.76	9.4%	0.98
Charity Care	\$4,703,228	3.4%	1.0%	3.50	1.2%	2.72	0.8%	4.10	2.3%	1.45
Bad Debt	\$929,902	0.7%	1.2%	0.57	1.8%	0.36	1.1%	0.60	2.0%	0.33
All Other	\$1,165,296	0.8%	2.6%	0.33	2.4%	0.35	2.3%	0.36	0.5%	1.54
Total Deductions	\$71,276,277	50.9%	64.6%	0.79	47.8%	1.07	58.8%	0.87	52.1%	0.98
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	9.8%	8.4%	1.17	5.0%	1.97	6.4%	1.54	2.9%	3.35	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	5.2%	N/A	N/A	N/A	17.8%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,543,704	59.9%	43.5%	1.37	52.9%	1.13	41.7%	1.44	61.1%	0.98
Supplies & Services	\$22,478,932	35.8%	49.9%	0.72	39.9%	0.90	50.0%	0.72	34.5%	1.04
Capital Component	\$2,692,705	4.3%	6.6%	0.65	7.2%	0.59	8.3%	0.52	4.3%	0.99
Fiscal Statistics										
Operating Margin (%)	17.7%	7.5%	2.34	9.6%	1.83	6.6%	2.68	13.1%	1.34	
Total Hospital Net Income (%)	17.3%	8.6%	2.00	10.1%	1.71	6.2%	2.77	15.5%	1.11	
Return on Equity (%)	9.9%	4.1%	2.39	6.2%	1.60	3.0%	3.28	10.0%	0.98	
Current Ratio	5.3	3.9	1.38	3.6	1.48	3.4	1.58	14.2	0.38	
Days in Net Patient Accounts Receivable	35.2	71.5	0.49	47.2	0.75	48.8	0.72	41.8	0.84	
Average Payment Period	70.6	90.1	0.78	92.6	0.76	63.5	1.11	17.3	4.07	
Equity Financing (%)	90.6%	63.6%	1.42	72.6%	1.25	75.1%	1.21	97.1%	0.93	
Long-Term Debt to Equity Ratio	0.0	0.3	0.00	0.1	0.00	0.2	0.00	0.0	0.27	
Times Interest Earned	5,349.9	12.2	436.83	24.0	222.99	7.4	726.52	3,510.4	1.52	
Total Asset Turnover	0.6	0.5	1.22	0.6	0.94	0.5	1.18	0.6	0.91	
Average Age of Plant (Years)	11.3	14.1	0.80	9.6	1.18	9.8	1.15	10.6	1.06	
Increase (Decrease) Total Net Patient Revenue	1.6%	-2.2%	N/A	4.5%	0.36	-5.0%	N/A	10.7%	0.15	
Outpatient Gross Revenue (% of Total GPR)	95.6%	63.0%	1.52	85.2%	1.12	64.9%	1.47	94.8%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$10,416	\$17,652	0.59	\$13,212	0.79	\$18,057	0.58	\$11,133	0.94	
Inpatient Net Revenue per Day	\$2,277	\$3,704	0.61	\$3,475	0.66	\$3,961	0.57	\$2,655	0.86	
Outpatient Net Revenue per Visit	\$1,263	\$780	1.62	\$981	1.29	\$669	1.89	\$1,137	1.11	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$139,946,264	Cash & Cash Equivalents	\$51,164,819	Current Liabilities	\$11,684,417
Less Deductions	\$71,276,277	Net Patient Receivables	\$6,613,416	Long-Term Debt	\$12,284
Net Patient Revenue	\$68,669,987	Other Receivables	\$4,104,146	Other Liabilities	\$819,756
Plus Other Revenue	\$7,490,314			Subtotal	\$12,516,457
Total Revenue	\$76,160,301	Land, Buildings & Equipment (Net)	\$20,906,551	Unrestricted Fund Balance	\$120,167,283
Less Expenses	\$62,715,342	Other Assets	\$49,894,808	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$356,281	Total Assets	\$132,683,740	Total Liabilities & Fund Balance	\$132,683,740
Net Income	\$13,088,678				

135 Tomah Health
 321 Butts Avenue
 Tomah, WI 54660
 608-372-2181

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Monroe
 Analysis Area: Southwestern (5B)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.3%	52.4%	0.77	37.7%	1.07	32.9%	1.23	39.2%	1.03
Obstetrics	32.3%	36.2%	0.89	46.9%	0.03	19.7%	1.64	31.2%	1.04
Pediatrics	0.0%	53.2%	N/A	29.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	38.3%	53.9%	0.71	42.5%	0.90	33.0%	1.16	37.2%	1.03
Average Census (Patients)									
Adult Medical-Surgical	6.0	25.5	0.24	16.4	0.37	6.4	0.94	5.9	1.03
Obstetrics	1.6	4.7	0.34	4.3	0.38	0.9	1.79	1.6	1.04
Pediatrics	0.0	1.1	N/A	0.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.7	47.4	0.16	27.5	0.28	8.6	0.89	7.4	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.3	0.73	4.0	0.78	3.0	1.06	3.2	0.99
Obstetrics	2.3	2.4	0.94	3.2	0.71	2.0	1.15	2.3	0.99
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.7	0.62	4.9	0.59	3.2	0.91	2.9	0.99
Surgical Operations									
Inpatient	254	1,280	0.20	733	0.35	247	1.03	146	1.74
Outpatient	776	4,115	0.19	2,362	0.33	1,277	0.61	1,015	0.76
Inpatient as % of All Surgeries	24.7%	23.7%	1.04	23.7%	1.04	16.2%	1.52	12.6%	1.96
Outpatient Visits									
Non-Emergency Visits	24,603	127,898	0.19	116,152	0.21	57,441	0.43	24,787	0.99
Emergency Visits	17,358	15,799	1.10	11,771	1.47	8,355	2.08	17,799	0.98
Full-Time Equivalents (FTEs)									
Administrators	0.0	20.3	N/A	15.2	N/A	11.6	N/A	0.0	N/A
Nurses, Licensed	150.4	255.1	0.59	154.7	0.97	84.6	1.78	124.8	1.21
Ancillary Nursing Personnel	35.4	42.6	0.83	21.1	1.68	14.7	2.42	21.8	1.63
All Other Personnel	257.9	501.2	0.51	402.4	0.64	194.6	1.32	254.4	1.01
Total FTEs	443.8	819.2	0.54	593.5	0.75	305.5	1.45	401.1	1.11
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	15.7	N/A	13.5	N/A	28.7	N/A	0.0	N/A
Nurses, Licensed	381.2	197.1	1.93	138.1	2.76	210.0	1.81	322.8	1.18
Ancillary Nursing Personnel	89.8	33.0	2.73	18.9	4.76	36.4	2.47	56.4	1.59
All Other Personnel	653.3	387.2	1.69	359.4	1.82	483.0	1.35	658.0	0.99
Total FTEs	1,124.3	633.0	1.78	529.9	2.12	758.1	1.48	1,037.2	1.08

Total Hospital:
 Beds Set Up & Staffed 20
 Discharges 970
 Inpatient Days 2,804

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

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 24
 Inpatient Days 206

Newborn Nursery:
 Bassinets 5
 Total Births 260
 Newborn Days 467

135 Tomah Health
Tomah, WI 54660

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	15	708	2,212	40.3%	6.0	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	262	592	32.3%	1.6	2.3
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	5	3	8.6
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	3	12	18.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	7	0	7.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	3.8
Registered Nurses	48	58	124.2	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	3	12.9
Licensed Practical Nurses	4	4	8.9	Physical Therapy Assistants/Aides	1	1	2.3
Ancillary Nursing Personnel	10	28	35.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.2	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	11	15.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	3	2	6.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	9	33.7
Health Info Mgmt-Administrators/Technicians	7	1	8.8	All Other Personnel	75	36	120.7
Pharmacy Personnel	5	2	8.3				
Clinical Laboratory Personnel	12	3	15.8				
				Total	224	181	443.8

135 Tomah Health

Tomah, WI 54660

			All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
Selected Financial Statistics			FY 2020	Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2019	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$48,279,359	40.1%	46.6%	0.86	46.1%	0.87	47.5%	0.85	38.1%	1.05	
Medical Assistance	\$17,430,877	14.5%	13.8%	1.05	9.6%	1.51	12.8%	1.13	14.3%	1.01	
Commercial	\$47,927,067	39.8%	34.5%	1.16	36.6%	1.09	35.0%	1.14	36.2%	1.10	
All Other	\$6,643,004	5.5%	5.1%	1.08	7.7%	0.72	4.8%	1.16	11.4%	0.49	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$27,110,034	22.5%	35.0%	0.64	32.6%	0.69	30.4%	0.74	20.8%	1.09	
Medical Assistance	\$10,578,086	8.8%	10.4%	0.85	7.4%	1.18	8.9%	0.99	8.6%	1.03	
Commercial	\$11,772,153	9.8%	14.5%	0.67	16.1%	0.61	12.0%	0.81	7.6%	1.29	
Charity Care	\$677,978	0.6%	1.0%	0.59	0.8%	0.74	0.9%	0.60	0.7%	0.77	
Bad Debt	\$2,551,423	2.1%	1.2%	1.81	1.5%	1.40	2.0%	1.07	3.1%	0.69	
All Other	\$4,538,749	3.8%	2.6%	1.48	5.2%	0.72	2.3%	1.66	5.5%	0.68	
Total Deductions	\$57,228,423	47.6%	64.6%	0.74	63.7%	0.75	56.5%	0.84	46.2%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.9%	8.4%	0.22	23.6%	0.08	10.2%	0.18	0.5%	3.83	
Net Gains/Losses as % of Net Income		N/A	13.8%	N/A	79.9%	N/A	22.7%	N/A	119.7%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$32,373,211	48.7%	43.5%	1.12	55.4%	0.88	51.7%	0.94	52.5%	0.93	
Supplies & Services	\$26,340,324	39.6%	49.9%	0.79	39.7%	1.00	40.6%	0.97	39.3%	1.01	
Capital Component	\$7,825,870	11.8%	6.6%	1.79	4.9%	2.42	7.7%	1.52	8.1%	1.45	
Fiscal Statistics											
Operating Margin (%)		-3.6%	7.5%	N/A	1.2%	N/A	7.4%	N/A	-0.7%	5.20	
Total Hospital Net Income (%)		-1.2%	8.6%	N/A	5.7%	N/A	9.3%	N/A	3.4%	N/A	
Return on Equity (%)		-0.7%	4.1%	N/A	4.1%	N/A	7.6%	N/A	1.8%	N/A	
Current Ratio		3.0	3.9	0.78	18.3	0.17	4.8	0.64	2.6	1.16	
Days in Net Patient Accounts Receivable		52.0	71.5	0.73	57.6	0.90	49.1	1.06	56.6	0.92	
Average Payment Period		58.4	90.1	0.65	22.0	2.65	46.4	1.26	41.9	1.40	
Equity Financing (%)		51.5%	63.6%	0.81	85.1%	0.61	79.0%	0.65	54.4%	0.95	
Long-Term Debt to Equity Ratio		0.8	0.3	2.62	0.1	12.82	0.2	4.65	0.7	1.06	
Times Interest Earned		0.4	12.2	0.03	14.9	0.02	13.2	0.03	11.6	0.03	
Total Asset Turnover		0.5	0.5	1.16	0.7	0.80	0.8	0.68	0.5	1.06	
Average Age of Plant (Years)		1.8	14.1	0.13	9.0	0.20	8.8	0.20	8.1	0.22	
Increase (Decrease) Total Net Patient Revenue		9.3%	-2.2%	N/A	-4.8%	N/A	-1.2%	N/A	3.9%	2.39	
Outpatient Gross Revenue (% of Total GPR)		80.6%	63.0%	1.28	78.6%	1.03	78.9%	1.02	81.0%	1.00	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$14,979	\$17,652	0.85	\$17,756	0.84	\$14,147	1.06	\$13,329	1.12	
Inpatient Net Revenue per Day		\$4,948	\$3,704	1.34	\$3,811	1.30	\$4,080	1.21	\$4,387	1.13	
Outpatient Net Revenue per Visit		\$1,209	\$780	1.55	\$835	1.45	\$677	1.79	\$1,132	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$120,280,307	Cash & Cash Equivalents	\$17,852,000	Current Liabilities	\$9,667,462
Less Deductions	\$57,228,423	Net Patient Receivables	\$8,963,810	Long-Term Debt	\$47,237,066
Net Patient Revenue	\$63,051,884	Other Receivables	\$519,000	Other Liabilities	\$0
Plus Other Revenue	\$1,193,742			Subtotal	\$56,904,528
Total Revenue	\$64,245,626	Land, Buildings & Equipment (Net)	\$66,675,488	Unrestricted Fund Balance	\$60,520,307
Less Expenses	\$66,539,405	Other Assets	\$23,414,537	Restricted Fund Balance	\$1,935,864
Non-Operating Gains/Losses	\$1,474,319			Total Liabilities & Fund Balance	\$117,424,835
Net Income	-\$819,460	Total Assets	\$117,424,835		

136 Ascension Sacred Heart Hospital
 401 West Mohawk Drive
 Tomahawk, WI 54487
 715-453-7700

Fiscal Year: 07/01 to 06/30
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Lincoln
 Analysis Area: North Central (6)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	22.0%	52.4%	0.42	47.5%	0.46	11.2%	1.96	23.4%	0.94
Obstetrics	0.0%	36.2%	N/A	52.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	22.0%	53.9%	0.41	55.7%	0.39	15.7%	1.40	23.4%	0.94
Average Census (Patients)									
Adult Medical-Surgical	1.8	25.5	0.07	18.9	0.09	1.7	1.01	1.9	0.94
Obstetrics	0.0	4.7	N/A	3.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.6	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.8	47.4	0.04	36.1	0.05	2.5	0.69	1.9	0.94
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.3	0.68	3.9	0.76	3.3	0.88	2.9	1.00
Obstetrics	0.0	2.4	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.5	N/A	2.7	N/A	0.0	N/A
Total Hospital	2.8	4.7	0.61	4.2	0.67	4.2	0.67	2.9	0.97
Surgical Operations									
Inpatient	0	1,280	N/A	1,491	N/A	75	N/A	0	N/A
Outpatient	0	4,115	N/A	3,438	N/A	1,365	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	30.3%	N/A	5.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	18,579	127,898	0.15	103,283	0.18	21,938	0.85	20,529	0.91
Emergency Visits	4,182	15,799	0.26	11,943	0.35	2,721	1.54	4,213	0.99
Full-Time Equivalents (FTEs)									
Administrators	1.0	20.3	0.05	22.1	0.05	2.2	0.46	1.0	1.00
Nurses, Licensed	17.4	255.1	0.07	178.4	0.10	40.9	0.42	13.5	1.29
Ancillary Nursing Personnel	0.0	42.6	N/A	23.0	N/A	7.0	N/A	0.0	N/A
All Other Personnel	31.0	501.2	0.06	456.9	0.07	77.4	0.40	28.3	1.10
Total FTEs	49.4	819.2	0.06	680.4	0.07	127.5	0.39	42.8	1.15
FTEs per 100 Patient Census (Adjusted)									
Administrators	5.8	15.7	0.37	20.6	0.28	17.3	0.33	5.7	1.02
Nurses, Licensed	100.0	197.1	0.51	166.5	0.60	323.2	0.31	76.3	1.31
Ancillary Nursing Personnel	0.0	33.0	N/A	21.4	N/A	55.3	N/A	0.0	N/A
All Other Personnel	178.8	387.2	0.46	426.5	0.42	611.6	0.29	160.6	1.11
Total FTEs	284.5	633.0	0.45	635.1	0.45	1,007.4	0.28	242.6	1.17

Total Hospital:
 Beds Set Up & Staffed 8
 Discharges 228
 Inpatient Days 644

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 8
 Inpatient Days 53

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

136 Ascension Sacred Heart Hospital
Tomahawk, WI 54487

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	8	220	644	22.0%	1.8	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	2	4.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	0	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	2	1	2.0
Registered Nurses	12	8	14.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	1	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	9	12.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	0	0.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	7	1	7.9				
				Total	42	22	49.4

136 Ascension Sacred Heart Hospital

Tomahawk, WI 54487

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$15,743,722	54.7%	46.6%	1.17	51.5%	1.06	46.3%	1.18	52.7%	1.04
Medical Assistance	\$3,335,194	11.6%	13.8%	0.84	12.9%	0.90	11.7%	0.99	12.3%	0.94
Commercial	\$7,567,711	26.3%	34.5%	0.76	30.6%	0.86	37.5%	0.70	27.2%	0.97
All Other	\$2,115,073	7.4%	5.1%	1.43	5.0%	1.47	4.5%	1.64	7.9%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$8,819,194	30.7%	35.0%	0.88	36.8%	0.83	23.9%	1.29	24.9%	1.23
Medical Assistance	\$2,210,524	7.7%	10.4%	0.74	9.7%	0.79	7.7%	1.00	8.7%	0.89
Commercial	\$1,669,383	5.8%	14.5%	0.40	9.1%	0.64	10.2%	0.57	5.5%	1.06
Charity Care	\$551,156	1.9%	1.0%	1.99	1.0%	1.94	1.1%	1.81	1.6%	1.16
Bad Debt	\$851,702	3.0%	1.2%	2.52	0.9%	3.39	1.7%	1.79	2.5%	1.20
All Other	\$1,302,703	4.5%	2.6%	1.77	2.8%	1.59	2.2%	2.05	4.0%	1.12
Total Deductions	\$15,404,662	53.6%	64.6%	0.83	60.3%	0.89	46.7%	1.15	47.2%	1.13
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		13.6%	8.4%	1.62	5.2%	2.61	7.5%	1.81	5.3%	2.57
Net Gains/Losses as % of Net Income		0.0%	13.8%	N/A	N/A	N/A	10.6%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$4,551,719	36.6%	43.5%	0.84	43.5%	0.84	50.8%	0.72	36.6%	1.00
Supplies & Services	\$7,315,975	58.7%	49.9%	1.18	51.3%	1.15	42.0%	1.40	58.4%	1.01
Capital Component	\$585,682	4.7%	6.6%	0.72	5.3%	0.89	7.2%	0.66	5.0%	0.94
Fiscal Statistics										
Operating Margin (%)		19.4%	7.5%	2.58	8.6%	2.27	7.8%	2.49	23.6%	0.82
Total Hospital Net Income (%)		19.4%	8.6%	2.25	8.2%	2.36	8.7%	2.25	23.6%	0.82
Return on Equity (%)		31.1%	4.1%	7.55	3.5%	8.78	11.1%	2.82	41.2%	0.76
Current Ratio		3.9	3.9	1.01	2.4	1.64	2.1	1.88	4.7	0.83
Days in Net Patient Accounts Receivable		57.2	71.5	0.80	82.7	0.69	58.4	0.98	61.6	0.93
Average Payment Period		39.3	90.1	0.44	127.5	0.31	80.3	0.49	27.2	1.44
Equity Financing (%)		73.0%	63.6%	1.15	51.2%	1.43	38.8%	1.88	77.5%	0.94
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.6	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	21.3	N/A	10.1	N/A	0.0	N/A
Total Asset Turnover		1.6	0.5	3.39	0.4	3.71	1.3	1.27	1.7	0.92
Average Age of Plant (Years)		7.0	14.1	0.49	17.5	0.40	9.7	0.72	5.7	1.23
Increase (Decrease) Total Net Patient Revenue		-10.5%	-2.2%	4.73	-2.0%	5.33	-0.9%	11.34	2.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		89.8%	63.0%	1.43	66.3%	1.36	80.0%	1.12	89.4%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,280		\$17,652	0.53	\$15,397	0.60	\$21,599	0.43	\$9,264	1.00
Inpatient Net Revenue per Day	\$3,133		\$3,704	0.85	\$3,651	0.86	\$2,988	1.05	\$3,154	0.99
Outpatient Net Revenue per Visit	\$528		\$780	0.68	\$850	0.62	\$759	0.70	\$542	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$28,761,700	Cash & Cash Equivalents	\$440	Current Liabilities	\$1,277,983
Less Deductions	\$15,404,662	Net Patient Receivables	\$2,089,028	Long-Term Debt	\$0
Net Patient Revenue	\$13,357,038	Other Receivables	\$124,375	Other Liabilities	\$1,326,830
Plus Other Revenue	\$2,100,765			Subtotal	\$2,604,813
Total Revenue	\$15,457,803	Land, Buildings & Equipment (Net)	\$4,589,916	Unrestricted Fund Balance	\$7,044,472
Less Expenses	\$12,453,376	Other Assets	\$2,845,526	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$9,649,285	Total Liabilities & Fund Balance	\$9,649,285
Net Income	\$3,004,427				

137 Aurora Medical Center of Manitowoc County
 5000 Memorial Drive
 Two Rivers, WI 54241
 920-794-5000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Manitowoc
 Analysis Area: Northeastern (4)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	17.8%	52.4%	0.34	50.1%	0.36	44.9%	0.40	17.1%	1.05
Obstetrics	32.0%	36.2%	0.88	30.3%	0.06	25.5%	1.26	36.5%	0.88
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	26.9%	53.9%	0.50	46.7%	0.58	52.8%	0.51	25.0%	1.08
Average Census (Patients)									
Adult Medical-Surgical	6.8	25.5	0.27	23.5	0.29	15.7	0.43	6.5	1.05
Obstetrics	1.9	4.7	0.41	3.8	0.50	2.3	0.84	2.2	0.88
Pediatrics	0.0	1.1	N/A	0.5	N/A	4.7	N/A	0.0	N/A
Total Hospital	16.7	47.4	0.35	41.3	0.40	36.1	0.46	15.5	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	3.1	4.3	0.73	4.0	0.78	3.7	0.85	2.8	1.12
Obstetrics	1.8	2.4	0.74	2.2	0.79	2.2	0.80	1.9	0.91
Pediatrics	0.0	3.5	N/A	3.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	2.8	4.7	0.59	4.1	0.68	4.4	0.62	2.5	1.09
Surgical Operations									
Inpatient	492	1,280	0.38	912	0.54	711	0.69	579	0.85
Outpatient	2,486	4,115	0.60	4,561	0.55	2,960	0.84	2,794	0.89
Inpatient as % of All Surgeries	16.5%	23.7%	0.70	16.7%	0.99	19.4%	0.85	17.2%	0.96
Outpatient Visits									
Non-Emergency Visits	64,807	127,898	0.51	178,054	0.36	117,985	0.55	78,383	0.83
Emergency Visits	12,757	15,799	0.81	16,398	0.78	14,651	0.87	13,816	0.92
Full-Time Equivalents (FTEs)									
Administrators	9.0	20.3	0.44	15.2	0.59	17.3	0.52	10.0	0.90
Nurses, Licensed	108.1	255.1	0.42	279.4	0.39	217.2	0.50	104.9	1.03
Ancillary Nursing Personnel	22.4	42.6	0.52	41.9	0.53	30.0	0.75	19.9	1.12
All Other Personnel	227.3	501.2	0.45	501.4	0.45	363.9	0.62	227.9	1.00
Total FTEs	366.8	819.2	0.45	837.9	0.44	628.4	0.58	362.7	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	11.3	15.7	0.72	9.9	1.14	16.4	0.69	12.7	0.89
Nurses, Licensed	135.5	197.1	0.69	181.6	0.75	206.1	0.66	132.8	1.02
Ancillary Nursing Personnel	28.0	33.0	0.85	27.2	1.03	28.5	0.98	25.2	1.11
All Other Personnel	284.9	387.2	0.74	325.9	0.87	345.3	0.83	288.6	0.99
Total FTEs	459.7	633.0	0.73	544.7	0.84	596.3	0.77	459.2	1.00

Total Hospital:

Beds Set Up & Staffed 62
 Discharges 2,222
 Inpatient Days 6,112

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 8
 Total Births 383
 Newborn Days 617

137 Aurora Medical Center of Manitowoc County
Two Rivers, WI 54241

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	38	790	2,481	17.8%	6.8	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	398	702	32.0%	1.9	1.8
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	352	352	16.0%	1.0	1.0
Step-Down (Special Care)	1	12	528	2,577	58.7%	7.0	4.9
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	9	4	11.1
Physicians & Dentists	3	13	4.3	Radiological Services Personnel	14	4	17.7
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	0	6.0
Dental Hygienists	0	0	0.0	Occupational Therapists	5	4	7.1
Registered Nurses	82	39	102.9	Occupational Therapy Assistants/Aides	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	11	3	13.9
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	4	7	7.7
Ancillary Nursing Personnel	17	12	22.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	1	5.1	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	22	7	26.9
Health Info Mgmt-Administrators/Technicians	5	1	5.6	All Other Personnel	69	51	96.9
Pharmacy Personnel	6	1	6.3				
Clinical Laboratory Personnel	15	1	15.0				
				Total	289	149	366.8

137 Aurora Medical Center of Manitowoc County

Two Rivers, WI 54241

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$101,788,235	43.3%	46.6%	0.93	47.2%	0.92	41.7%	1.04	41.6%	1.04
Medical Assistance	\$30,400,022	12.9%	13.8%	0.94	11.7%	1.11	18.4%	0.70	12.7%	1.02
Commercial	\$92,691,874	39.4%	34.5%	1.14	36.7%	1.07	36.0%	1.10	42.2%	0.93
All Other	\$10,205,279	4.3%	5.1%	0.85	4.4%	0.98	4.0%	1.08	3.5%	1.23
Deductions as % of Total Gross Patient Revenue										
Medicare	\$78,746,068	33.5%	35.0%	0.96	36.0%	0.93	30.1%	1.11	32.1%	1.04
Medical Assistance	\$22,426,483	9.5%	10.4%	0.92	9.0%	1.06	12.3%	0.77	9.6%	1.00
Commercial	\$39,233,409	16.7%	14.5%	1.15	15.2%	1.10	12.1%	1.38	18.5%	0.90
Charity Care	\$2,314,653	1.0%	1.0%	1.02	0.8%	1.30	0.8%	1.20	1.1%	0.87
Bad Debt	\$3,333,101	1.4%	1.2%	1.21	1.1%	1.29	1.1%	1.28	1.3%	1.10
All Other	\$5,489,404	2.3%	2.6%	0.91	2.7%	0.87	2.3%	1.00	1.6%	1.44
Total Deductions	\$151,543,118	64.5%	64.6%	1.00	64.6%	1.00	58.8%	1.10	64.2%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.8%	8.4%	0.93	6.6%	1.19	6.4%	1.23	0.7%	11.22	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	12.8%	N/A	N/A	N/A	N/A	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$23,106,680	34.4%	43.5%	0.79	45.2%	0.76	41.7%	0.83	38.8%	0.89
Supplies & Services	\$39,025,326	58.1%	49.9%	1.16	47.8%	1.22	50.0%	1.16	52.9%	1.10
Capital Component	\$5,058,147	7.5%	6.6%	1.15	7.0%	1.08	8.3%	0.91	8.4%	0.90
Fiscal Statistics										
Operating Margin (%)	25.9%	7.5%	3.43	7.5%	3.47	6.6%	3.93	27.2%	0.95	
Total Hospital Net Income (%)	25.9%	8.6%	3.00	8.5%	3.06	6.2%	4.15	27.2%	0.95	
Return on Equity (%)	9.0%	4.1%	2.19	5.4%	1.67	3.0%	3.00	10.5%	0.86	
Current Ratio	34.3	3.9	8.84	3.5	9.86	3.4	10.14	43.9	0.78	
Days in Net Patient Accounts Receivable	59.7	71.5	0.83	54.3	1.10	48.8	1.22	53.6	1.11	
Average Payment Period	38.7	90.1	0.43	79.8	0.49	63.5	0.61	27.2	1.43	
Equity Financing (%)	95.9%	63.6%	1.51	71.2%	1.35	75.1%	1.28	98.0%	0.98	
Long-Term Debt to Equity Ratio	0.0	0.3	0.00	0.2	0.00	0.2	0.00	0.0	0.78	
Times Interest Earned	35.6	12.2	2.91	11.3	3.16	7.4	4.84	22.2	1.60	
Total Asset Turnover	0.3	0.5	0.74	0.6	0.55	0.5	0.72	0.4	0.91	
Average Age of Plant (Years)	10.7	14.1	0.76	10.9	0.98	9.8	1.09	10.1	1.06	
Increase (Decrease) Total Net Patient Revenue	-5.1%	-2.2%	2.31	-1.9%	2.73	-5.0%	1.04	8.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	77.1%	63.0%	1.22	72.6%	1.06	64.9%	1.19	78.7%	0.98	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,575	\$17,652	0.71	\$14,359	0.88	\$18,057	0.70	\$11,590	1.09	
Inpatient Net Revenue per Day	\$4,172	\$3,704	1.13	\$3,457	1.21	\$3,961	1.05	\$4,222	0.99	
Outpatient Net Revenue per Visit	\$760	\$780	0.97	\$649	1.17	\$669	1.14	\$708	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$235,085,409	Cash & Cash Equivalents	\$214,457,538	Current Liabilities	\$6,698,852
Less Deductions	\$151,543,118	Net Patient Receivables	\$13,627,828	Long-Term Debt	\$139,947
Net Patient Revenue	\$83,542,291	Other Receivables	\$222,396	Other Liabilities	\$3,829,890
Plus Other Revenue	\$7,102,740			Subtotal	\$10,668,689
Total Revenue	\$90,645,031	Land, Buildings & Equipment (Net)	\$26,268,895	Unrestricted Fund Balance	\$248,919,136
Less Expenses	\$67,190,153	Other Assets	\$5,011,168	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$3,500	Total Assets	\$259,587,825	Total Liabilities & Fund Balance	\$259,587,825
Net Income	\$23,451,378				

138 Vernon Memorial Healthcare
 507 S Main Street
 Viroqua, WI 54665
 608-637-2101

Fiscal Year: 10/01 to 09/30
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Vernon
 Analysis Area: Southwestern (5B)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.0%	52.4%	0.72	37.7%	1.01	32.9%	1.16	41.2%	0.92
Obstetrics	14.5%	36.2%	0.40	46.9%	0.02	19.7%	0.74	18.5%	0.79
Pediatrics	0.0%	53.2%	N/A	29.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.8%	53.9%	0.63	42.5%	0.80	33.0%	1.02	37.1%	0.91
Average Census (Patients)									
Adult Medical-Surgical	7.6	25.5	0.30	16.4	0.46	6.4	1.18	8.2	0.92
Obstetrics	0.7	4.7	0.15	4.3	0.17	0.9	0.80	0.9	0.79
Pediatrics	0.0	1.1	N/A	0.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.5	47.4	0.18	27.5	0.31	8.6	0.98	9.3	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	2.3	4.3	0.54	4.0	0.58	3.0	0.78	2.4	0.95
Obstetrics	2.0	2.4	0.85	3.2	0.64	2.0	1.03	2.1	0.98
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.3	4.7	0.50	4.9	0.47	3.2	0.73	2.4	0.98
Surgical Operations									
Inpatient	626	1,280	0.49	733	0.85	247	2.54	672	0.93
Outpatient	618	4,115	0.15	2,362	0.26	1,277	0.48	641	0.96
Inpatient as % of All Surgeries	50.3%	23.7%	2.12	23.7%	2.12	16.2%	3.11	51.2%	0.98
Outpatient Visits									
Non-Emergency Visits	114,682	127,898	0.90	116,152	0.99	57,441	2.00	134,058	0.86
Emergency Visits	6,302	15,799	0.40	11,771	0.54	8,355	0.75	6,760	0.93
Full-Time Equivalents (FTEs)									
Administrators	12.7	20.3	0.63	15.2	0.84	11.6	1.10	4.8	2.63
Nurses, Licensed	83.8	255.1	0.33	154.7	0.54	84.6	0.99	98.0	0.85
Ancillary Nursing Personnel	17.0	42.6	0.40	21.1	0.80	14.7	1.16	16.4	1.04
All Other Personnel	238.3	501.2	0.48	402.4	0.59	194.6	1.22	289.0	0.82
Total FTEs	351.7	819.2	0.43	593.5	0.59	305.5	1.15	408.2	0.86
FTEs per 100 Patient Census (Adjusted)									
Administrators	41.9	15.7	2.68	13.5	3.09	28.7	1.46	14.8	2.84
Nurses, Licensed	275.9	197.1	1.40	138.1	2.00	210.0	1.31	298.7	0.92
Ancillary Nursing Personnel	56.0	33.0	1.70	18.9	2.97	36.4	1.54	49.9	1.12
All Other Personnel	784.7	387.2	2.03	359.4	2.18	483.0	1.62	880.7	0.89
Total FTEs	1,158.5	633.0	1.83	529.9	2.19	758.1	1.53	1,244.1	0.93

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,335
 Inpatient Days 3,093

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

Medicare-certified Swing Beds:
 Average Beds Used 3
 Discharges 18
 Inpatient Days 152

Newborn Nursery:
 Bassinets 5
 Total Births 141
 Newborn Days 251

138 Vernon Memorial Healthcare
Viroqua, WI 54665

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	1,201	2,778	38.0%	7.6	2.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	20	49	0.0%	0.1	2.5
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	5	131	266	14.5%	0.7	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	3	12.7	Surgical Personnel	6	1	6.0
Physicians & Dentists	15	6	19.3	Radiological Services Personnel	12	0	12.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	1	2.3
Dental Hygienists	0	0	0.0	Occupational Therapists	3	6	6.7
Registered Nurses	24	68	77.3	Occupational Therapy Assistants/Aides	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	12	0	12.0
Licensed Practical Nurses	0	1	0.0	Physical Therapy Assistants/Aides	5	2	6.1
Ancillary Nursing Personnel	4	19	17.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	2	3.6	Dietitians & Nutritionists	4	9	10.5
Nurse Practitioners	1	4	2.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	2	3	3.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	44	22	54.1
Health Info Mgmt-Administrators/Technicians	13	2	14.4	All Other Personnel	38	31	56.2
Pharmacy Personnel	5	3	6.5				
Clinical Laboratory Personnel	9	8	14.4				
				Total	226	192	351.7

138 Vernon Memorial Healthcare

Viroqua, WI 54665

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$69,406,757	52.3%	46.6%	1.12	46.1%	1.14	47.5%	1.10	51.3%	1.02
Medical Assistance	\$15,190,045	11.4%	13.8%	0.83	9.6%	1.19	12.8%	0.89	11.7%	0.98
Commercial	\$43,694,056	32.9%	34.5%	0.96	36.6%	0.90	35.0%	0.94	33.5%	0.98
All Other	\$4,418,809	3.3%	5.1%	0.65	7.7%	0.43	4.8%	0.70	3.6%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$40,744,644	30.7%	35.0%	0.88	32.6%	0.94	30.4%	1.01	29.1%	1.05
Medical Assistance	\$9,166,836	6.9%	10.4%	0.67	7.4%	0.93	8.9%	0.78	7.6%	0.91
Commercial	\$16,812,416	12.7%	14.5%	0.87	16.1%	0.79	12.0%	1.05	12.4%	1.02
Charity Care	\$2,116,777	1.6%	1.0%	1.66	0.8%	2.10	0.9%	1.69	1.4%	1.11
Bad Debt	\$1,383,399	1.0%	1.2%	0.89	1.5%	0.69	2.0%	0.53	1.7%	0.61
All Other	\$713,691	0.5%	2.6%	0.21	5.2%	0.10	2.3%	0.24	0.7%	0.76
Total Deductions	\$70,937,763	53.5%	64.6%	0.83	63.7%	0.84	56.5%	0.95	53.0%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	15.5%	8.4%	1.84	23.6%	0.66	10.2%	1.51	11.7%	1.32	
Net Gains/Losses as % of Net Income	22.4%	13.8%	1.62	79.9%	0.28	22.7%	0.99	68.7%	0.33	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$37,679,616	54.7%	43.5%	1.26	55.4%	0.99	51.7%	1.06	56.2%	0.97
Supplies & Services	\$23,571,836	34.2%	49.9%	0.69	39.7%	0.86	40.6%	0.84	34.2%	1.00
Capital Component	\$7,673,594	11.1%	6.6%	1.69	4.9%	2.29	7.7%	1.44	9.6%	1.16
Fiscal Statistics										
Operating Margin (%)	5.7%	7.5%	0.76	1.2%	4.75	7.4%	0.78	0.7%	8.05	
Total Hospital Net Income (%)	7.2%	8.6%	0.84	5.7%	1.27	9.3%	0.78	2.2%	3.24	
Return on Equity (%)	4.9%	4.1%	1.19	4.1%	1.21	7.6%	0.64	1.7%	2.89	
Current Ratio	3.3	3.9	0.86	18.3	0.18	4.8	0.70	3.8	0.88	
Days in Net Patient Accounts Receivable	42.3	71.5	0.59	57.6	0.73	49.1	0.86	42.5	0.99	
Average Payment Period	72.7	90.1	0.81	22.0	3.30	46.4	1.57	41.2	1.76	
Equity Financing (%)	71.1%	63.6%	1.12	85.1%	0.84	79.0%	0.90	71.3%	1.00	
Long-Term Debt to Equity Ratio	0.2	0.3	0.74	0.1	3.61	0.2	1.31	0.3	0.82	
Times Interest Earned	7.3	12.2	0.60	14.9	0.49	13.2	0.56	2.8	2.57	
Total Asset Turnover	0.7	0.5	1.42	0.7	0.98	0.8	0.83	0.8	0.89	
Average Age of Plant (Years)	8.9	14.1	0.63	9.0	0.99	8.8	1.01	8.5	1.06	
Increase (Decrease) Total Net Patient Revenue	-8.1%	-2.2%	3.64	-4.8%	1.67	-1.2%	6.96	3.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	72.8%	63.0%	1.16	78.6%	0.93	78.9%	0.92	72.0%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$15,092	\$17,652	0.85	\$17,756	0.85	\$14,147	1.07	\$15,675	0.96	
Inpatient Net Revenue per Day	\$6,409	\$3,704	1.73	\$3,811	1.68	\$4,080	1.57	\$6,257	1.02	
Outpatient Net Revenue per Visit	\$351	\$780	0.45	\$835	0.42	\$677	0.52	\$333	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$132,709,666	Cash & Cash Equivalents	\$30,837,280	Current Liabilities	\$12,612,300
Less Deductions	\$70,937,763	Net Patient Receivables	\$7,132,211	Long-Term Debt	\$17,096,461
Net Patient Revenue	\$61,771,903	Other Receivables	\$485,505	Other Liabilities	\$1,907,866
Plus Other Revenue	\$11,324,155			Subtotal	\$31,616,627
Total Revenue	\$73,096,059	Land, Buildings & Equipment (Net)	\$42,173,975	Unrestricted Fund Balance	\$77,735,051
Less Expenses	\$68,925,046	Other Assets	\$28,722,707	Restricted Fund Balance	\$1,223,384
Non-Operating Gains/Losses	\$1,202,675			Total Liabilities & Fund Balance	\$109,351,678
Net Income	\$5,373,688	Total Assets	\$109,351,678		

139 Watertown Regional Medical Center
 125 Hospital Drive
 Watertown, WI 53098
 920-261-4210

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Corporation
 Control:

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	38.5%	52.4%	0.73	55.7%	0.69	40.5%	0.95	36.7%	1.05
Obstetrics	11.8%	36.2%	0.33	41.0%	0.03	24.6%	0.48	13.7%	0.86
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.9%	53.9%	0.70	56.6%	0.67	42.0%	0.90	38.0%	1.00
Average Census (Patients)									
Adult Medical-Surgical	13.5	25.5	0.53	23.1	0.58	10.2	1.32	12.8	1.05
Obstetrics	1.2	4.7	0.25	4.5	0.26	1.7	0.69	1.4	0.86
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	24.3	47.4	0.51	49.2	0.49	17.9	1.35	24.3	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.3	0.70	4.1	0.72	3.3	0.91	2.8	1.08
Obstetrics	3.1	2.4	1.28	2.6	1.18	2.2	1.41	2.9	1.04
Pediatrics	0.0	3.5	N/A	3.9	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.6	4.7	0.78	4.6	0.80	3.5	1.05	3.6	1.02
Surgical Operations									
Inpatient	410	1,280	0.32	1,943	0.21	482	0.85	541	0.76
Outpatient	2,851	4,115	0.69	7,094	0.40	1,905	1.50	4,285	0.67
Inpatient as % of All Surgeries	12.6%	23.7%	0.53	21.5%	0.58	20.2%	0.62	11.2%	1.12
Outpatient Visits									
Non-Emergency Visits	64,223	127,898	0.50	157,467	0.41	69,880	0.92	67,102	0.96
Emergency Visits	10,115	15,799	0.64	15,287	0.66	11,349	0.89	12,299	0.82
Full-Time Equivalents (FTEs)									
Administrators	46.0	20.3	2.27	20.1	2.28	14.9	3.08	52.9	0.87
Nurses, Licensed	130.0	255.1	0.51	268.4	0.48	112.6	1.15	107.4	1.21
Ancillary Nursing Personnel	43.0	42.6	1.01	43.3	0.99	19.7	2.18	37.5	1.15
All Other Personnel	307.4	501.2	0.61	633.6	0.49	239.6	1.28	297.2	1.03
Total FTEs	526.4	819.2	0.64	965.4	0.55	386.8	1.36	495.0	1.06
FTEs per 100 Patient Census (Adjusted)									
Administrators	48.2	15.7	3.08	16.1	2.99	21.9	2.20	50.5	0.95
Nurses, Licensed	136.3	197.1	0.69	214.6	0.63	165.1	0.83	102.6	1.33
Ancillary Nursing Personnel	45.1	33.0	1.37	34.6	1.30	28.9	1.56	35.8	1.26
All Other Personnel	322.2	387.2	0.83	506.6	0.64	351.3	0.92	283.8	1.14
Total FTEs	551.8	633.0	0.87	771.8	0.71	567.2	0.97	472.8	1.17

Total Hospital:
 Beds Set Up & Staffed 64
 Discharges 2,438
 Inpatient Days 8,883

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 66
 Inpatient Days 460

Newborn Nursery:
 Bassinets 10
 Total Births 172
 Newborn Days 368

139 Watertown Regional Medical Center
 Watertown, WI 53098

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	35	1,647	4,927	38.5%	13.5	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	10	141	431	11.8%	1.2	3.1
Psychiatric	1	15	244	2,836	51.7%	7.7	11.6
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	158	689	47.1%	1.9	4.4
Step-Down (Special Care)	4	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	46	0	46.0	Surgical Personnel	5	1	5.0
Physicians & Dentists	16	4	17.7	Radiological Services Personnel	17	14	22.1
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	5	6.9
Dental Hygienists	0	0	0.0	Occupational Therapists	2	5	2.1
Registered Nurses	100	40	114.1	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	8	6	9.7
Licensed Practical Nurses	5	4	8.2	Physical Therapy Assistants/Aides	1	0	1.0
Ancillary Nursing Personnel	38	15	43.0	Recreational Therapists	1	0	1.0
Physician Assistants	5	4	6.6	Dietitians & Nutritionists	0	6	2.6
Nurse Practitioners	6	3	7.7	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	36	18	42.7
Health Info Mgmt-Administrators/Technicians	3	1	3.0	All Other Personnel	98	92	140.2
Pharmacy Personnel	4	4	6.6				
Clinical Laboratory Personnel	5	6	6.6				
				Total	426	248	526.4

139 Watertown Regional Medical Center

Watertown, WI 53098

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value ¹	Ratio	Value ⁴	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$119,175,326	47.9%	46.6%	1.03	41.8%	1.14	49.5%	0.97	48.6%	0.98
Medical Assistance	\$28,326,894	11.4%	13.8%	0.83	11.5%	0.99	11.6%	0.98	10.8%	1.05
Commercial	\$90,405,109	36.3%	34.5%	1.05	38.1%	0.95	34.7%	1.05	36.2%	1.00
All Other	\$11,081,518	4.5%	5.1%	0.87	8.5%	0.52	4.2%	1.06	4.3%	1.04
Deductions as % of Total Gross Patient Revenue										
Medicare	\$89,546,369	36.0%	35.0%	1.03	31.1%	1.16	36.2%	0.99	36.4%	0.99
Medical Assistance	\$22,725,903	9.1%	10.4%	0.88	8.7%	1.05	8.8%	1.03	8.8%	1.04
Commercial	\$32,898,994	13.2%	14.5%	0.91	18.1%	0.73	13.9%	0.95	13.3%	0.99
Charity Care	\$269,122	0.1%	1.0%	0.11	0.7%	0.16	0.9%	0.12	0.4%	0.27
Bad Debt	\$1,761,427	0.7%	1.2%	0.60	1.3%	0.54	1.5%	0.48	0.7%	1.06
All Other	\$6,815,677	2.7%	2.6%	1.07	4.4%	0.63	2.2%	1.24	2.3%	1.19
Total Deductions	\$154,017,492	61.9%	64.6%	0.96	64.3%	0.96	63.5%	0.97	61.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		3.9%	8.4%	0.46	7.9%	0.49	7.3%	0.53	3.9%	0.99
Net Gains/Losses as % of Net Income		47.9%	13.8%	3.46	48.7%	0.98	12.9%	3.71	1.9%	25.02
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$48,149,686	52.9%	43.5%	1.21	46.6%	1.14	45.1%	1.17	52.1%	1.02
Supplies & Services	\$37,252,684	40.9%	49.9%	0.82	46.2%	0.89	46.8%	0.87	41.1%	1.00
Capital Component	\$5,656,509	6.2%	6.6%	0.95	7.3%	0.86	8.1%	0.77	6.8%	0.91
Fiscal Statistics										
Operating Margin (%)		7.8%	7.5%	1.04	5.4%	1.46	3.1%	2.55	8.2%	0.96
Total Hospital Net Income (%)		14.0%	8.6%	1.62	9.9%	1.41	3.5%	4.00	8.3%	1.69
Return on Equity (%)		11.7%	4.1%	2.84	6.1%	1.91	2.0%	5.94	8.3%	1.41
Current Ratio		4.1	3.9	1.07	3.1	1.32	4.6	0.91	6.8	0.60
Days in Net Patient Accounts Receivable		57.4	71.5	0.80	48.3	1.19	47.2	1.22	62.6	0.92
Average Payment Period		73.1	90.1	0.81	71.6	1.02	73.5	1.00	27.2	2.69
Equity Financing (%)		83.6%	63.6%	1.31	54.8%	1.53	66.1%	1.26	90.9%	0.92
Long-Term Debt to Equity Ratio		0.0	0.3	0.11	0.3	0.12	0.2	0.17	0.0	1.16
Times Interest Earned		0.0	12.2	N/A	10.5	N/A	4.2	N/A	0.0	N/A
Total Asset Turnover		0.8	0.5	1.65	0.6	1.33	0.6	1.39	1.0	0.78
Average Age of Plant (Years)		2.2	14.1	0.16	11.5	0.19	10.5	0.21	1.0	2.22
Increase (Decrease) Total Net Patient Revenue		-6.3%	-2.2%	2.85	-1.0%	6.10	-6.0%	1.05	5.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		72.5%	63.0%	1.15	60.3%	1.20	72.9%	0.99	74.8%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$8,645	\$17,652	0.49	\$20,439	0.42	\$11,149	0.78	\$8,735	0.99	
Inpatient Net Revenue per Day	\$2,152	\$3,704	0.58	\$4,396	0.49	\$3,062	0.70	\$2,233	0.96	
Outpatient Net Revenue per Visit	\$1,010	\$780	1.29	\$707	1.43	\$705	1.43	\$1,023	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$248,988,847	Cash & Cash Equivalents	\$568,453	Current Liabilities	\$17,243,664
Less Deductions	\$154,017,492	Net Patient Receivables	\$14,902,526	Long-Term Debt	\$3,572,854
Net Patient Revenue	\$94,971,355	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,828,459			Subtotal	\$20,816,518
Total Revenue	\$98,799,813	Land, Buildings & Equipment (Net)	\$54,043,725	Unrestricted Fund Balance	\$105,809,556
Less Expenses	\$91,058,879	Other Assets	\$57,111,370	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,124,602			Total Liabilities & Fund Balance	\$126,626,074
Net Income	\$14,865,536	Total Assets	\$126,626,074		

141 ProHealth Waukesha Memorial Hospital
 725 American Avenue
 Waukesha, WI 53188
 262-928-1000

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

County: Waukesha
 Analysis Area: Southeastern (2A)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	60.0%	52.4%	1.14	54.8%	1.09	64.6%	0.93	86.0%	0.70
Obstetrics	24.4%	36.2%	0.67	30.8%	0.24	49.9%	0.49	25.5%	0.96
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	53.8%	53.9%	1.00	53.0%	1.02	63.5%	0.85	57.2%	0.94
Average Census (Patients)									
Adult Medical-Surgical	66.6	25.5	2.61	31.6	2.11	106.5	0.63	67.1	0.99
Obstetrics	7.3	4.7	1.56	4.9	1.51	14.6	0.50	8.4	0.87
Pediatrics	0.0	1.1	N/A	0.0	N/A	3.2	N/A	0.0	N/A
Total Hospital	141.6	47.4	2.99	61.1	2.32	204.5	0.69	139.5	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.3	0.88	4.0	0.95	4.8	0.80	3.9	0.98
Obstetrics	1.5	2.4	0.64	2.2	0.70	2.6	0.58	1.8	0.85
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.0	4.7	0.86	4.2	0.96	5.2	0.77	3.9	1.02
Surgical Operations									
Inpatient	2,458	1,280	1.92	1,268	1.94	5,196	0.47	2,829	0.87
Outpatient	4,899	4,115	1.19	3,637	1.35	15,397	0.32	5,212	0.94
Inpatient as % of All Surgeries	33.4%	23.7%	1.41	25.9%	1.29	25.2%	1.32	35.2%	0.95
Outpatient Visits									
Non-Emergency Visits	271,835	127,898	2.13	151,601	1.79	396,336	0.69	311,393	0.87
Emergency Visits	43,730	15,799	2.77	22,748	1.92	41,684	1.05	49,281	0.89
Full-Time Equivalents (FTEs)									
Administrators	16.5	20.3	0.81	22.1	0.75	64.4	0.26	15.5	1.06
Nurses, Licensed	561.0	255.1	2.20	293.4	1.91	945.5	0.59	532.1	1.05
Ancillary Nursing Personnel	110.9	42.6	2.60	53.2	2.08	159.2	0.70	103.3	1.07
All Other Personnel	943.7	501.2	1.88	528.6	1.79	1,851.4	0.51	1,019.4	0.93
Total FTEs	1,632.1	819.2	1.99	897.3	1.82	3,020.5	0.54	1,670.2	0.98
FTEs per 100 Patient Census (Adjusted)									
Administrators	4.0	15.7	0.25	12.5	0.32	13.4	0.30	3.6	1.12
Nurses, Licensed	135.3	197.1	0.69	166.3	0.81	197.1	0.69	122.0	1.11
Ancillary Nursing Personnel	26.7	33.0	0.81	30.2	0.89	33.2	0.81	23.7	1.13
All Other Personnel	227.6	387.2	0.59	299.6	0.76	386.0	0.59	233.7	0.97
Total FTEs	393.5	633.0	0.62	508.6	0.77	629.7	0.62	382.9	1.03

Total Hospital:
 Beds Set Up & Staffed 263
 Discharges 12,962
 Inpatient Days 51,834

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

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

Newborn Nursery:
 Bassinets 22
 Total Births 1,651
 Newborn Days 2,684

141 ProHealth Waukesha Memorial Hospital
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	2	111	6,413	24,364	60.0%	66.6	3.8
Orthopedic	2	31	1,792	6,205	54.7%	17.0	3.5
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	2	30	1,750	2,684	24.4%	7.3	1.5
Psychiatric	2	11	421	2,806	69.7%	7.7	6.7
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	24	330	5,523	62.9%	15.1	16.7
Step-Down (Special Care)	5	37	2,052	7,432	54.9%	20.3	3.6
Neonatal Intensive/Intermediate Care	2	19	173	2,820	40.6%	7.7	16.3
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	16	1	16.5	Surgical Personnel	24	13	30.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	59	48	79.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	23	15	28.9
Dental Hygienists	0	0	0.0	Occupational Therapists	11	11	14.3
Registered Nurses	423	255	538.2	Occupational Therapy Assistants/Aides	1	1	1.6
Certified Nurse Midwives	0	0	0.0	Physical Therapists	35	28	49.1
Licensed Practical Nurses	16	8	17.9	Physical Therapy Assistants/Aides	2	1	2.8
Ancillary Nursing Personnel	69	94	110.9	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	7	9	9.9
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.0
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	218	131	269.9
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	245	185	319.9
Pharmacy Personnel	55	32	67.3				
Clinical Laboratory Personnel	34	23	44.9				
				Total	1,266	864	1,632.1

141 ProHealth Waukesha Memorial Hospital

Waukesha, WI 53188

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$890,918,773	53.1%	46.6%	1.14	51.7%	1.03	46.9%	1.13	52.6%	1.01
Medical Assistance	\$128,836,142	7.7%	13.8%	0.56	10.4%	0.74	12.7%	0.60	7.2%	1.06
Commercial	\$645,028,502	38.5%	34.5%	1.12	35.0%	1.10	34.7%	1.11	39.2%	0.98
All Other	\$12,176,825	0.7%	5.1%	0.14	2.9%	0.25	5.7%	0.13	0.9%	0.79
Deductions as % of Total Gross Patient Revenue										
Medicare	\$739,862,984	44.1%	35.0%	1.26	41.3%	1.07	36.0%	1.23	43.2%	1.02
Medical Assistance	\$105,961,295	6.3%	10.4%	0.61	8.2%	0.77	9.8%	0.64	6.0%	1.05
Commercial	\$305,224,290	18.2%	14.5%	1.25	15.9%	1.15	15.7%	1.16	18.0%	1.01
Charity Care	\$15,282,856	0.9%	1.0%	0.95	1.1%	0.81	1.0%	0.94	0.9%	0.98
Bad Debt	\$14,195,727	0.8%	1.2%	0.72	1.0%	0.84	1.0%	0.83	0.8%	1.02
All Other	\$277,644	0.0%	2.6%	0.01	1.4%	0.01	2.7%	0.01	0.0%	0.82
Total Deductions	\$1,180,804,796	70.4%	64.6%	1.09	69.0%	1.02	66.2%	1.06	69.0%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		5.7%	8.4%	0.68	8.1%	0.71	8.0%	0.71	3.8%	1.51
Net Gains/Losses as % of Net Income		N/A	13.8%	N/A	N/A	N/A	13.7%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$162,208,094	34.1%	43.5%	0.78	38.6%	0.88	42.2%	0.81	34.4%	0.99
Supplies & Services	\$261,700,909	55.0%	49.9%	1.10	52.7%	1.04	52.0%	1.06	53.8%	1.02
Capital Component	\$51,749,917	10.9%	6.6%	1.66	8.6%	1.26	5.8%	1.86	11.8%	0.92
Fiscal Statistics										
Operating Margin (%)		9.6%	7.5%	1.28	10.4%	0.93	8.5%	1.13	13.2%	0.73
Total Hospital Net Income (%)		1.2%	8.6%	0.14	7.5%	0.16	9.7%	0.13	12.2%	0.10
Return on Equity (%)		1.0%	4.1%	0.24	4.7%	0.22	6.1%	0.16	12.2%	0.08
Current Ratio		1.6	3.9	0.40	6.8	0.23	4.7	0.33	1.7	0.90
Days in Net Patient Accounts Receivable		47.1	71.5	0.66	46.9	1.00	56.5	0.83	52.2	0.90
Average Payment Period		73.5	90.1	0.82	50.2	1.46	66.2	1.11	53.0	1.39
Equity Financing (%)		20.8%	63.6%	0.33	78.6%	0.26	67.7%	0.31	30.8%	0.67
Long-Term Debt to Equity Ratio		2.2	0.3	7.37	0.1	21.93	0.2	11.37	1.7	1.30
Times Interest Earned		1.7	12.2	0.14	7.0	0.24	16.4	0.10	7.3	0.24
Total Asset Turnover		0.9	0.5	1.89	0.6	1.40	0.6	1.44	1.0	0.88
Average Age of Plant (Years)		12.7	14.1	0.90	10.1	1.26	12.4	1.02	11.7	1.09
Increase (Decrease) Total Net Patient Revenue		-3.3%	-2.2%	1.50	-4.2%	0.79	-0.7%	5.02	4.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		62.2%	63.0%	0.99	63.8%	0.97	57.1%	1.09	64.0%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,274		\$17,652	0.36	\$12,198	0.51	\$20,210	0.31	\$14,660	0.43
Inpatient Net Revenue per Day	\$1,417		\$3,704	0.38	\$2,790	0.51	\$3,871	0.37	\$3,316	0.43
Outpatient Net Revenue per Visit	\$1,360		\$780	1.74	\$754	1.80	\$898	1.51	\$934	1.46

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,676,960,242	Cash & Cash Equivalents	\$34,703,729	Current Liabilities	\$87,285,495
Less Deductions	\$1,180,804,796	Net Patient Receivables	\$63,893,975	Long-Term Debt	\$268,535,661
Net Patient Revenue	\$496,155,446	Other Receivables	\$652,214	Other Liabilities	\$111,042,010
Plus Other Revenue	\$30,252,290			Subtotal	\$466,863,166
Total Revenue	\$526,407,736	Land, Buildings & Equipment (Net)	\$431,871,252	Unrestricted Fund Balance	\$122,377,918
Less Expenses	\$475,658,920	Other Assets	\$58,119,914	Restricted Fund Balance	\$1,486,935
Non-Operating Gains/Losses	-\$44,842,731			Total Liabilities & Fund Balance	\$589,241,084
Net Income	\$5,906,085	Total Assets	\$589,241,084		

142 ThedaCare Medical Center - Waupaca
 800 Riverside Drive
 Waupaca, WI 54981
 715-258-1000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Waupaca
 Analysis Area: Lake Winnebago (3)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.1%	52.4%	0.50	46.3%	0.56	40.5%	0.65	26.3%	0.99
Obstetrics	29.6%	36.2%	0.82	29.1%	0.02	24.6%	1.21	39.2%	0.76
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	28.5%	53.9%	0.53	45.8%	0.62	42.0%	0.68	27.6%	1.03
Average Census (Patients)									
Adult Medical-Surgical	5.0	25.5	0.19	21.6	0.23	10.2	0.49	5.0	0.99
Obstetrics	0.6	4.7	0.13	4.5	0.13	1.7	0.35	0.8	0.76
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.1	47.4	0.15	35.1	0.20	17.9	0.40	6.9	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.3	0.68	3.8	0.76	3.3	0.88	2.6	1.12
Obstetrics	1.9	2.4	0.81	2.3	0.86	2.2	0.89	2.2	0.87
Pediatrics	0.0	3.5	N/A	2.6	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.0	4.7	0.63	4.1	0.71	3.5	0.85	2.6	1.15
Surgical Operations									
Inpatient	93	1,280	0.07	1,093	0.09	482	0.19	86	1.08
Outpatient	1,577	4,115	0.38	4,901	0.32	1,905	0.83	1,905	0.83
Inpatient as % of All Surgeries	5.6%	23.7%	0.23	18.2%	0.31	20.2%	0.28	4.3%	1.29
Outpatient Visits									
Non-Emergency Visits	46,240	127,898	0.36	75,740	0.61	69,880	0.66	59,605	0.78
Emergency Visits	10,027	15,799	0.63	13,956	0.72	11,349	0.88	11,481	0.87
Full-Time Equivalents (FTEs)									
Administrators	9.0	20.3	0.44	15.8	0.57	14.9	0.60	9.0	1.00
Nurses, Licensed	50.8	255.1	0.20	188.9	0.27	112.6	0.45	50.8	1.00
Ancillary Nursing Personnel	3.1	42.6	0.07	18.4	0.17	19.7	0.16	3.1	1.00
All Other Personnel	126.0	501.2	0.25	307.4	0.41	239.6	0.53	126.0	1.00
Total FTEs	188.8	819.2	0.23	530.5	0.36	386.8	0.49	188.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	17.4	15.7	1.11	14.2	1.22	21.9	0.79	16.5	1.05
Nurses, Licensed	98.0	197.1	0.50	169.9	0.58	165.1	0.59	93.2	1.05
Ancillary Nursing Personnel	6.0	33.0	0.18	16.5	0.36	28.9	0.21	5.7	1.05
All Other Personnel	243.3	387.2	0.63	276.5	0.88	351.3	0.69	231.4	1.05
Total FTEs	364.7	633.0	0.58	477.2	0.76	567.2	0.64	346.9	1.05

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 882
 Inpatient Days 2,604

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 25
 Inpatient Days 236

Newborn Nursery:
 Bassinets 4
 Total Births 114
 Newborn Days 192

142 ThedaCare Medical Center - Waupaca
 Waupaca, WI 54981

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	625	1,818	26.1%	5.0	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	112	217	29.6%	0.6	1.9
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	145	569	38.9%	1.6	3.9
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	2	3	4.1
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	7	9	12.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	0	6.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	1	0.8
Registered Nurses	17	48	47.8	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	4.8
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	2	4	3.6
Ancillary Nursing Personnel	0	7	3.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	7	7.9
Health Info Mgmt-Administrators/Technicians	5	1	5.8	All Other Personnel	38	38	58.9
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	4	7	7.6				
				Total	112	130	188.8

142 ThedaCare Medical Center - Waupaca

Waupaca, WI 54981

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area ³		Volume Group ⁴		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$51,626,226	53.1%	46.6%	1.14	49.0%	1.08	49.5%	1.07	53.6%	0.99
Medical Assistance	\$9,812,980	10.1%	13.8%	0.73	10.8%	0.93	11.6%	0.87	8.8%	1.15
Commercial	\$33,407,641	34.4%	34.5%	1.00	37.1%	0.93	34.7%	0.99	35.2%	0.98
All Other	\$2,331,529	2.4%	5.1%	0.47	3.1%	0.78	4.2%	0.57	2.4%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$31,383,738	32.3%	35.0%	0.92	34.7%	0.93	36.2%	0.89	29.0%	1.12
Medical Assistance	\$6,468,338	6.7%	10.4%	0.64	8.0%	0.83	8.8%	0.75	5.4%	1.22
Commercial	\$11,928,574	12.3%	14.5%	0.84	14.1%	0.87	13.9%	0.88	12.8%	0.96
Charity Care	\$352,342	0.4%	1.0%	0.38	0.7%	0.54	0.9%	0.42	0.5%	0.77
Bad Debt	\$2,088,602	2.1%	1.2%	1.83	1.5%	1.42	1.5%	1.46	1.9%	1.14
All Other	\$832,500	0.9%	2.6%	0.34	2.0%	0.43	2.2%	0.39	1.2%	0.74
Total Deductions	\$53,054,094	54.6%	64.6%	0.84	60.9%	0.90	63.5%	0.86	50.8%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.6%	8.4%	0.19	5.8%	0.27	7.3%	0.22	1.5%	1.02
Net Gains/Losses as % of Net Income		17.9%	13.8%	1.29	15.0%	1.19	12.9%	1.38	16.4%	1.09
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,143,187	46.3%	43.5%	1.06	40.0%	1.16	45.1%	1.03	48.0%	0.96
Supplies & Services	\$18,809,401	48.0%	49.9%	0.96	52.8%	0.91	46.8%	1.03	46.5%	1.03
Capital Component	\$2,243,157	5.7%	6.6%	0.87	7.2%	0.79	8.1%	0.71	5.5%	1.04
Fiscal Statistics										
Operating Margin (%)		12.6%	7.5%	1.67	11.9%	1.05	3.1%	4.09	23.4%	0.54
Total Hospital Net Income (%)		14.9%	8.6%	1.72	13.7%	1.08	3.5%	4.24	26.7%	0.56
Return on Equity (%)		16.2%	4.1%	3.93	11.6%	1.39	2.0%	8.22	31.0%	0.52
Current Ratio		28.0	3.9	7.22	5.7	4.91	4.6	6.15	8.8	3.19
Days in Net Patient Accounts Receivable		48.7	71.5	0.68	57.0	0.85	47.2	1.03	43.7	1.11
Average Payment Period		7.7	90.1	0.09	36.6	0.21	73.5	0.10	22.8	0.34
Equity Financing (%)		98.3%	63.6%	1.55	86.7%	1.13	66.1%	1.49	95.0%	1.03
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		2,657.5	12.2	216.99	28.5	93.12	4.2	631.87	4,724.7	0.56
Total Asset Turnover		1.1	0.5	2.25	0.8	1.28	0.6	1.90	1.1	0.96
Average Age of Plant (Years)		11.7	14.1	0.83	6.8	1.72	10.5	1.11	22.8	0.51
Increase (Decrease) Total Net Patient Revenue		2.8%	-2.2%	N/A	-4.6%	N/A	-6.0%	N/A	18.1%	0.15
Outpatient Gross Revenue (% of Total GPR)		86.3%	63.0%	1.37	68.8%	1.25	72.9%	1.18	87.3%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$6,516	\$17,652	0.37	\$12,208	0.53	\$11,149	0.58	\$7,409	0.88
Inpatient Net Revenue per Day		\$2,058	\$3,704	0.56	\$2,930	0.70	\$3,062	0.67	\$2,653	0.78
Outpatient Net Revenue per Visit		\$716	\$780	0.92	\$917	0.78	\$705	1.02	\$522	1.37

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$97,178,376	Cash & Cash Equivalents	\$14,636,750	Current Liabilities	\$775,569
Less Deductions	\$53,054,094	Net Patient Receivables	\$5,876,083	Long-Term Debt	-\$53,450
Net Patient Revenue	\$44,124,282	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$701,174			Subtotal	\$722,119
Total Revenue	\$44,825,458	Land, Buildings & Equipment (Net)	\$20,488,542	Unrestricted Fund Balance	\$41,501,350
Less Expenses	\$39,195,745	Other Assets	\$1,222,094	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,224,032			Total Liabilities & Fund Balance	\$42,223,469
Net Income	\$6,853,745	Total Assets	\$42,223,469		

143 Waupun Memorial Hospital
 620 W Brown Street
 Waupun, WI 53963
 920-324-5581

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Religious Organization

County: Dodge
 Analysis Area: Southern (1)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	28.3%	52.4%	0.54	55.7%	0.51	32.9%	0.86	37.9%	0.75
Obstetrics	28.0%	36.2%	0.77	41.0%	0.03	19.7%	1.42	24.0%	1.17
Pediatrics	0.0%	53.2%	N/A	50.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	26.1%	53.9%	0.49	56.6%	0.46	33.0%	0.79	32.1%	0.81
Average Census (Patients)									
Adult Medical-Surgical	5.7	25.5	0.22	23.1	0.25	6.4	0.88	6.8	0.83
Obstetrics	1.1	4.7	0.24	4.5	0.25	0.9	1.24	1.0	1.17
Pediatrics	0.0	1.1	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.1	47.4	0.15	49.2	0.14	8.6	0.82	8.0	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.3	0.84	4.1	0.88	3.0	1.23	3.0	1.20
Obstetrics	2.0	2.4	0.85	2.6	0.79	2.0	1.03	2.4	0.85
Pediatrics	0.0	3.5	N/A	3.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.7	0.70	4.6	0.71	3.2	1.01	3.4	0.94
Surgical Operations									
Inpatient	169	1,280	0.13	1,943	0.09	247	0.68	381	0.44
Outpatient	1,275	4,115	0.31	7,094	0.18	1,277	1.00	1,309	0.97
Inpatient as % of All Surgeries	11.7%	23.7%	0.49	21.5%	0.54	16.2%	0.72	22.5%	0.52
Outpatient Visits									
Non-Emergency Visits	45,873	127,898	0.36	157,467	0.29	57,441	0.80	58,894	0.78
Emergency Visits	8,074	15,799	0.51	15,287	0.53	8,355	0.97	9,478	0.85
Full-Time Equivalents (FTEs)									
Administrators	0.0	20.3	N/A	20.1	N/A	11.6	N/A	3.8	0.00
Nurses, Licensed	77.3	255.1	0.30	268.4	0.29	84.6	0.91	79.1	0.98
Ancillary Nursing Personnel	8.4	42.6	0.20	43.3	0.19	14.7	0.58	8.7	0.97
All Other Personnel	109.9	501.2	0.22	633.6	0.17	194.6	0.56	125.9	0.87
Total FTEs	195.6	819.2	0.24	965.4	0.20	305.5	0.64	217.4	0.90
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	15.7	N/A	16.1	N/A	28.7	N/A	10.2	0.00
Nurses, Licensed	190.0	197.1	0.96	214.6	0.89	210.0	0.90	212.5	0.89
Ancillary Nursing Personnel	20.8	33.0	0.63	34.6	0.60	36.4	0.57	23.3	0.89
All Other Personnel	270.4	387.2	0.70	506.6	0.53	483.0	0.56	338.3	0.80
Total FTEs	481.1	633.0	0.76	771.8	0.62	758.1	0.63	584.2	0.82

Total Hospital:
 Beds Set Up & Staffed 27
 Discharges 799
 Inpatient Days 2,584

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

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

Newborn Nursery:
 Bassinets 4
 Total Births 145
 Newborn Days 163

143 Waupun Memorial Hospital
 Waupun, WI 53963

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	20	572	2,073	28.3%	5.7	3.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	202	410	28.0%	1.1	2.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	1	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	3	25	101	9.2%	0.3	4.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	2	4	4.4
Physicians & Dentists	4	5	7.1	Radiological Services Personnel	7	7	11.6
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	2	2.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	2	2.9
Registered Nurses	26	70	72.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	1	5.9
Licensed Practical Nurses	0	1	0.8	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	1	22	8.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	1.0
Nurse Practitioners	1	0	1.0	Psychologists	4	6	9.1
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	3	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	50	40.8
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	9	9	14.6
Pharmacy Personnel	2	2	3.5				
Clinical Laboratory Personnel	0	0	0.0				
				Total	82	191	195.6

143 Waupun Memorial Hospital

Waupun, WI 53963

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$47,785,351	46.1%	46.6%	0.99	41.8%	1.10	47.5%	0.97	42.5%	1.08
Medical Assistance	\$12,834,909	12.4%	13.8%	0.90	11.5%	1.07	12.8%	0.97	11.6%	1.07
Commercial	\$41,525,938	40.0%	34.5%	1.16	38.1%	1.05	35.0%	1.15	44.4%	0.90
All Other	\$1,575,805	1.5%	5.1%	0.30	8.5%	0.18	4.8%	0.32	1.5%	0.99
Deductions as % of Total Gross Patient Revenue										
Medicare	\$31,135,409	30.0%	35.0%	0.86	31.1%	0.96	30.4%	0.99	28.5%	1.05
Medical Assistance	\$9,670,000	9.3%	10.4%	0.90	8.7%	1.07	8.9%	1.05	7.9%	1.18
Commercial	\$18,038,542	17.4%	14.5%	1.20	18.1%	0.96	12.0%	1.45	19.5%	0.89
Charity Care	\$250,929	0.2%	1.0%	0.25	0.7%	0.36	0.9%	0.26	0.2%	1.17
Bad Debt	\$2,367,042	2.3%	1.2%	1.94	1.3%	1.75	2.0%	1.15	2.2%	1.04
All Other	\$1,116,590	1.1%	2.6%	0.42	4.4%	0.25	2.3%	0.47	0.3%	4.16
Total Deductions	\$62,578,512	60.3%	64.6%	0.93	64.3%	0.94	56.5%	1.07	58.5%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.7%	8.4%	1.39	7.9%	1.49	10.2%	1.14	1.8%	6.38
Net Gains/Losses as % of Net Income		1.5%	13.8%	0.11	48.7%	0.03	22.7%	0.07	0.0%	6,791.60
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,684,478	49.8%	43.5%	1.14	46.6%	1.07	51.7%	0.96	52.0%	0.96
Supplies & Services	\$17,084,517	41.1%	49.9%	0.82	46.2%	0.89	40.6%	1.01	36.9%	1.12
Capital Component	\$3,792,547	9.1%	6.6%	1.39	7.3%	1.26	7.7%	1.18	11.2%	0.82
Fiscal Statistics										
Operating Margin (%)		10.8%	7.5%	1.43	5.4%	2.01	7.4%	1.47	17.3%	0.62
Total Hospital Net Income (%)		10.9%	8.6%	1.27	9.9%	1.10	9.3%	1.17	17.3%	0.63
Return on Equity (%)		9.0%	4.1%	2.17	6.1%	1.46	7.6%	1.18	14.1%	0.64
Current Ratio		1.6	3.9	0.40	3.1	0.50	4.8	0.33	4.7	0.33
Days in Net Patient Accounts Receivable		102.4	71.5	1.43	48.3	2.12	49.1	2.08	59.5	1.72
Average Payment Period		126.1	90.1	1.40	71.6	1.76	46.4	2.72	41.6	3.03
Equity Financing (%)		59.9%	63.6%	0.94	54.8%	1.09	79.0%	0.76	92.9%	0.65
Long-Term Debt to Equity Ratio		0.0	0.3	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.2	N/A	10.5	N/A	13.2	N/A	6.9	N/A
Total Asset Turnover		0.8	0.5	1.74	0.6	1.39	0.8	1.02	0.8	1.00
Average Age of Plant (Years)		2.9	14.1	0.20	11.5	0.25	8.8	0.33	2.2	1.31
Increase (Decrease) Total Net Patient Revenue		-14.0%	-2.2%	6.32	-1.0%	13.54	-1.2%	12.07	20.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.6%	63.0%	1.31	60.3%	1.37	78.9%	1.05	75.7%	1.09
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,818	\$17,652	0.73	\$20,439	0.63	\$14,147	0.91	\$15,514	0.83	
Inpatient Net Revenue per Day	\$3,948	\$3,704	1.07	\$4,396	0.90	\$4,080	0.97	\$3,925	1.01	
Outpatient Net Revenue per Visit	\$614	\$780	0.79	\$707	0.87	\$677	0.91	\$542	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$103,722,002	Cash & Cash Equivalents	\$7,816,797	Current Liabilities	\$13,158,606
Less Deductions	\$62,578,512	Net Patient Receivables	\$11,512,627	Long-Term Debt	\$0
Net Patient Revenue	\$41,143,490	Other Receivables	\$450,045	Other Liabilities	\$9,640,798
Plus Other Revenue	\$5,438,929			Subtotal	\$22,799,404
Total Revenue	\$46,582,420	Land, Buildings & Equipment (Net)	\$36,157,770	Unrestricted Fund Balance	\$34,075,519
Less Expenses	\$41,561,542	Other Assets	\$937,684	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$78,220			Total Liabilities & Fund Balance	\$56,874,923
Net Income	\$5,099,098	Total Assets	\$56,874,923		

145 Aspirus Wausau Hospital
 333 Pine Ridge Boulevard
 Wausau, WI 54401
 715-847-2121

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Marathon
 Analysis Area: North Central (6)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	41.5%	52.4%	0.79	47.5%	0.87	64.6%	0.64	61.2%	0.68
Obstetrics	60.5%	36.2%	1.67	52.9%	0.22	49.9%	1.21	42.8%	1.41
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	55.8%	53.9%	1.04	55.7%	1.00	63.5%	0.88	66.0%	0.85
Average Census (Patients)									
Adult Medical-Surgical	71.0	25.5	2.78	18.9	3.76	106.5	0.67	71.6	0.99
Obstetrics	11.5	4.7	2.44	3.6	3.22	14.6	0.79	11.1	1.03
Pediatrics	0.0	1.1	N/A	0.6	N/A	3.2	N/A	0.0	N/A
Total Hospital	178.7	47.4	3.77	36.1	4.95	204.5	0.87	177.0	1.01
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	4.3	0.90	3.9	1.01	4.8	0.82	3.7	1.05
Obstetrics	2.9	2.4	1.20	2.6	1.12	2.6	1.09	2.8	1.01
Pediatrics	0.0	3.5	N/A	2.5	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.5	4.7	0.97	4.2	1.08	5.2	0.87	4.4	1.03
Surgical Operations									
Inpatient	6,846	1,280	5.35	1,491	4.59	5,196	1.32	5,252	1.30
Outpatient	11,293	4,115	2.74	3,438	3.29	15,397	0.73	6,861	1.65
Inpatient as % of All Surgeries	37.7%	23.7%	1.59	30.3%	1.25	25.2%	1.50	43.4%	0.87
Outpatient Visits									
Non-Emergency Visits	99,125	127,898	0.78	103,283	0.96	396,336	0.25	103,205	0.96
Emergency Visits	33,595	15,799	2.13	11,943	2.81	41,684	0.81	33,995	0.99
Full-Time Equivalents (FTEs)									
Administrators	96.0	20.3	4.74	22.1	4.34	64.4	1.49	127.8	0.75
Nurses, Licensed	590.2	255.1	2.31	178.4	3.31	945.5	0.62	781.6	0.76
Ancillary Nursing Personnel	145.2	42.6	3.40	23.0	6.32	159.2	0.91	235.9	0.62
All Other Personnel	898.3	501.2	1.79	456.9	1.97	1,851.4	0.49	1,137.1	0.79
Total FTEs	1,729.7	819.2	2.11	680.4	2.54	3,020.5	0.57	2,282.4	0.76
FTEs per 100 Patient Census (Adjusted)									
Administrators	24.0	15.7	1.53	20.6	1.16	13.4	1.79	33.3	0.72
Nurses, Licensed	147.7	197.1	0.75	166.5	0.89	197.1	0.75	203.8	0.72
Ancillary Nursing Personnel	36.3	33.0	1.10	21.4	1.69	33.2	1.09	61.5	0.59
All Other Personnel	224.8	387.2	0.58	426.5	0.53	386.0	0.58	296.5	0.76
Total FTEs	432.8	633.0	0.68	635.1	0.68	629.7	0.69	595.2	0.73

Total Hospital:
 Beds Set Up & Staffed 320
 Discharges 14,459
 Inpatient Days 65,396

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

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

Newborn Nursery:
 Bassinets 19
 Total Births 1,418
 Newborn Days 2,622

145 Aspirus Wausau Hospital
Wausau, WI 54401

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	171	6,701	25,987	41.5%	71.0	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	232	2,729	62.1%	7.5	11.8
Hospice	1	10	692	3,310	90.4%	9.0	4.8
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	19	1,461	4,207	60.5%	11.5	2.9
Psychiatric	4	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	4	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	16	274	4,616	78.8%	12.6	16.8
Cardiac Intensive Unit	1	12	195	3,093	70.4%	8.5	15.9
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	66	4,523	18,270	75.6%	49.9	4.0
Neonatal Intensive/Intermediate Care	1	14	270	3,184	62.1%	8.7	11.8
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	0	0	0.0%	0.0	0.0
Other inpatient	2	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	96	10	96.0	Surgical Personnel	26	45	55.8
Physicians & Dentists	32	0	32.0	Radiological Services Personnel	58	59	101.8
Medical & Dental Residents	16	0	16.0	Respiratory Therapists	30	40	47.8
Dental Hygienists	0	0	0.0	Occupational Therapists	13	9	20.5
Registered Nurses	301	477	575.3	Occupational Therapy Assistants/Aides	2	1	2.3
Certified Nurse Midwives	0	0	0.0	Physical Therapists	19	16	26.8
Licensed Practical Nurses	1	20	9.9	Physical Therapy Assistants/Aides	3	3	5.8
Ancillary Nursing Personnel	60	236	145.2	Recreational Therapists	3	2	4.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	4	5	7.8
Nurse Practitioners	4	1	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	0.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	38	87	96.8
Health Info Mgmt-Administrators/Technicians	5	5	8.0	All Other Personnel	212	231	312.3
Pharmacy Personnel	44	26	54.6				
Clinical Laboratory Personnel	48	38	76.4				
				Total	1,026	1,340	1,729.7

145 Aspirus Wausau Hospital

Wausau, WI 54401

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$747,310,107	51.8%	46.6%	1.11	51.5%	1.01	46.9%	1.10	51.7%	1.00
Medical Assistance	\$156,707,092	10.9%	13.8%	0.79	12.9%	0.84	12.7%	0.85	10.9%	1.00
Commercial	\$464,780,239	32.2%	34.5%	0.93	30.6%	1.05	34.7%	0.93	33.4%	0.97
All Other	\$74,393,716	5.2%	5.1%	1.00	5.0%	1.03	5.7%	0.91	4.1%	1.26
Deductions as % of Total Gross Patient Revenue										
Medicare	\$551,617,376	38.2%	35.0%	1.09	36.8%	1.04	36.0%	1.06	38.3%	1.00
Medical Assistance	\$131,272,064	9.1%	10.4%	0.88	9.7%	0.94	9.8%	0.92	9.2%	0.99
Commercial	\$155,553,825	10.8%	14.5%	0.74	9.1%	1.18	15.7%	0.69	10.9%	0.99
Charity Care	\$13,424,014	0.9%	1.0%	0.97	1.0%	0.94	1.0%	0.96	0.8%	1.13
Bad Debt	\$6,697,304	0.5%	1.2%	0.40	0.9%	0.53	1.0%	0.46	0.8%	0.56
All Other	\$46,924,372	3.3%	2.6%	1.27	2.8%	1.14	2.7%	1.22	2.3%	1.41
Total Deductions	\$905,488,955	62.7%	64.6%	0.97	60.3%	1.04	66.2%	0.95	62.4%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	4.8%	8.4%	0.57	5.2%	0.93	8.0%	0.60	3.8%	1.28	
Net Gains/Losses as % of Net Income	2.3%	13.8%	0.17	N/A	N/A	13.7%	0.17	13.5%	0.17	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$201,378,964	40.3%	43.5%	0.93	43.5%	0.93	42.2%	0.96	40.6%	0.99
Supplies & Services	\$267,210,036	53.5%	49.9%	1.07	51.3%	1.04	52.0%	1.03	52.7%	1.01
Capital Component	\$31,096,335	6.2%	6.6%	0.95	5.3%	1.18	5.8%	1.07	6.7%	0.93
Fiscal Statistics										
Operating Margin (%)	11.6%	7.5%	1.53	8.6%	1.35	8.5%	1.36	11.2%	1.03	
Total Hospital Net Income (%)	11.8%	8.6%	1.37	8.2%	1.43	9.7%	1.21	12.7%	0.93	
Return on Equity (%)	11.2%	4.1%	2.71	3.5%	3.15	6.1%	1.82	13.0%	0.86	
Current Ratio	1.8	3.9	0.46	2.4	0.74	4.7	0.38	3.0	0.59	
Days in Net Patient Accounts Receivable	46.8	71.5	0.65	82.7	0.57	56.5	0.83	51.4	0.91	
Average Payment Period	77.6	90.1	0.86	127.5	0.61	66.2	1.17	35.9	2.16	
Equity Financing (%)	61.2%	63.6%	0.96	51.2%	1.19	67.7%	0.90	66.5%	0.92	
Long-Term Debt to Equity Ratio	0.3	0.3	1.05	0.6	0.53	0.2	1.62	0.3	0.94	
Times Interest Earned	18.4	12.2	1.51	21.3	0.86	16.4	1.12	18.4	1.00	
Total Asset Turnover	0.9	0.5	2.00	0.4	2.18	0.6	1.52	1.0	0.94	
Average Age of Plant (Years)	10.3	14.1	0.73	17.5	0.59	12.4	0.83	9.8	1.05	
Increase (Decrease) Total Net Patient Revenue	2.8%	-2.2%	N/A	-2.0%	N/A	-0.7%	N/A	9.5%	0.30	
Outpatient Gross Revenue (% of Total GPR)	55.7%	63.0%	0.88	66.3%	0.84	57.1%	0.98	54.9%	1.01	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$16,204	\$17,652	0.92	\$15,397	1.05	\$20,210	0.80	\$16,072	1.01	
Inpatient Net Revenue per Day	\$3,614	\$3,704	0.98	\$3,651	0.99	\$3,871	0.93	\$3,726	0.97	
Outpatient Net Revenue per Visit	\$2,337	\$780	2.99	\$850	2.75	\$898	2.60	\$2,179	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,443,191,159	Cash & Cash Equivalents	\$4,608,992	Current Liabilities	\$100,836,500
Less Deductions	\$905,488,955	Net Patient Receivables	\$68,730,046	Long-Term Debt	\$114,129,104
Net Patient Revenue	\$537,702,204	Other Receivables	\$0	Other Liabilities	\$17,466,277
Plus Other Revenue	\$27,294,006			Subtotal	\$232,431,881
Total Revenue	\$564,996,205	Land, Buildings & Equipment (Net)	\$246,528,445	Unrestricted Fund Balance	\$366,078,336
Less Expenses	\$499,685,335	Other Assets	\$278,642,731	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,549,938			Total Liabilities & Fund Balance	\$598,510,217
Net Income	\$66,860,810	Total Assets	\$598,510,214		

150 Aurora West Allis Medical Center
 8901 W Lincoln Avenue
 West Allis, WI 53227
 414-328-6000

Fiscal Year: 01/01 to 12/31
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 7

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	47.4%	52.4%	0.90	66.4%	0.71	64.6%	0.73	57.5%	0.82
Obstetrics	47.5%	36.2%	1.31	43.0%	0.61	49.9%	0.95	51.8%	0.92
Pediatrics	0.0%	53.2%	N/A	98.6%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	52.6%	53.9%	0.98	66.2%	0.80	63.5%	0.83	58.7%	0.90
Average Census (Patients)									
Adult Medical-Surgical	43.1	25.5	1.69	111.5	0.39	106.5	0.40	53.4	0.81
Obstetrics	26.1	4.7	5.55	16.3	1.61	14.6	1.79	28.5	0.92
Pediatrics	0.0	1.1	N/A	7.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	115.8	47.4	2.45	162.1	0.71	204.5	0.57	128.6	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	4.4	4.3	1.02	5.4	0.81	4.8	0.92	4.5	0.97
Obstetrics	2.6	2.4	1.07	2.4	1.09	2.6	0.97	2.7	0.94
Pediatrics	0.0	3.5	N/A	3.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.2	4.7	0.91	5.8	0.72	5.2	0.81	4.3	0.98
Surgical Operations									
Inpatient	2,153	1,280	1.68	2,762	0.78	5,196	0.41	2,684	0.80
Outpatient	4,233	4,115	1.03	4,604	0.92	15,397	0.27	5,202	0.81
Inpatient as % of All Surgeries	33.7%	23.7%	1.42	37.5%	0.90	25.2%	1.34	34.0%	0.99
Outpatient Visits									
Non-Emergency Visits	154,688	127,898	1.21	235,708	0.66	396,336	0.39	124,310	1.24
Emergency Visits	34,347	15,799	2.17	39,022	0.88	41,684	0.82	39,674	0.87
Full-Time Equivalents (FTEs)									
Administrators	22.0	20.3	1.09	58.5	0.38	64.4	0.34	26.0	0.85
Nurses, Licensed	571.1	255.1	2.24	773.0	0.74	945.5	0.60	565.9	1.01
Ancillary Nursing Personnel	151.8	42.6	3.56	167.4	0.91	159.2	0.95	112.6	1.35
All Other Personnel	1,494.3	501.2	2.98	1,237.1	1.21	1,851.4	0.81	1,547.3	0.97
Total FTEs	2,239.2	819.2	2.73	2,235.9	1.00	3,020.5	0.74	2,251.7	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.9	15.7	0.51	17.2	0.46	13.4	0.59	8.7	0.91
Nurses, Licensed	205.5	197.1	1.04	226.9	0.91	197.1	1.04	189.8	1.08
Ancillary Nursing Personnel	54.6	33.0	1.66	49.1	1.11	33.2	1.65	37.8	1.45
All Other Personnel	537.6	387.2	1.39	363.1	1.48	386.0	1.39	519.1	1.04
Total FTEs	805.6	633.0	1.27	656.3	1.23	629.7	1.28	755.5	1.07

Total Hospital:
 Beds Set Up & Staffed 220
 Discharges 10,067
 Inpatient Days 42,375

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

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

Newborn Nursery:
 Bassinets 37
 Total Births 3,466
 Newborn Days 5,791

150 Aurora West Allis Medical Center
West Allis, WI 53227

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	91	3,608	15,773	47.4%	43.1	4.4
Orthopedic	1	35	1,439	6,437	50.2%	17.6	4.5
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	55	3,726	9,568	47.5%	26.1	2.6
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	1	16	287	3,900	66.6%	10.7	13.6
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	23	363	6,697	79.6%	18.3	18.4
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	4	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	22	0	22.0	Surgical Personnel	48	16	55.7
Physicians & Dentists	97	16	100.2	Radiological Services Personnel	46	25	65.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	15	1	15.6
Dental Hygienists	0	0	0.0	Occupational Therapists	6	15	15.4
Registered Nurses	427	165	534.1	Occupational Therapy Assistants/Aides	1	1	1.7
Certified Nurse Midwives	6	1	6.6	Physical Therapists	14	11	21.8
Licensed Practical Nurses	4	1	4.7	Physical Therapy Assistants/Aides	7	17	12.8
Ancillary Nursing Personnel	92	113	151.8	Recreational Therapists	0	2	0.9
Physician Assistants	11	1	11.7	Dietitians & Nutritionists	4	3	6.0
Nurse Practitioners	17	6	21.5	Psychologists	7	0	7.0
Certified Registered Nurse Anesthetists	3	1	3.3	Social Workers	6	5	8.8
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	164	89	202.6
Health Info Mgmt-Administrators/Technicians	28	6	31.8	All Other Personnel	447	153	542.7
Pharmacy Personnel	39	3	40.3				
Clinical Laboratory Personnel	232	65	273.4				
				Total	1,805	746	2,239.2

150 Aurora West Allis Medical Center

West Allis, WI 53227

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2B Value	Ratio	7 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$365,968,829	41.0%	46.6%	0.88	44.2%	0.93	46.9%	0.88	42.3%	0.97
Medical Assistance	\$163,807,907	18.4%	13.8%	1.33	20.8%	0.88	12.7%	1.44	16.6%	1.11
Commercial	\$334,360,278	37.5%	34.5%	1.09	31.0%	1.21	34.7%	1.08	38.0%	0.99
All Other	\$27,561,655	3.1%	5.1%	0.60	4.0%	0.76	5.7%	0.55	3.1%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$303,831,563	34.1%	35.0%	0.97	35.0%	0.97	36.0%	0.95	35.6%	0.96
Medical Assistance	\$125,024,014	14.0%	10.4%	1.35	15.7%	0.90	9.8%	1.42	13.1%	1.07
Commercial	\$164,022,271	18.4%	14.5%	1.26	13.8%	1.33	15.7%	1.17	18.7%	0.98
Charity Care	\$10,949,815	1.2%	1.0%	1.28	1.3%	0.93	1.0%	1.27	1.6%	0.76
Bad Debt	\$10,163,804	1.1%	1.2%	0.97	1.0%	1.12	1.0%	1.12	1.0%	1.20
All Other	\$11,971,896	1.3%	2.6%	0.53	1.2%	1.11	2.7%	0.50	1.0%	1.38
Total Deductions	\$625,963,362	70.2%	64.6%	1.09	68.0%	1.03	66.2%	1.06	71.0%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.7%	8.4%	0.92		8.2%	0.94	8.0%	0.96	1.9%	4.08
Net Gains/Losses as % of Net Income	0.2%	13.8%	0.01		N/A	N/A	13.7%	0.01	0.1%	1.43
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$97,401,248	43.4%	43.5%	1.00	35.4%	1.23	42.2%	1.03	43.2%	1.00
Supplies & Services	\$112,709,818	50.2%	49.9%	1.01	58.6%	0.86	52.0%	0.97	49.4%	1.02
Capital Component	\$14,514,858	6.5%	6.6%	0.98	6.0%	1.07	5.8%	1.11	7.4%	0.87
Fiscal Statistics										
Operating Margin (%)	22.0%	7.5%	2.92		10.3%	2.13	8.5%	2.58	22.4%	0.98
Total Hospital Net Income (%)	22.0%	8.6%	2.55		9.9%	2.23	9.7%	2.26	22.5%	0.98
Return on Equity (%)	6.2%	4.1%	1.51		6.2%	1.01	6.1%	1.02	6.8%	0.91
Current Ratio	44.0	3.9	11.34		6.7	6.57	4.7	9.37	56.0	0.78
Days in Net Patient Accounts Receivable	56.7	71.5	0.79		49.7	1.14	56.5	1.00	51.2	1.11
Average Payment Period	35.8	90.1	0.40		51.9	0.69	66.2	0.54	25.9	1.39
Equity Financing (%)	97.0%	63.6%	1.53		81.7%	1.19	67.7%	1.43	98.2%	0.99
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	29.1	12.2	2.38		14.2	2.05	16.4	1.77	18.4	1.58
Total Asset Turnover	0.3	0.5	0.60		0.6	0.45	0.6	0.45	0.3	0.93
Average Age of Plant (Years)	14.2	14.1	1.01		11.0	1.29	12.4	1.14	12.8	1.11
Increase (Decrease) Total Net Patient Revenue	-5.3%	-2.2%	2.38		-1.8%	3.00	-0.7%	7.96	0.7%	N/A
Outpatient Gross Revenue (% of Total GPR)	54.1%	63.0%	0.86		51.0%	1.06	57.1%	0.95	53.4%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$13,748	\$17,652	0.78		\$24,215	0.57	\$20,210	0.68	\$13,171	1.04
Inpatient Net Revenue per Day	\$2,967	\$3,704	0.80		\$4,018	0.74	\$3,871	0.77	\$2,845	1.04
Outpatient Net Revenue per Visit	\$727	\$780	0.93		\$850	0.86	\$898	0.81	\$888	0.82

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$891,698,669	Cash & Cash Equivalents	\$873,472,254	Current Liabilities	\$20,920,417
Less Deductions	\$625,963,362	Net Patient Receivables	\$41,135,719	Long-Term Debt	\$0
Net Patient Revenue	\$265,735,307	Other Receivables	\$1,557,751	Other Liabilities	\$9,983,856
Plus Other Revenue	\$22,208,400			Subtotal	\$30,904,273
Total Revenue	\$287,943,708	Land, Buildings & Equipment (Net)	\$92,459,612	Unrestricted Fund Balance	\$986,054,813
Less Expenses	\$224,625,924	Other Assets	\$8,333,751	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$112,211	Total Assets	\$1,016,959,087	Total Liabilities & Fund Balance	\$1,016,959,086
Net Income	\$63,429,995				

151 Froedtert West Bend Hospital
 3200 Pleasant Valley Road
 West Bend, WI 53095
 262-334-5533

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Washington
 Analysis Area: Southeastern (2A)
 Volume Group: 5

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	66.1%	52.4%	1.26	54.8%	1.21	44.9%	1.47	64.6%	1.02
Obstetrics	29.0%	36.2%	0.80	30.8%	0.11	25.5%	1.14	34.3%	0.85
Pediatrics	0.0%	53.2%	N/A	0.0%	N/A	98.6%	N/A	0.0%	N/A
Total Hospital	57.4%	53.9%	1.07	53.0%	1.08	52.8%	1.09	57.2%	1.00
Average Census (Patients)									
Adult Medical-Surgical	22.5	25.5	0.88	31.6	0.71	15.7	1.43	22.0	1.02
Obstetrics	3.5	4.7	0.74	4.9	0.72	2.3	1.53	4.1	0.85
Pediatrics	0.0	1.1	N/A	0.0	N/A	4.7	N/A	0.0	N/A
Total Hospital	40.2	47.4	0.85	61.1	0.66	36.1	1.11	40.0	1.00
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.77	4.0	0.82	3.7	0.89	3.3	1.01
Obstetrics	2.2	2.4	0.91	2.2	0.99	2.2	0.98	2.3	0.96
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.5	4.7	0.76	4.2	0.84	4.4	0.80	3.6	0.99
Surgical Operations									
Inpatient	738	1,280	0.58	1,268	0.58	711	1.04	790	0.93
Outpatient	1,930	4,115	0.47	3,637	0.53	2,960	0.65	2,232	0.86
Inpatient as % of All Surgeries	27.7%	23.7%	1.17	25.9%	1.07	19.4%	1.43	26.1%	1.06
Outpatient Visits									
Non-Emergency Visits	76,419	127,898	0.60	151,601	0.50	117,985	0.65	76,749	1.00
Emergency Visits	13,844	15,799	0.88	22,748	0.61	14,651	0.94	14,479	0.96
Full-Time Equivalents (FTEs)									
Administrators	26.8	20.3	1.32	22.1	1.21	17.3	1.55	29.2	0.92
Nurses, Licensed	170.2	255.1	0.67	293.4	0.58	217.2	0.78	184.9	0.92
Ancillary Nursing Personnel	18.8	42.6	0.44	53.2	0.35	30.0	0.63	23.8	0.79
All Other Personnel	271.5	501.2	0.54	528.6	0.51	363.9	0.75	293.1	0.93
Total FTEs	487.3	819.2	0.59	897.3	0.54	628.4	0.78	531.0	0.92
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.6	15.7	1.44	12.5	1.80	16.4	1.38	24.7	0.91
Nurses, Licensed	143.3	197.1	0.73	166.3	0.86	206.1	0.70	156.1	0.92
Ancillary Nursing Personnel	15.8	33.0	0.48	30.2	0.52	28.5	0.55	20.1	0.79
All Other Personnel	228.5	387.2	0.59	299.6	0.76	345.3	0.66	247.5	0.92
Total FTEs	410.2	633.0	0.65	508.6	0.81	596.3	0.69	448.4	0.91

Total Hospital:
 Beds Set Up & Staffed 70
 Discharges 4,166
 Inpatient Days 14,712

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

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

Newborn Nursery:
 Bassinets 21
 Total Births 587
 Newborn Days 1,241

151 Froedtert West Bend Hospital
West Bend, WI 53095

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	34	2,503	8,222	66.1%	22.5	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	12	587	1,274	29.0%	3.5	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	6	164	1,307	59.5%	3.6	8.0
Step-Down (Special Care)	1	18	912	3,909	59.3%	10.7	4.3
Neonatal Intensive/Intermediate Care	2	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	25	3	26.8	Surgical Personnel	10	4	13.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	20	31	36.8
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	8	5	10.9
Dental Hygienists	0	0	0.0	Occupational Therapists	1	7	2.9
Registered Nurses	107	110	169.2	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	1	6	2.5
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	2	1.5
Ancillary Nursing Personnel	5	30	18.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	4	2.4
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	1	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	44	49	66.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	53	59	85.4
Pharmacy Personnel	17	14	20.6				
Clinical Laboratory Personnel	16	8	20.6				
				Total	316	336	487.3

151 Froedtert West Bend Hospital

West Bend, WI 53095

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$258,288,392	54.6%	46.6%	1.17	51.7%	1.06	41.7%	1.31	55.4%	0.99
Medical Assistance	\$34,160,608	7.2%	13.8%	0.52	10.4%	0.70	18.4%	0.39	7.1%	1.01
Commercial	\$169,270,778	35.8%	34.5%	1.04	35.0%	1.02	36.0%	1.00	34.9%	1.02
All Other	\$11,225,515	2.4%	5.1%	0.46	2.9%	0.81	4.0%	0.59	2.5%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$208,276,087	44.0%	35.0%	1.26	41.3%	1.07	30.1%	1.46	44.4%	0.99
Medical Assistance	\$28,176,916	6.0%	10.4%	0.57	8.2%	0.72	12.3%	0.48	5.8%	1.02
Commercial	\$79,451,814	16.8%	14.5%	1.16	15.9%	1.06	12.1%	1.39	14.9%	1.13
Charity Care	\$1,735,301	0.4%	1.0%	0.38	1.1%	0.33	0.8%	0.45	0.6%	0.66
Bad Debt	\$4,646,335	1.0%	1.2%	0.84	1.0%	0.97	1.1%	0.89	1.0%	1.01
All Other	\$5,541,883	1.2%	2.6%	0.46	1.4%	0.81	2.3%	0.50	1.0%	1.21
Total Deductions	\$327,828,336	69.3%	64.6%	1.07	69.0%	1.00	58.8%	1.18	67.7%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	3.9%	8.4%	0.47	8.1%	0.49	6.4%	0.61	1.9%	2.02	
Net Gains/Losses as % of Net Income	1,220.6%	13.8%	88.24	N/A	N/A	N/A	N/A	1,548.6%	0.79	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$53,345,102	41.3%	43.5%	0.95	38.6%	1.07	41.7%	0.99	41.9%	0.99
Supplies & Services	\$67,617,429	52.4%	49.9%	1.05	52.7%	0.99	50.0%	1.05	51.0%	1.03
Capital Component	\$8,118,647	6.3%	6.6%	0.96	8.6%	0.73	8.3%	0.76	7.1%	0.88
Fiscal Statistics										
Operating Margin (%)	14.5%	7.5%	1.93	10.4%	1.40	6.6%	2.21	17.3%	0.84	
Total Hospital Net Income (%)	-1.5%	8.6%	N/A	7.5%	N/A	6.2%	N/A	-1.5%	1.05	
Return on Equity (%)	-2.6%	4.1%	N/A	4.7%	N/A	3.0%	N/A	-2.1%	1.20	
Current Ratio	1.1	3.9	0.28	6.8	0.16	3.4	0.32	4.1	0.26	
Days in Net Patient Accounts Receivable	42.9	71.5	0.60	46.9	0.91	48.8	0.88	43.8	0.98	
Average Payment Period	53.6	90.1	0.60	50.2	1.07	63.5	0.85	15.8	3.40	
Equity Financing (%)	73.9%	63.6%	1.16	78.6%	0.94	75.1%	0.98	92.4%	0.80	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.2	12.2	0.02	7.0	0.03	7.4	0.03	0.3	0.72	
Total Asset Turnover	2.0	0.5	4.18	0.6	3.09	0.5	4.07	1.8	1.10	
Average Age of Plant (Years)	13.8	14.1	0.98	10.1	1.37	9.8	1.40	12.3	1.13	
Increase (Decrease) Total Net Patient Revenue	0.5%	-2.2%	N/A	-4.2%	N/A	-5.0%	N/A	1.9%	0.26	
Outpatient Gross Revenue (% of Total GPR)	65.8%	63.0%	1.04	63.8%	1.03	64.9%	1.01	66.1%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,614	\$17,652	0.71	\$12,198	1.03	\$18,057	0.70	\$12,487	1.01	
Inpatient Net Revenue per Day	\$3,533	\$3,704	0.95	\$2,790	1.27	\$3,961	0.89	\$3,484	1.01	
Outpatient Net Revenue per Visit	\$1,077	\$780	1.38	\$754	1.43	\$669	1.61	\$1,070	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$472,945,295	Cash & Cash Equivalents	\$28,995	Current Liabilities	\$18,107,404
Less Deductions	\$327,828,336	Net Patient Receivables	\$17,021,425	Long-Term Debt	\$0
Net Patient Revenue	\$145,116,959	Other Receivables	\$24,481	Other Liabilities	\$1,919,387
Plus Other Revenue	\$5,932,094			Subtotal	\$20,026,791
Total Revenue	\$151,049,053	Land, Buildings & Equipment (Net)	\$56,829,716	Unrestricted Fund Balance	\$56,588,840
Less Expenses	\$129,081,178	Other Assets	\$2,711,014	Restricted Fund Balance	\$173,982
Non-Operating Gains/Losses	-\$23,928,217			Total Liabilities & Fund Balance	\$76,615,631
Net Income	-\$1,960,342	Total Assets	\$76,615,631		

308 Marshfield Medical Center-Weston
 3400 Ministry Parkway
 Weston, WI 54476
 715-393-3000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Marathon
 Analysis Area: North Central (6)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Occupancy Rate (%)										
Adult Medical-Surgical	250.0%	52.4%	4.77	47.5%	5.27	40.5%	6.18	91.2%	2.74	
Obstetrics	298.4%	36.2%	8.23	52.9%	0.06	24.6%	12.14	53.3%	5.60	
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	146.8%	53.9%	2.72	55.7%	2.63	42.0%	3.50	96.7%	1.52	
Average Census (Patients)										
Adult Medical-Surgical	12.5	25.5	0.49	18.9	0.66	10.2	1.23	19.2	0.65	
Obstetrics	3.0	4.7	0.63	3.6	0.84	1.7	1.75	3.2	0.93	
Pediatrics	0.0	1.1	N/A	0.6	N/A	0.0	N/A	0.0	N/A	
Total Hospital	41.1	47.4	0.87	36.1	1.14	17.9	2.29	47.4	0.87	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.4	4.3	0.78	3.9	0.87	3.3	1.02	3.3	1.02	
Obstetrics	2.2	2.4	0.92	2.6	0.86	2.2	1.02	2.2	1.00	
Pediatrics	0.0	3.5	N/A	2.5	N/A	2.4	N/A	0.0	N/A	
Total Hospital	3.7	4.7	0.80	4.2	0.89	3.5	1.08	3.7	1.01	
Surgical Operations										
Inpatient	1,635	1,280	1.28	1,491	1.10	482	3.39	1,476	1.11	
Outpatient	1,377	4,115	0.33	3,438	0.40	1,905	0.72	1,234	1.12	
Inpatient as % of All Surgeries	54.3%	23.7%	2.29	30.3%	1.79	20.2%	2.69	54.5%	1.00	
Outpatient Visits										
Non-Emergency Visits	10,118	127,898	0.08	103,283	0.10	69,880	0.14	11,898	0.85	
Emergency Visits	12,245	15,799	0.78	11,943	1.03	11,349	1.08	12,631	0.97	
Full-Time Equivalents (FTEs)										
Administrators	5.0	20.3	0.25	22.1	0.23	14.9	0.33	9.0	0.56	
Nurses, Licensed	140.5	255.1	0.55	178.4	0.79	112.6	1.25	163.9	0.86	
Ancillary Nursing Personnel	12.8	42.6	0.30	23.0	0.56	19.7	0.65	13.2	0.97	
All Other Personnel	62.5	501.2	0.12	456.9	0.14	239.6	0.26	112.9	0.55	
Total FTEs	220.8	819.2	0.27	680.4	0.32	386.8	0.57	299.0	0.74	
FTEs per 100 Patient Census (Adjusted)										
Administrators	7.2	15.7	0.46	20.6	0.35	21.9	0.33	10.4	0.69	
Nurses, Licensed	202.0	197.1	1.02	166.5	1.21	165.1	1.22	190.1	1.06	
Ancillary Nursing Personnel	18.3	33.0	0.56	21.4	0.86	28.9	0.63	15.3	1.20	
All Other Personnel	90.0	387.2	0.23	426.5	0.21	351.3	0.26	131.0	0.69	
Total FTEs	317.5	633.0	0.50	635.1	0.50	567.2	0.56	346.9	0.92	

Total Hospital:
 Beds Set Up & Staffed 28
 Discharges 4,020
 Inpatient Days 15,049

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

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

Newborn Nursery:
 Bassinets 2
 Total Births 402
 Newborn Days 723

308 Marshfield Medical Center-Weston
Weston, WI 54476

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	5	1,362	4,575	250.0%	12.5	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	1	494	1,092	298.4%	3.0	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	7	410	2,632	102.7%	7.2	6.4
Step-Down (Special Care)	1	15	1,754	6,750	123.0%	18.4	3.8
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	5	0	5.0	Surgical Personnel	13	1	13.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	13	8	13.6
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	121	58	140.5	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	8	12	12.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	16	15	16.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	2	4	2.9
Pharmacy Personnel	16	0	16.0				
Clinical Laboratory Personnel	0	0	0.0				
				Total	194	98	220.8

308 Marshfield Medical Center-Weston

Weston, WI 54476

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$134,982,622	61.1%	46.6%	1.31	51.5%	1.19	49.5%	1.23	60.6%	1.01
Medical Assistance	\$23,978,253	10.8%	13.8%	0.79	12.9%	0.84	11.6%	0.94	10.9%	0.99
Commercial	\$44,407,688	20.1%	34.5%	0.58	30.6%	0.66	34.7%	0.58	23.2%	0.86
All Other	\$17,689,233	8.0%	5.1%	1.56	5.0%	1.60	4.2%	1.91	5.3%	1.52
Deductions as % of Total Gross Patient Revenue										
Medicare	\$94,710,658	42.8%	35.0%	1.22	36.8%	1.16	36.2%	1.18	41.4%	1.04
Medical Assistance	\$15,597,247	7.1%	10.4%	0.68	9.7%	0.73	8.8%	0.80	7.4%	0.95
Commercial	\$7,563,647	3.4%	14.5%	0.24	9.1%	0.38	13.9%	0.25	4.7%	0.73
Charity Care	\$2,241,467	1.0%	1.0%	1.06	1.0%	1.03	0.9%	1.16	0.6%	1.75
Bad Debt	\$2,809,217	1.3%	1.2%	1.08	0.9%	1.46	1.5%	0.86	1.8%	0.72
All Other	\$13,450,272	6.1%	2.6%	2.38	2.8%	2.14	2.2%	2.76	3.7%	1.65
Total Deductions	\$136,372,508	61.7%	64.6%	0.95	60.3%	1.02	63.5%	0.97	59.5%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.2%	8.4%	0.14		5.2%	0.23	7.3%	0.16	1.9%	0.62
Net Gains/Losses as % of Net Income	41.9%	13.8%	3.03		N/A	N/A	12.9%	3.25	0.3%	120.98
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$26,930,404	24.9%	43.5%	0.57	43.5%	0.57	45.1%	0.55	25.3%	0.98
Supplies & Services	\$75,988,362	70.1%	49.9%	1.41	51.3%	1.37	46.8%	1.50	66.8%	1.05
Capital Component	\$5,405,983	5.0%	6.6%	0.76	5.3%	0.95	8.1%	0.62	7.9%	0.63
Fiscal Statistics										
Operating Margin (%)	-26.4%	7.5%	N/A		8.6%	N/A	3.1%	N/A	-23.2%	1.14
Total Hospital Net Income (%)	-56.1%	8.6%	N/A		8.2%	N/A	3.5%	N/A	-23.3%	2.41
Return on Equity (%)	-37.4%	4.1%	N/A		3.5%	N/A	2.0%	N/A	-18.2%	2.05
Current Ratio	9.1	3.9	2.34		2.4	3.78	4.6	1.99	1.6	5.65
Days in Net Patient Accounts Receivable	44.6	71.5	0.62		82.7	0.54	47.2	0.94	59.4	0.75
Average Payment Period	40.2	90.1	0.45		127.5	0.32	73.5	0.55	51.8	0.78
Equity Financing (%)	77.6%	63.6%	1.22		51.2%	1.51	66.1%	1.17	75.8%	1.02
Long-Term Debt to Equity Ratio	0.0	0.3	N/A		0.6	N/A	0.2	N/A	0.0	N/A
Times Interest Earned	-312.2	12.2	N/A		21.3	N/A	4.2	N/A	-142.8	2.19
Total Asset Turnover	0.8	0.5	1.74		0.4	1.90	0.6	1.47	0.8	1.05
Average Age of Plant (Years)	0.0	14.1	N/A		17.5	N/A	10.5	N/A	3.9	N/A
Increase (Decrease) Total Net Patient Revenue	-17.8%	-2.2%	7.99		-2.0%	9.00	-6.0%	2.94	-5.5%	3.25
Outpatient Gross Revenue (% of Total GPR)	41.3%	63.0%	0.66		66.3%	0.62	72.9%	0.57	45.2%	0.91
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,327	\$17,652	0.64		\$15,397	0.74	\$11,149	1.02	\$11,489	0.99
Inpatient Net Revenue per Day	\$3,048	\$3,704	0.82		\$3,651	0.83	\$3,062	1.00	\$3,121	0.98
Outpatient Net Revenue per Visit	\$1,876	\$780	2.40		\$850	2.21	\$705	2.66	\$2,188	0.86

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$221,057,796	Cash & Cash Equivalents	\$2,200	Current Liabilities	\$11,397,653
Less Deductions	\$136,372,508	Net Patient Receivables	\$10,310,729	Long-Term Debt	\$0
Net Patient Revenue	\$84,685,288	Other Receivables	\$1,930,395	Other Liabilities	\$11,981,244
Plus Other Revenue	\$1,008,900			Subtotal	\$23,378,897
Total Revenue	\$85,694,188	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$80,802,594
Less Expenses	\$108,324,749	Other Assets	\$91,938,167	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$16,311,918			Total Liabilities & Fund Balance	\$104,181,491
Net Income	-\$38,942,479	Total Assets	\$104,181,491		

152 Gundersen Tri-County Hospital and Clinics
 18601 Lincoln Street
 Whitehall, WI 54773
 715-538-4361

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Trempealeau
 Analysis Area: Southwestern (5B)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	14.0%	52.4%	0.27	37.7%	0.37	11.2%	1.25	13.2%	1.06
Obstetrics	0.0%	36.2%	N/A	46.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	29.6%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	15.7%	53.9%	0.29	42.5%	0.37	15.7%	1.00	15.4%	1.02
Average Census (Patients)									
Adult Medical-Surgical	2.1	25.5	0.08	16.4	0.13	1.7	1.20	2.0	1.06
Obstetrics	0.0	4.7	N/A	4.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.7	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.4	47.4	0.05	27.5	0.09	2.5	0.93	2.3	1.02
Average Length of Stay (Days)									
Adult Medical-Surgical	3.6	4.3	0.84	4.0	0.91	3.3	1.08	3.1	1.18
Obstetrics	0.0	2.4	N/A	3.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	2.7	N/A	0.0	N/A
Total Hospital	4.1	4.7	0.88	4.9	0.82	4.2	0.97	3.6	1.13
Surgical Operations									
Inpatient	6	1,280	0.00	733	0.01	75	0.08	4	1.50
Outpatient	206	4,115	0.05	2,362	0.09	1,365	0.15	284	0.73
Inpatient as % of All Surgeries	2.8%	23.7%	0.12	23.7%	0.12	5.2%	0.54	1.4%	2.04
Outpatient Visits									
Non-Emergency Visits	28,604	127,898	0.22	116,152	0.25	21,938	1.30	28,930	0.99
Emergency Visits	3,399	15,799	0.22	11,771	0.29	2,721	1.25	3,675	0.92
Full-Time Equivalents (FTEs)									
Administrators	0.0	20.3	N/A	15.2	N/A	2.2	N/A	0.0	N/A
Nurses, Licensed	27.8	255.1	0.11	154.7	0.18	40.9	0.68	26.2	1.06
Ancillary Nursing Personnel	7.7	42.6	0.18	21.1	0.36	7.0	1.09	9.2	0.83
All Other Personnel	109.9	501.2	0.22	402.4	0.27	77.4	1.42	118.2	0.93
Total FTEs	145.4	819.2	0.18	593.5	0.24	127.5	1.14	153.6	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	15.7	N/A	13.5	N/A	17.3	N/A	0.0	N/A
Nurses, Licensed	264.4	197.1	1.34	138.1	1.91	323.2	0.82	229.6	1.15
Ancillary Nursing Personnel	72.8	33.0	2.21	18.9	3.85	55.3	1.32	80.9	0.90
All Other Personnel	1,044.2	387.2	2.70	359.4	2.91	611.6	1.71	1,037.3	1.01
Total FTEs	1,381.4	633.0	2.18	529.9	2.61	1,007.4	1.37	1,347.8	1.02

Total Hospital:

Beds Set Up & Staffed 15
 Discharges 212
 Inpatient Days 863

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 5
 Discharges 88
 Inpatient Days 1,785

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

152 Gundersen Tri-County Hospital and Clinics
Whitehall, WI 54773

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	15	212	768	14.0%	2.1	3.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	2	0	15	95	0.0%	0.3	6.3
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	0	0	0.0	Surgical Personnel	0	1	0.0
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	4	2	4.9
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	0	1	0.0
Dental Hygienists	0	0	0.0	Occupational Therapists	1	0	1.0
Registered Nurses	20	15	24.9	Occupational Therapy Assistants/Aides	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.6
Licensed Practical Nurses	0	1	0.9	Physical Therapy Assistants/Aides	2	1	2.9
Ancillary Nursing Personnel	6	5	7.7	Recreational Therapists	2	0	2.0
Physician Assistants	3	4	4.6	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	9	4.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	48	35	62.6
Pharmacy Personnel	1	3	2.8				
Clinical Laboratory Personnel	1	8	7.6				
				Total	108	88	145.4

152 Gunderson Tri-County Hospital and Clinics

Whitehall, WI 54773

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$18,533,869	50.5%	46.6%	1.08	46.1%	1.10	46.3%	1.09	51.4%	0.98
Medical Assistance	\$3,768,598	10.3%	13.8%	0.75	9.6%	1.07	11.7%	0.87	10.4%	0.99
Commercial	\$10,814,529	29.5%	34.5%	0.86	36.6%	0.80	37.5%	0.79	29.6%	1.00
All Other	\$3,579,326	9.8%	5.1%	1.90	7.7%	1.27	4.5%	2.18	8.6%	1.13
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,042,697	19.2%	35.0%	0.55	32.6%	0.59	23.9%	0.80	20.7%	0.93
Medical Assistance	\$2,193,015	6.0%	10.4%	0.58	7.4%	0.80	7.7%	0.78	7.1%	0.85
Commercial	\$3,681,098	10.0%	14.5%	0.69	16.1%	0.62	10.2%	0.98	8.4%	1.20
Charity Care	\$564,566	1.5%	1.0%	1.60	0.8%	2.03	1.1%	1.45	1.2%	1.24
Bad Debt	\$461,408	1.3%	1.2%	1.07	1.5%	0.83	1.7%	0.76	1.7%	0.74
All Other	\$1,279,617	3.5%	2.6%	1.36	5.2%	0.67	2.2%	1.57	2.8%	1.24
Total Deductions	\$15,222,401	41.5%	64.6%	0.64	63.7%	0.65	46.7%	0.89	41.9%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		11.9%	8.4%	1.42	23.6%	0.50	7.5%	1.58	3.4%	3.50
Net Gains/Losses as % of Net Income		0.6%	13.8%	0.05	79.9%	0.01	10.6%	0.06	4.6%	0.14
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$11,212,977	54.5%	43.5%	1.25	55.4%	0.98	50.8%	1.07	55.0%	0.99
Supplies & Services	\$8,600,186	41.8%	49.9%	0.84	39.7%	1.05	42.0%	0.99	41.0%	1.02
Capital Component	\$765,041	3.7%	6.6%	0.57	4.9%	0.76	7.2%	0.52	4.0%	0.93
Fiscal Statistics										
Operating Margin (%)		15.6%	7.5%	2.07	1.2%	13.00	7.8%	2.00	8.9%	1.75
Total Hospital Net Income (%)		15.7%	8.6%	1.82	5.7%	2.75	8.7%	1.81	9.3%	1.69
Return on Equity (%)		17.4%	4.1%	4.21	4.1%	4.26	11.1%	1.57	15.8%	1.10
Current Ratio		4.1	3.9	1.07	18.3	0.23	2.1	1.98	2.9	1.43
Days in Net Patient Accounts Receivable		63.6	71.5	0.89	57.6	1.10	58.4	1.09	59.6	1.07
Average Payment Period		78.5	90.1	0.87	22.0	3.57	80.3	0.98	53.4	1.47
Equity Financing (%)		56.9%	63.6%	0.89	85.1%	0.67	38.8%	1.47	65.1%	0.87
Long-Term Debt to Equity Ratio		0.1	0.3	0.20	0.1	1.00	0.3	0.18	0.2	0.37
Times Interest Earned		66.6	12.2	5.44	14.9	4.47	10.1	6.58	27.5	2.42
Total Asset Turnover		1.1	0.5	2.34	0.7	1.62	1.3	0.87	1.7	0.65
Average Age of Plant (Years)		19.2	14.1	1.36	9.0	2.14	9.7	1.98	19.0	1.01
Increase (Decrease) Total Net Patient Revenue		3.9%	-2.2%	N/A	-4.8%	N/A	-0.9%	N/A	10.7%	0.37
Outpatient Gross Revenue (% of Total GPR)		80.1%	63.0%	1.27	78.6%	1.02	80.0%	1.00	82.7%	0.97
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$17,605		\$17,652	1.00	\$17,756	0.99	\$21,599	0.82	\$14,224	1.24
Inpatient Net Revenue per Day	\$2,073		\$3,704	0.56	\$3,811	0.54	\$2,988	0.69	\$2,186	0.95
Outpatient Net Revenue per Visit	\$517		\$780	0.66	\$835	0.62	\$759	0.68	\$513	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,696,322	Cash & Cash Equivalents	\$12,750,341	Current Liabilities	\$4,283,718
Less Deductions	\$15,222,401	Net Patient Receivables	\$3,730,838	Long-Term Debt	\$762,443
Net Patient Revenue	\$21,473,921	Other Receivables	\$439,194	Other Liabilities	\$4,468,676
Plus Other Revenue	\$2,907,597			Subtotal	\$9,514,837
Total Revenue	\$24,381,518	Land, Buildings & Equipment (Net)	\$4,286,620	Unrestricted Fund Balance	\$12,538,928
Less Expenses	\$20,578,204	Other Assets	\$846,772	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$24,551			Total Liabilities & Fund Balance	\$22,053,765
Net Income	\$3,827,865	Total Assets	\$22,053,765		

153 ThedaCare Medical Center - Wild Rose
 Box 243, 601 Grove Avenue
 Wild Rose, WI 54984
 920-622-3257

Fiscal Year: 01/01 to 12/31
 Type: GMS
 Critical Access Hospital
 Control: Other Not-For-Profit

County: Waushara
 Analysis Area: Lake Winnebago (3)
 Volume Group: 1

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	4.4%	52.4%	0.08	46.3%	0.09	11.2%	0.39	4.0%	1.08
Obstetrics	0.0%	36.2%	N/A	29.1%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	43.7%	N/A	0.0%	N/A
Total Hospital	4.4%	53.9%	0.08	45.8%	0.10	15.7%	0.28	4.0%	1.08
Average Census (Patients)									
Adult Medical-Surgical	1.1	25.5	0.04	21.6	0.05	1.7	0.63	1.0	1.08
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.1	47.4	0.02	35.1	0.03	2.5	0.43	1.0	1.08
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.3	0.68	3.8	0.75	3.3	0.87	3.0	0.98
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.6	N/A	2.7	N/A	0.0	N/A
Total Hospital	2.9	4.7	0.62	4.1	0.70	4.2	0.69	3.0	0.98
Surgical Operations									
Inpatient	0	1,280	N/A	1,093	N/A	75	N/A	0	N/A
Outpatient	50	4,115	0.01	4,901	0.01	1,365	0.04	56	0.89
Inpatient as % of All Surgeries	0.0%	23.7%	N/A	18.2%	N/A	5.2%	N/A	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	5,325	127,898	0.04	75,740	0.07	21,938	0.24	13,339	0.40
Emergency Visits	3,538	15,799	0.22	13,956	0.25	2,721	1.30	3,999	0.88
Full-Time Equivalents (FTEs)									
Administrators	3.0	20.3	0.15	15.8	0.19	2.2	1.37	3.0	1.00
Nurses, Licensed	16.6	255.1	0.07	188.9	0.09	40.9	0.41	16.6	1.00
Ancillary Nursing Personnel	5.4	42.6	0.13	18.4	0.29	7.0	0.77	5.4	1.00
All Other Personnel	39.1	501.2	0.08	307.4	0.13	77.4	0.50	39.1	1.00
Total FTEs	64.0	819.2	0.08	530.5	0.12	127.5	0.50	64.0	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	50.9	15.7	3.25	14.2	3.58	17.3	2.94	58.8	0.87
Nurses, Licensed	281.5	197.1	1.43	169.9	1.66	323.2	0.87	325.3	0.87
Ancillary Nursing Personnel	91.2	33.0	2.77	16.5	5.52	55.3	1.65	105.3	0.87
All Other Personnel	662.3	387.2	1.71	276.5	2.39	611.6	1.08	765.3	0.87
Total FTEs	1,085.8	633.0	1.72	477.2	2.28	1,007.4	1.08	1,254.8	0.87

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	3	Bassinets	0
Discharges	138	Organization (HMO)	Yes	Discharges	74	Total Births	0
Inpatient Days	400	Preferred Provider		Inpatient Days	1,166	Newborn Days	0
		Organization (PPO)	Yes				

153 ThedaCare Medical Center - Wild Rose
Wild Rose, WI 54984

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	25	138	400	4.4%	1.1	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	5	0	0	0	0.0%	0.0	0.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	3	0	3.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	1	1	1.1	Radiological Services Personnel	3	3	3.3
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	1	0	1.0
Dental Hygienists	0	0	0.0	Occupational Therapists	0	0	0.0
Registered Nurses	12	9	16.6	Occupational Therapy Assistants/Aides	0	2	0.4
Certified Nurse Midwives	0	0	0.0	Physical Therapists	2	1	2.1
Licensed Practical Nurses	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.2
Ancillary Nursing Personnel	3	6	5.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	15	11	20.1
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	5	2	5.9				
				Total	50	36	64.0

153 ThedaCare Medical Center - Wild Rose

Wild Rose, WI 54984

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$13,194,901	54.9%	46.6%	1.18	49.0%	1.12	46.3%	1.19	53.9%	1.02
Medical Assistance	\$3,094,467	12.9%	13.8%	0.94	10.8%	1.19	11.7%	1.10	13.1%	0.99
Commercial	\$6,928,053	28.8%	34.5%	0.84	37.1%	0.78	37.5%	0.77	29.4%	0.98
All Other	\$817,751	3.4%	5.1%	0.66	3.1%	1.11	4.5%	0.76	3.6%	0.94
Deductions as % of Total Gross Patient Revenue										
Medicare	\$7,211,310	30.0%	35.0%	0.86	34.7%	0.86	23.9%	1.26	29.7%	1.01
Medical Assistance	\$2,622,866	10.9%	10.4%	1.05	8.0%	1.36	7.7%	1.42	5.6%	1.95
Commercial	\$2,249,010	9.4%	14.5%	0.64	14.1%	0.67	10.2%	0.91	2.0%	4.70
Charity Care	\$146,388	0.6%	1.0%	0.63	0.7%	0.91	1.1%	0.57	0.7%	0.83
Bad Debt	\$507,393	2.1%	1.2%	1.80	1.5%	1.39	1.7%	1.27	3.6%	0.59
All Other	\$265,462	1.1%	2.6%	0.43	2.0%	0.56	2.2%	0.50	1.9%	0.58
Total Deductions	\$13,002,428	54.1%	64.6%	0.84	60.9%	0.89	46.7%	1.16	43.5%	1.24
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.2%	8.4%	0.15	5.8%	0.21	7.5%	0.17	0.4%	3.15	
Net Gains/Losses as % of Net Income	20.0%	13.8%	1.45	15.0%	1.33	10.6%	1.88	0.9%	21.39	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$7,085,064	64.9%	43.5%	1.49	40.0%	1.62	50.8%	1.28	74.9%	0.87
Supplies & Services	\$3,339,523	30.6%	49.9%	0.61	52.8%	0.58	42.0%	0.73	19.1%	1.61
Capital Component	\$484,316	4.4%	6.6%	0.68	7.2%	0.62	7.2%	0.62	6.1%	0.73
Fiscal Statistics										
Operating Margin (%)	2.4%	7.5%	0.31	11.9%	0.20	7.8%	0.30	24.4%	0.10	
Total Hospital Net Income (%)	2.9%	8.6%	0.34	13.7%	0.21	8.7%	0.34	24.5%	0.12	
Return on Equity (%)	3.3%	4.1%	0.79	11.6%	0.28	11.1%	0.29	35.1%	0.09	
Current Ratio	23.8	3.9	6.14	5.7	4.18	2.1	11.39	-27.0	N/A	
Days in Net Patient Accounts Receivable	52.0	71.5	0.73	57.0	0.91	58.4	0.89	49.7	1.05	
Average Payment Period	9.2	90.1	0.10	36.6	0.25	80.3	0.11	-6.5	N/A	
Equity Financing (%)	97.8%	63.6%	1.54	86.7%	1.13	38.8%	2.52	101.8%	0.96	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.3	N/A	0.0	N/A	
Times Interest Earned	207.0	12.2	16.90	28.5	7.25	10.1	20.43	1,844.6	0.11	
Total Asset Turnover	1.1	0.5	2.35	0.8	1.33	1.3	0.87	1.4	0.78	
Average Age of Plant (Years)	6.9	14.1	0.49	6.8	1.02	9.7	0.71	8.0	0.86	
Increase (Decrease) Total Net Patient Revenue	-7.4%	-2.2%	3.33	-4.6%	1.60	-0.9%	7.99	19.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	81.5%	63.0%	1.29	68.8%	1.18	80.0%	1.02	80.2%	1.02	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$9,269	\$17,652	0.53	\$12,208	0.76	\$21,599	0.43	\$13,943	0.66	
Inpatient Net Revenue per Day	\$1,244	\$3,704	0.34	\$2,930	0.42	\$2,988	0.42	\$1,598	0.78	
Outpatient Net Revenue per Visit	\$1,076	\$780	1.38	\$917	1.17	\$759	1.42	\$559	1.92	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$24,035,173	Cash & Cash Equivalents	\$4,538,025	Current Liabilities	\$262,292
Less Deductions	\$13,002,428	Net Patient Receivables	\$1,568,632	Long-Term Debt	-\$37,837
Net Patient Revenue	\$11,032,745	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$139,239			Subtotal	\$224,455
Total Revenue	\$11,171,984	Land, Buildings & Equipment (Net)	\$3,845,884	Unrestricted Fund Balance	\$9,868,202
Less Expenses	\$10,908,903	Other Assets	\$140,116	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$65,729			Total Liabilities & Fund Balance	\$10,092,657
Net Income	\$328,810	Total Assets	\$10,092,657		

155 Aspirus Riverview Hospital and Clinics, Inc
 410 Dewey Street, PO Box 8080
 Wisconsin Rapids, WI 54495
 715-423-6060

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

County: Wood
 Analysis Area: North Central (6)
 Volume Group: 6

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	23.1%	52.4%	0.44	47.5%	0.49	51.7%	0.45	35.2%	0.66
Obstetrics	26.0%	36.2%	0.72	52.9%	0.05	29.4%	0.88	9.4%	2.78
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	25.2%	53.9%	0.47	55.7%	0.45	48.2%	0.52	28.1%	0.90
Average Census (Patients)									
Adult Medical-Surgical	18.0	25.5	0.70	18.9	0.95	30.8	0.58	19.0	0.95
Obstetrics	2.9	4.7	0.61	3.6	0.80	5.1	0.56	2.7	1.06
Pediatrics	0.1	1.1	0.12	0.6	0.25	0.0	0.12	0.2	0.86
Total Hospital	25.0	47.4	0.53	36.1	0.69	57.5	0.43	25.5	0.98
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.3	0.76	3.9	0.84	4.2	0.77	3.1	1.06
Obstetrics	2.0	2.4	0.82	2.6	0.77	2.1	0.93	2.0	0.98
Pediatrics	1.8	3.5	0.51	2.5	0.70	1.9	0.94	2.2	0.80
Total Hospital	3.3	4.7	0.70	4.2	0.78	4.3	0.77	3.1	1.04
Surgical Operations									
Inpatient	955	1,280	0.75	1,491	0.64	1,247	0.77	928	1.03
Outpatient	1,406	4,115	0.34	3,438	0.41	4,177	0.34	1,415	0.99
Inpatient as % of All Surgeries	40.4%	23.7%	1.70	30.3%	1.34	23.0%	1.76	39.6%	1.02
Outpatient Visits									
Non-Emergency Visits	27,487	127,898	0.21	103,283	0.27	195,436	0.14	29,419	0.93
Emergency Visits	19,540	15,799	1.24	11,943	1.64	26,485	0.74	20,546	0.95
Full-Time Equivalents (FTEs)									
Administrators	31.1	20.3	1.53	22.1	1.41	24.9	1.25	37.8	0.82
Nurses, Licensed	164.8	255.1	0.65	178.4	0.92	338.1	0.49	151.5	1.09
Ancillary Nursing Personnel	8.9	42.6	0.21	23.0	0.39	60.0	0.15	18.7	0.48
All Other Personnel	348.6	501.2	0.70	456.9	0.76	661.2	0.53	348.2	1.00
Total FTEs	553.4	819.2	0.68	680.4	0.81	1,084.2	0.51	556.2	0.99
FTEs per 100 Patient Census (Adjusted)									
Administrators	26.5	15.7	1.69	20.6	1.28	12.8	2.06	29.8	0.89
Nurses, Licensed	140.6	197.1	0.71	166.5	0.84	174.4	0.81	119.1	1.18
Ancillary Nursing Personnel	7.6	33.0	0.23	21.4	0.35	31.0	0.25	14.7	0.52
All Other Personnel	297.4	387.2	0.77	426.5	0.70	341.1	0.87	273.9	1.09
Total FTEs	472.1	633.0	0.75	635.1	0.74	559.3	0.84	437.5	1.08

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	99	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	22
Discharges	2,806	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	526
Inpatient Days	9,132			Inpatient Days	0	Newborn Days	873

155 Aspirus Riverview Hospital and Clinics, Inc
 Wisconsin Rapids, WI 54495

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	78	2,025	6,587	23.1%	18.0	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	28	50	0.0%	0.1	1.8
Obstetrics	1	11	532	1,048	26.0%	2.9	2.0
Psychiatric	2	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	221	1,447	39.5%	4.0	6.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	30	1	31.1	Surgical Personnel	4	3	6.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	18	28	35.5
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	2	6	5.2
Dental Hygienists	0	3	0.8	Occupational Therapists	2	3	4.2
Registered Nurses	43	135	150.6	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	6	9.1
Licensed Practical Nurses	4	2	5.3	Physical Therapy Assistants/Aides	2	3	4.8
Ancillary Nursing Personnel	3	21	8.9	Recreational Therapists	1	1	1.8
Physician Assistants	4	3	6.7	Dietitians & Nutritionists	1	3	2.9
Nurse Practitioners	7	3	8.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	22	31	44.3
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	81	82	125.2
Pharmacy Personnel	8	2	8.5				
Clinical Laboratory Personnel	19	10	26.3				
				Total	299	375	553.4

155 Aspirus Riverview Hospital and Clinics, Inc
Wisconsin Rapids, WI 54495

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$171,234,091	48.7%	46.6%	1.04	51.5%	0.95	47.1%	1.03	47.2%	1.03
Medical Assistance	\$47,535,780	13.5%	13.8%	0.98	12.9%	1.05	15.8%	0.85	14.4%	0.94
Commercial	\$113,892,700	32.4%	34.5%	0.94	30.6%	1.06	32.3%	1.00	33.8%	0.96
All Other	\$19,270,848	5.5%	5.1%	1.07	5.0%	1.09	4.8%	1.14	4.6%	1.18
Deductions as % of Total Gross Patient Revenue										
Medicare	\$122,097,791	34.7%	35.0%	0.99	36.8%	0.94	36.7%	0.95	33.9%	1.02
Medical Assistance	\$35,369,587	10.1%	10.4%	0.97	9.7%	1.04	12.3%	0.82	10.8%	0.93
Commercial	\$36,220,263	10.3%	14.5%	0.71	9.1%	1.13	13.5%	0.76	9.3%	1.11
Charity Care	\$3,921,885	1.1%	1.0%	1.16	1.0%	1.13	1.1%	1.05	1.1%	0.99
Bad Debt	\$3,885,343	1.1%	1.2%	0.94	0.9%	1.27	1.4%	0.81	1.2%	0.93
All Other	\$5,266,913	1.5%	2.6%	0.59	2.8%	0.53	2.6%	0.59	1.2%	1.27
Total Deductions	\$206,761,781	58.8%	64.6%	0.91	60.3%	0.97	67.4%	0.87	57.5%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		4.1%	8.4%	0.48	5.2%	0.78	10.8%	0.38	1.1%	3.53
Net Gains/Losses as % of Net Income		6.5%	13.8%	0.47	N/A	N/A	21.2%	0.31	18.3%	0.35
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$58,680,770	45.0%	43.5%	1.03	43.5%	1.04	45.0%	1.00	46.3%	0.97
Supplies & Services	\$62,632,223	48.1%	49.9%	0.96	51.3%	0.94	48.5%	0.99	47.2%	1.02
Capital Component	\$9,018,269	6.9%	6.6%	1.05	5.3%	1.32	6.6%	1.05	6.5%	1.07
Fiscal Statistics										
Operating Margin (%)		13.9%	7.5%	1.84	8.6%	1.62	6.5%	2.14	12.1%	1.15
Total Hospital Net Income (%)		14.7%	8.6%	1.70	8.2%	1.78	8.1%	1.81	14.4%	1.02
Return on Equity (%)		10.7%	4.1%	2.59	3.5%	3.01	2.9%	3.64	9.9%	1.08
Current Ratio		2.5	3.9	0.65	2.4	1.05	3.6	0.69	3.6	0.70
Days in Net Patient Accounts Receivable		46.9	71.5	0.66	82.7	0.57	95.9	0.49	50.9	0.92
Average Payment Period		70.6	90.1	0.78	127.5	0.55	121.9	0.58	39.6	1.78
Equity Financing (%)		63.1%	63.6%	0.99	51.2%	1.23	60.0%	1.05	68.6%	0.92
Long-Term Debt to Equity Ratio		0.3	0.3	0.97	0.6	0.49	0.4	0.76	0.3	1.10
Times Interest Earned		15.1	12.2	1.24	21.3	0.71	10.0	1.52	14.4	1.06
Total Asset Turnover		0.7	0.5	1.53	0.4	1.67	0.4	2.02	0.7	1.08
Average Age of Plant (Years)		13.8	14.1	0.98	17.5	0.79	17.7	0.78	15.0	0.92
Increase (Decrease) Total Net Patient Revenue		1.4%	-2.2%	N/A	-2.0%	N/A	-3.7%	N/A	6.2%	0.22
Outpatient Gross Revenue (% of Total GPR)		78.6%	63.0%	1.25	66.3%	1.19	69.7%	1.13	80.0%	0.98
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,325	\$17,652	0.64	\$15,397	0.74	\$13,747	0.82	\$8,426	1.34	
Inpatient Net Revenue per Day	\$3,457	\$3,704	0.93	\$3,651	0.95	\$3,163	1.09	\$2,713	1.27	
Outpatient Net Revenue per Visit	\$2,494	\$780	3.20	\$850	2.93	\$688	3.62	\$2,442	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$351,933,421	Cash & Cash Equivalents	\$16,751,851	Current Liabilities	\$23,693,355
Less Deductions	\$206,761,781	Net Patient Receivables	\$18,619,674	Long-Term Debt	\$38,209,735
Net Patient Revenue	\$145,171,640	Other Receivables	\$20,556,005	Other Liabilities	\$15,510,776
Plus Other Revenue	\$6,139,086			Subtotal	\$77,413,866
Total Revenue	\$151,310,726	Land, Buildings & Equipment (Net)	\$79,630,246	Unrestricted Fund Balance	\$132,638,438
Less Expenses	\$130,331,262	Other Assets	\$74,494,529	Restricted Fund Balance	\$1,867,952
Non-Operating Gains/Losses	\$1,448,999			Total Liabilities & Fund Balance	\$210,052,304
Net Income	\$22,428,463	Total Assets	\$210,052,305		

156 Howard Young Medical Center
 240 Maple Street, PO Box 470
 Woodruff, WI 54568
 715-356-8000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Oneida
 Analysis Area: North Central (6)
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	40.7%	52.4%	0.78	47.5%	0.86	32.9%	1.24	46.2%	0.88
Obstetrics	0.0%	36.2%	N/A	52.9%	0.03	19.7%	N/A	19.2%	0.00
Pediatrics	0.0%	53.2%	N/A	78.6%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	46.4%	53.9%	0.86	55.7%	0.83	33.0%	1.41	43.0%	1.08
Average Census (Patients)									
Adult Medical-Surgical	13.0	25.5	0.51	18.9	0.69	6.4	2.02	14.8	0.88
Obstetrics	1.8	4.7	0.39	3.6	0.51	0.9	2.01	1.5	1.18
Pediatrics	0.0	1.1	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	19.5	47.4	0.41	36.1	0.54	8.6	2.27	21.5	0.91
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.3	0.79	3.9	0.88	3.0	1.15	3.3	1.03
Obstetrics	2.2	2.4	0.93	2.6	0.87	2.0	1.13	2.1	1.05
Pediatrics	0.0	3.5	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.4	4.7	0.72	4.2	0.80	3.2	1.05	3.4	1.00
Surgical Operations									
Inpatient	588	1,280	0.46	1,491	0.39	247	2.38	666	0.88
Outpatient	759	4,115	0.18	3,438	0.22	1,277	0.59	968	0.78
Inpatient as % of All Surgeries	43.7%	23.7%	1.84	30.3%	1.44	16.2%	2.70	40.8%	1.07
Outpatient Visits									
Non-Emergency Visits	22,287	127,898	0.17	103,283	0.22	57,441	0.39	26,903	0.83
Emergency Visits	10,691	15,799	0.68	11,943	0.90	8,355	1.28	10,772	0.99
Full-Time Equivalents (FTEs)									
Administrators	4.9	20.3	0.24	22.1	0.22	11.6	0.42	7.8	0.62
Nurses, Licensed	71.9	255.1	0.28	178.4	0.40	84.6	0.85	79.9	0.90
Ancillary Nursing Personnel	0.0	42.6	N/A	23.0	N/A	14.7	N/A	0.0	N/A
All Other Personnel	85.4	501.2	0.17	456.9	0.19	194.6	0.44	100.1	0.85
Total FTEs	162.2	819.2	0.20	680.4	0.24	305.5	0.53	187.8	0.86
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.1	15.7	0.64	20.6	0.49	28.7	0.35	14.6	0.69
Nurses, Licensed	149.1	197.1	0.76	166.5	0.90	210.0	0.71	148.6	1.00
Ancillary Nursing Personnel	0.0	33.0	N/A	21.4	N/A	36.4	N/A	0.0	N/A
All Other Personnel	177.1	387.2	0.46	426.5	0.42	483.0	0.37	186.3	0.95
Total FTEs	336.3	633.0	0.53	635.1	0.53	758.1	0.44	349.5	0.96

Total Hospital:

Beds Set Up & Staffed 42
 Discharges 2,122
 Inpatient Days 7,133

Contract with:

Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 0
 Total Births 220
 Newborn Days 316

156 Howard Young Medical Center
Woodruff, WI 54568

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2020	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	32	1,405	4,770	40.7%	13.0	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	0	299	666	0.0%	1.8	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	0	0	0	0.0%	0.0	0.0
ICU/CCU							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	418	1,697	46.4%	4.6	4.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	5	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	4	1	4.9	Surgical Personnel	4	2	4.0
Physicians & Dentists	1	1	1.0	Radiological Services Personnel	6	8	9.2
Medical & Dental Residents	0	0	0.0	Respiratory Therapists	6	5	7.2
Dental Hygienists	0	0	0.0	Occupational Therapists	2	3	3.4
Registered Nurses	53	57	64.9	Occupational Therapy Assistants/Aides	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Physical Therapists	4	2	4.0
Licensed Practical Nurses	1	0	1.0	Physical Therapy Assistants/Aides	2	0	2.0
Ancillary Nursing Personnel	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	1	6.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	20	30.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	3	3	3.9
Pharmacy Personnel	8	6	8.5				
Clinical Laboratory Personnel	10	5	10.0				
				Total	139	117	162.2

156 Howard Young Medical Center
Woodruff, WI 54568

Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$68,474,824	54.6%	46.6%	1.17	51.5%	1.06	47.5%	1.15	55.3%	0.99
Medical Assistance	\$17,957,174	14.3%	13.8%	1.04	12.9%	1.11	12.8%	1.12	14.9%	0.96
Commercial	\$29,935,726	23.9%	34.5%	0.69	30.6%	0.78	35.0%	0.68	24.1%	0.99
All Other	\$8,933,299	7.1%	5.1%	1.39	5.0%	1.42	4.8%	1.49	5.8%	1.24
Deductions as % of Total Gross Patient Revenue										
Medicare	\$44,652,201	35.6%	35.0%	1.02	36.8%	0.97	30.4%	1.17	36.9%	0.97
Medical Assistance	\$12,983,916	10.4%	10.4%	1.00	9.7%	1.07	8.9%	1.17	11.1%	0.93
Commercial	\$6,360,252	5.1%	14.5%	0.35	9.1%	0.56	12.0%	0.42	5.4%	0.94
Charity Care	\$1,678,190	1.3%	1.0%	1.39	1.0%	1.36	0.9%	1.42	1.0%	1.37
Bad Debt	\$2,633,564	2.1%	1.2%	1.79	0.9%	2.41	2.0%	1.06	1.3%	1.64
All Other	\$6,037,712	4.8%	2.6%	1.89	2.8%	1.69	2.3%	2.12	4.0%	1.20
Total Deductions	\$74,345,836	59.3%	64.6%	0.92	60.3%	0.98	56.5%	1.05	59.7%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	11.8%	8.4%	1.41	5.2%	2.27	10.2%	1.16	3.5%	3.42	
Net Gains/Losses as % of Net Income	18.1%	13.8%	1.31	N/A	N/A	22.7%	0.80	25.2%	0.72	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,895,775	39.0%	43.5%	0.90	43.5%	0.90	51.7%	0.75	39.6%	0.99
Supplies & Services	\$26,399,763	54.5%	49.9%	1.09	51.3%	1.06	40.6%	1.34	53.7%	1.01
Capital Component	\$3,152,869	6.5%	6.6%	0.99	5.3%	1.24	7.7%	0.84	6.7%	0.97
Fiscal Statistics										
Operating Margin (%)	16.2%	7.5%	2.14	8.6%	1.89	7.4%	2.20	12.8%	1.26	
Total Hospital Net Income (%)	19.0%	8.6%	2.20	8.2%	2.31	9.3%	2.04	16.4%	1.16	
Return on Equity (%)	12.8%	4.1%	3.10	3.5%	3.61	7.6%	1.68	10.0%	1.28	
Current Ratio	3.6	3.9	0.92	2.4	1.49	4.8	0.75	4.4	0.81	
Days in Net Patient Accounts Receivable	41.1	71.5	0.57	82.7	0.50	49.1	0.84	64.7	0.64	
Average Payment Period	24.9	90.1	0.28	127.5	0.20	46.4	0.54	25.9	0.96	
Equity Financing (%)	91.2%	63.6%	1.43	51.2%	1.78	79.0%	1.15	90.3%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.6	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	21.3	N/A	13.2	N/A	0.0	N/A	
Total Asset Turnover	0.6	0.5	1.38	0.4	1.50	0.8	0.81	0.6	1.11	
Average Age of Plant (Years)	7.0	14.1	0.49	17.5	0.40	8.8	0.79	5.8	1.21	
Increase (Decrease) Total Net Patient Revenue	-3.6%	-2.2%	1.64	-2.0%	1.84	-1.2%	3.13	2.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)	60.5%	63.0%	0.96	66.3%	0.91	78.9%	0.77	60.6%	1.00	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,111	\$17,652	0.63	\$15,397	0.72	\$14,147	0.79	\$10,022	1.11	
Inpatient Net Revenue per Day	\$3,379	\$3,704	0.91	\$3,651	0.93	\$4,080	0.83	\$3,036	1.11	
Outpatient Net Revenue per Visit	\$910	\$780	1.17	\$850	1.07	\$677	1.34	\$826	1.10	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$125,301,022	Cash & Cash Equivalents	\$1,552	Current Liabilities	\$3,093,035
Less Deductions	\$74,345,836	Net Patient Receivables	\$5,723,075	Long-Term Debt	\$0
Net Patient Revenue	\$50,955,186	Other Receivables	\$2,848,994	Other Liabilities	\$4,771,817
Plus Other Revenue	\$6,826,450			Subtotal	\$7,864,852
Total Revenue	\$57,781,638	Land, Buildings & Equipment (Net)	\$25,180,340	Unrestricted Fund Balance	\$81,151,749
Less Expenses	\$48,448,407	Other Assets	\$55,262,640	Restricted Fund Balance	\$49,930,019
Non-Operating Gains/Losses	\$2,059,495			Total Liabilities & Fund Balance	\$89,016,601
Net Income	\$11,392,726	Total Assets	\$89,016,601		