
Guide to Wisconsin Hospitals

Fiscal Year 2021

October 2022

The ***Guide to Wisconsin Hospitals, Fiscal Year 2021***, presents information on hospital finances, services, utilization and staffing. The data for this report was taken from the FY 2020 and FY 2021 Hospital Fiscal Surveys and the FY 2020 and FY 2021 Annual Survey of Hospitals. Under State law (Chapter 153, Wisconsin Statutes), WHA Information Center is responsible for collecting and disseminating Wisconsin hospital and freestanding ambulatory surgery center data.

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

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INTRODUCTION

The ***Guide to Wisconsin Hospitals, Fiscal Year 2021***, presents selected descriptive financial, services, utilization, and staffing data about individual Wisconsin hospitals. It also provides summary and trend information for selected aggregate data.

The report is based on data submitted to the WHA Information Center on the Fiscal Year (FY) 2020 Hospital Fiscal Survey, the Fiscal Year (FY) 2021 Hospital Fiscal Survey, the FY 2020 Annual Survey of Hospitals and the FY 2021 Annual Survey of Hospitals by general medical-surgical (GMS) hospitals, long-term acute care hospitals (LTAC), psychiatric (psych) hospitals, state-operated mental health (state) institutes, and rehabilitation (rehab) hospitals. Data from Veterans Affairs hospitals are collected on a voluntary basis but are not included in this report, nor are data from hospitals that submitted partial-year data.

Additional Disclosure: This year, as a result of the unique impact the pandemic has had since 2020, this report will include additional information on the projected fiscal health for 2022 of Wisconsin Health Care Systems, which include hospitals as well as other facilities those hospitals operate. This is a broader disclosure to show the full fiscal picture after nearly three years of the pandemic, and it will show significant downward pressure on health system profitability for the year so far in 2022. The disclosure of Wisconsin Health Care System data is consistent with disclosures of prior years – what is new, in this report, is providing a one-time projection for the current year, in an effort to be transparent about the impact the pandemic has had in the past three years.

Types of Hospitals

General medical-surgical (GMS) hospitals (131 in FY 2021) provide diagnostic and therapeutic services to patients for a variety of medical and surgical conditions.

Critical Access Hospitals (CAHs) (58 in FY 2021) are GMS facilities that provide 24-hour emergency care, inpatient, outpatient, and swing-bed services. Many also provide obstetric services. Under the Wisconsin Rural Hospital Flexibility Program – a Medicare program – hospitals located in rural counties, or rural areas of urban counties, may be certified as CAHs if they meet eligibility conditions. Rural CAH applicants must be 35 miles from another hospital; if closer, they must be declared a “necessary provider of health care services” according to state plan criteria. They are limited to 25 acute-care beds. Length of stay for acute-care patients is limited to an annual 96-hour average per patient. If further inpatient care is needed, patients are generally transferred to contractually established referral hospitals. CAHs provide first-line emergency and community-integrated health care. Hospitals certified as CAHs are noted as such in Section VII (Individual Hospital Tables), and in Appendix 5 (Hospital Index).

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

- Long-Term Acute Care (LTAC) hospitals (4 in FY 2021) focus on patients who, on average, stay more than 25 days. They specialize in treating patients who may have more than one serious condition, but who may improve with time and care, and return home.
- Psychiatric hospitals (12 in FY 2021) provide diagnostic and therapeutic services to patients with mental or emotional disorders.
- State-operated mental health institutes (2 in FY 2021) provide comprehensive and intensive diagnostic, therapeutic, and support services to patients with unusually complex or difficult mental, emotional, or developmental disorders.
- Rehabilitation hospitals (3 in FY 2021) provide a comprehensive array of restoration services for the physically disabled and all support services necessary to help them attain their maximum level of functioning.
- Veterans Affairs hospitals provide diagnostic and therapeutic services to armed forces veterans only. Because they are exempt from state data collection mandates, these facilities are not included in this report.

Control of Hospitals

Different types of organizations own and control the policies and operations of Wisconsin hospitals. Of the 152 non-federal hospitals that provided full-year data to the FY 2021 Annual Survey of Hospitals, 129 are nongovernmental, not-for-profit entities, owned either by a religious organization (34) or by some other not-for-profit corporation (95). Three hospitals are state-operated and seven are county-operated. Thirteen hospitals (six GMS, four LTAC, two rehabilitation, and one psychiatric) are investor-owned, for-profit facilities.

Location of Hospitals

Sixty-three of the state's 72 counties have at least one GMS hospital. Thirty-six counties have two or more GMS hospitals. Milwaukee County has the most, with 12. Waukesha County has five GMS hospitals. Brown County, Dane County, Eau Claire County, Rock County, St. Croix County, and Winnebago County have four GMS hospitals each.

LTAC hospitals are located in three counties, psychiatric hospitals are located in six counties, rehabilitation hospitals are located in three counties, and state hospitals are found in two counties.

Data Sources

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

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

The financial, utilization and staffing figures in this report are based on each hospital's fiscal year. Fiscal years vary from hospital to hospital, according to individual accounting practices. The most common fiscal year is a calendar fiscal year beginning January 1 and ending December 31. Eighty-six of the 152 reporting hospitals (57 percent) had a fiscal year ending December 31, 2021.

All data used in this report are based on each hospital's 2021 fiscal year. Only hospitals that reported a full fiscal year's data are included.

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

Fiscal Year Ending Date, Wisconsin Hospitals, FY 2021

<u>Fiscal Year End</u>	<u>Number of Hospitals</u>
03/31/2021	2
06/30/2021	44
07/31/2021	3
09/30/2021	16
12/31/2021	86
6/30/2021	1

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Volume Groups and Analysis Areas

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

SUMMARY DATA: FISCAL YEAR 2021

- One hundred and fifty-two hospitals submitted full-year data to the WHA Information Center for FY 2021. Of this total, 131 were general medical-surgical (GMS) hospitals, four were long-term acute care (LTAC) hospitals, twelve were psychiatric (psych) hospitals, three were rehabilitation (rehab) hospitals. Three were state-owned (state) hospitals.
- Of the 152 hospitals that submitted full-year data, 139 were not-for-profit. Thirteen hospitals (six GMS, four LTAC, and two rehab) were for-profit facilities owned by partnerships or corporations.
- Of the 139 not-for-profit hospitals, three were state-operated hospitals, seven were county-operated hospitals, 34 were religious hospitals, and 95 were other not-for-profit hospitals.
- In FY 2021, there were 58 Critical Access Hospitals (CAHs).
- WHA surveyed 18 of the state's largest health care systems, which represent 107 hospitals. Each system provides crucial nonhospital services that are not reported in the hospital-only fiscal survey. According to WHA, hospitals within the 18 systems had an average operating margin of 10.5%, but the systems as a whole had operating margins averaging only 4.5%.
- The overall average occupancy rate for Wisconsin hospitals was 61 percent in FY 2021. GMS hospitals had an average occupancy rate of 61 percent, LTAC hospitals, 64 percent, psychiatric hospitals, 75 percent, state hospitals, 52 percent, and rehabilitation hospitals, 85 percent.
- On average, there were 7,596 patients hospitalized on any given day: 6,754 at GMS hospitals, 106 at LTAC hospitals, 402 at psychiatric hospitals, 252 at state hospitals, and 82 at rehabilitation hospitals.
- There were 520,297 hospital discharges in FY 2021: 488,803 from GMS hospitals, 1,095 from LTAC hospitals, 23,817 from psychiatric hospitals, 4,278 from state hospitals, and 2,304 from the rehabilitation hospitals.
- There were 2,772,602 inpatient days reported by Wisconsin hospitals, of which 2,465,229 were for GMS hospitals, 38,643 were for LTAC hospitals, 146,719 were for psychiatric hospitals, 92,044 were for the state hospitals, and 29,967 were for the rehabilitation hospitals.
- Outpatient visits totaled 21,605,236 at the 142 Wisconsin hospitals that provided outpatient services. GMS hospitals had 21,130,840 outpatient visits, LTAC hospitals had 5,384, psychiatric hospitals had 453,069, and the rehabilitation hospitals had 15,943.
- Medicare accounted for 46.2 percent of total gross patient revenue (billed charges), Medicaid for 14.8 percent, and other public sources for 1.8 percent. Commercial insurance accounted for 33.9 percent of total gross patient revenue, and self-pay/other accounted for 3.3 percent.
- Total hospital revenue was \$27,660.6 million, \$26,689.8 million at GMS hospitals and \$970.9 million at specialty hospitals.

- Wisconsin hospitals collected 35 percent of total gross patient revenue (billed charges). GMS hospitals collected 34 percent of patient charges, LTAC hospitals collected 27 percent, psychiatric hospitals collected 54 percent, the state hospitals collected 94 percent, and the rehabilitation hospitals collected 56 percent.
- The average net revenue (charges minus deductions, before expenses) received per inpatient day in a Wisconsin hospital in FY 2021 was \$3,396; the average length of stay was 5.4 days. Net revenue received per inpatient day (and average length of stay) was \$3,656 for GMS hospitals (5.1 days), \$2,221 for LTAC hospitals (35.3 days), \$1,228 for psychiatric hospitals (6.2 days), \$699 for the state hospitals (21.5 days), and \$2,108 for the rehabilitation hospitals (13.0 days).
- The average net revenue (charges minus deductions, before expenses) received per outpatient visit in a Wisconsin hospital in FY 2021 was \$780. GMS hospitals received \$781, the LTAC hospitals received \$94, psychiatric hospitals received \$742, and rehabilitation hospitals received \$166.
- Salaries and fringe benefits represented 42.9 percent of total expenses for Wisconsin hospitals. For GMS hospitals, salaries and fringe benefits represented 42.4 percent of total expenses, for LTAC hospitals 47.2 percent, for psychiatric hospitals 48.3 percent, for state hospitals 75.6 percent, and for rehabilitation hospitals 57.5 percent.
- The net-income percentage across all Wisconsin hospitals was 13.8 percent in FY 2021. The rehabilitation hospitals had the highest net income percentage (31.7 percent) followed by the GMS hospitals (14.1 percent), LTAC hospitals (8.1 percent), psychiatric hospitals (6.4 percent), state hospitals (-14.1) percent.
- Wisconsin hospitals reported net income of \$3.98 billion in FY 2021. GMS hospitals reported net income of \$3.93 billion, and specialty hospitals together reported net income of \$43.9 million.
- Twenty-one hospitals lost money in FY 2021, compared to thirty-two in FY 2020.
- There were 12,382 beds set up and staffed in FY 2021 at the 152 reporting hospitals. Of these, 11,100 were at GMS hospitals, 165 were at LTAC hospitals, 537 were at psychiatric hospitals, 483 were at the state hospitals, and 97 were at the rehabilitation hospitals.
- State hospitals averaged the highest ratio of full-time equivalent (FTE) personnel per patient (5.7). The GMS hospitals were next (5.5), followed by the LTAC hospitals (4.1), psychiatric hospitals (3.1), rehabilitation hospitals (3.1), and Statewide, for all hospitals, the average was 5.2 FTEs per patient.
- GMS hospitals employed 166 full-time licensed nurses per 100 patients. LTAC hospitals employed 91 per 100 patients, rehabilitation hospitals employed 87, psychiatric hospitals employed 67, state hospitals employed 65.

SUMMARY DATA: FISCAL YEAR 2022 HEALTH SYSTEM PROJECTIONS

- The global COVID-19 pandemic that started in the winter of 2020 created notable fluctuations in the profitability of hospitals and the broader health systems they are a part of – including challenges to profitability that impact 2022.
- As the data in this report shows, the pandemic drove down hospital profitability in 2020, followed by a brief recovery in 2021. Profitability in 2021 rose as delayed care returned, CARES federal funding came to bear, and hospital investments proved effective, but projections for health system profitability in 2022 show there is again downward pressure on profitability.
- Wisconsin Health Care Systems' operating margin percentage was 3.9% in 2019; 2.9% in 2020; 4.5% in 2021, but -0.4% so far in 2022.
- Wisconsin Health Care Systems' total margin percentage was 7.5% in 2019; 5.0% in 2020; 10.8% in 2021, but -11.9% so far in 2022.
- These 2022 margins for health systems reflect the reality that hospitals are facing significant challenges: staff burnout is leading to the need for additional personnel; 40-year high inflation is having its impact; and hospital margins also continue to subsidize other needed non-profitable services that health care systems provide.
- There is other important context to these fluctuations from 2020 to 2021 and 2022. The vast majority of hospitals in Wisconsin are not for profit so any margin produced stays within the system and is reinvested back into the organization.
- A first of its kind due to the pandemic, the U.S. National Provider Relief Fund payments totaled nearly \$134 billion to hospitals and health systems.
- Wisconsin hospitals received an estimated one-time \$1.46 billion infusion in CARES federal relief funding.
- Non-operating income like investment returns had been very strong pre-pandemic and even in the first couple of years of the public health emergency, which bolstered total margins for health systems in Wisconsin. However, that trend stopped abruptly in 2022.
- Due to wise investments and prudent measures, Wisconsin hospitals are working through these fluctuations, but some health systems across the country are taking hits with hospital closings, layoffs, and cut services.
- Even though 2021 offered some temporary recovery, Wisconsin health care providers are managing through a difficult 2022 and unsure of what the future will hold.

SECTION I. Financial Information

The following financial terms appear in this report:

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

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

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

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

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

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

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

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

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

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

Health Systems

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

Below is a summary of revenue and expenses for 18 Wisconsin health systems comprising 107 hospitals. The operating margin for these 19 systems was 4.5% in 2021. The total margin was 10.8%.

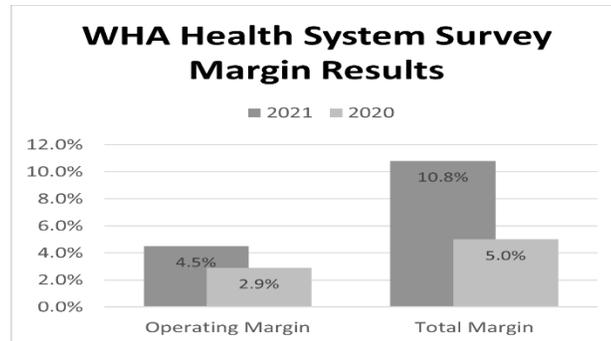


Table 1a	Total System Operations	Fiscal Survey Data on System Hospitals Only
Operating Revenue	\$33,882,060,171	\$24,831,075,625
Operating Expense	\$32,357,886,486	\$22,215,716,881
Operating Margin	\$1,524,173,685	\$2,615,358,741
Operating Margin %	4.5%	10.5%
Nonoperating Income & Investments	\$2,456,063,687	\$1,159,857,219
Nonoperating Expenses	\$49,029,388	\$141,828,610
Total Revenue	\$36,338,123,858	\$25,990,932,844
Total Expenses	\$32,406,915,874	\$22,357,545,491
Total Margin	\$3,931,207,984	\$3,633,387,353
Total Margin %	10.8%	14.0%

Table 1b	Number of Systems Providing
Non-Hospital Services	
Physician Clinics	14
Lab	13
Pharmacy	11
Home Health	9
Hospice	9
Dialysis	5
Assisted Living	4
Nursing Home	3
Other services noted:	
Durable medical equipment, behavioral health, rehabilitation, social services, health plans, etc.	

Source: FY 2021 Health System Survey, WHA Information Center, LLC.

Hospitals

In FY 2021, Wisconsin hospitals generated \$27.7 billion in total revenue (see Table 2). After expenses and non-operating gains and losses, hospitals were left with total net income of \$4.0 billion.

	All Hospitals	GMS	Specialty
Gross Patient Revenue	\$74,331.9	\$72,884.6	\$1,447.2
Net Patient Revenue	\$25,687.8	\$24,961.8	\$726.0
Total Revenue	\$27,660.6	\$26,689.8	\$970.9
Expenses	\$24,842.4	\$23,912.4	\$930.0
Nonoperating Gains/Losses	\$1,156.8	\$1,153.8	\$3.0
Net Income	\$3,975.1	\$3,931.2	\$43.9

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Between fiscal years 1993 and 2021, total gross patient revenue (charges) at Wisconsin hospitals increased from \$6.8 billion to \$74.3 billion. Net patient revenue increased from \$5.0 billion to \$25.7 billion, and expenses increased from \$5.2 billion to \$24.8 billion. Net income increased from \$241.7 million to \$4.0 billion. In FY 1993, hospitals collected 74 percent of their charges. In FY 2021, they collected 35 percent.

During the same period, total gross patient revenue at GMS hospitals increased from \$5.3 billion to \$72.9 billion. Net patient revenue rose from \$3.9 billion to \$25.0 billion. Net income increased from \$217.4 million to \$3.9 billion.

Net income at specialty hospitals went from \$24.3 million in 1993 to \$43.9 million in 2021. The number of specialty hospitals was 22 in 1993 and 21 in 2021.

hospitals, 1.1 percent at the LTAC hospitals, and 0.7 percent at the rehabilitation hospitals (see Table 3).

Type	Hospitals	Inpatient Revenue (%)	Outpatient Revenue (%)	Other Revenue (%)
GMS	131	34.3	63.4	2.3
LTAC	4	98.6	0.4	1.1
PSYCH	12	41.2	46.7	12.1
REHAB	3	90.7	8.6	0.7
STATE	2	37.7	1.0	61.3
TOTAL	152	34.7	62.7	2.6

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Public Payment Sources as a Percentage of Gross Patient Revenue

In FY 2021, Medicare and commercial insurance were the major sources of payment for all Wisconsin hospitals combined, with Medicare constituting 46.2 percent of gross patient revenue and commercial insurance 33.9 percent (see Table 4). Government payer sources combined (Medicare, Medical Assistance and other public programs), however, accounted for a higher proportion of gross patient revenue (62.8 percent) than did private sources (33.9 percent). Medicare gross patient revenue as a proportion of total gross patient revenue for each type of hospital ranged from a high of 62.3 percent at rehabilitation hospitals to a low of 9.3 at Psychiatric hospitals.

Medical Assistance gross patient revenue as a proportion of total gross patient revenue was highest at the Psychiatric hospital at 41.4 percent. State, LTAC, and Rehabilitation hospitals reported 19.6 percent, 17.5 percent, and 12.1 percent of total gross patient revenue, respectively. The GMS hospitals reported the percentage of Medical Assistance gross revenue at 14.4 percent.

Revenue from commercial insurance as a proportion of total gross patient revenue was highest for the psychiatric hospitals (44.3 percent) and lowest at state hospitals (12.8 percent).

Table 4. Payment Sources as a Percent of Total Gross Patient Revenue, Wisconsin Hospitals, FY 2021

Type	Hospitals	Public Source (%)			Private Source(%)	
		Medicare	Medical Assistance	Other Public	Commercial	Self/Other
GMS	131	46.6	14.4	1.7	33.9	3.4
LTAC	4	52.2	17.5	0.1	30.2	0.0
PSYCH	12	9.3	41.4	2.9	44.3	2.0
REHAB	3	62.3	12.1	0.3	25.0	0.4
STATE	2	25.7	19.6	41.9	12.8	0.0
TOTAL	152	46.2	14.8	1.8	33.9	3.3

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Percent of Charges Collected by Hospitals

Overall, Wisconsin hospitals collected 34.6 cents for each dollar they charged in FY 2021 (see Table 5), less than the proportion they received in 2020 (35.7 cents). GMS hospitals received 34 percent of their charges. The state-operated mental health institutes, rehabilitation hospitals, psychiatric hospitals, and the LTAC hospitals received 92 percent, 56 percent, 54 percent, and 27 percent of their charges, respectively.

The GMS hospital with the highest percentage of gross patient revenue collected was Children's Hospital of Wisconsin - Fox Valley, Neenah, at 68.9 percent. Aurora Sinai Medical Center, Milwaukee, collected the lowest percentage of gross patient revenue at 23.8 percent.

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

Deductions from revenue for all Wisconsin hospitals in FY 2021 totaled \$48.6 billion (see Table 6). Deductions from revenue have increased dramatically for GMS hospitals since FY 1993, from 27 percent of gross billings (or \$1.8 billion) in FY 1993 to 66 percent of billed charges (or \$47.9 billion) in FY 2021.

For all Wisconsin hospitals, contractual adjustments constituted 96.3 percent of unpaid charges in 2021, slightly higher than the 95.6 percent in FY 2020 (see Tables 6 and 7A). The largest adjustment (\$25.9 billion, or 53 percent of total deductions) came from

Medicare, followed by \$11.1 billion (23 percent) from commercial sources and \$8.3 billion (17 percent) from Medical Assistance.

For all Wisconsin hospitals, the highest percentage of gross revenue collected by payer source for FY 2021 was from commercial payers, with 55.9 percent collected (see Table 7B). The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 24.4 percent collected.

At GMS hospitals, the highest percentage of gross revenue collected by payer source for FY 2021 was from commercial payers, with 55.9 percent collected. The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 23.2 percent collected.

At specialty hospitals, the highest percentage of gross revenue collected by payer source for FY 2021 was from other public sources, which include County Relief, county programs under 51.42 & 51.437, Wisconsin Statutes, and all other public programs, with 89.6 percent collected.

Table 5. Percent of Total Gross Patient Revenue Actually Collected, Wisconsin Hospitals, FY 2021

Type	Hospitals	Gross Patient Revenue (in millions)	Deductions from Revenue (in millions)	Net Patient Revenue (in millions)	Percentage of Gross Patient Revenue Collected
GMS	131	\$72,884.6	\$47,922.8	\$24,961.8	34.2
LTAC	4	\$317.8	\$232.6	\$85.3	26.8
PSYCH	12	\$943.2	\$434.0	\$509.2	54.0
REHAB	3	\$115.9	\$50.6	\$65.4	56.4
STATE	2	\$70.3	\$4.1	\$66.2	94.2
TOTAL	152	\$74,331.9	\$48,644.1	\$25,687.8	34.6

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 6. Summary of Hospital Revenue (in millions), Wisconsin, FY 2021			
	All Hospitals	GMS	Specialty
Gross Patient Revenue (Patient Charges)	\$74,331.9	\$72,884.6	\$1,447.2
Contractual Adjustments:			
Medicare	\$25,885.3	\$25,667.2	\$218.1
Medical Assistance	\$8,308.2	\$8,068.9	\$239.3
Other Public Sources	\$900.1	\$894.1	\$6.0
Commercial Sources	\$11,116.1	\$10,886.9	\$229.2
Other Contractual Adjustments	\$566.0	\$565.5	\$0.5
Charity Care	\$536.6	\$520.0	\$16.6
Bad Debt	\$751.1	\$742.4	\$8.7
Other Noncontractual Deductions	\$580.7	\$577.9	\$2.9
Total Deductions	\$48,644.1	\$47,922.8	\$721.2
Net Patient Revenue	\$25,687.8	\$24,961.8	\$726.0
Other Revenue	\$1,972.9	\$1,728.0	\$244.9
Total Revenue	\$27,660.6	\$26,689.8	\$970.9
Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.			

At GMS hospitals, from FY 1993 to FY 2021, Medicare adjustments, as a proportion of all unpaid charges, decreased from 60.0 percent to 53.2 percent, the proportion of Medical Assistance adjustments increased from 15.7 percent to 17.1 and adjustments from other public sources decreased from 2.0 percent to 1.9 percent. From FY 1993 to FY 2021, charity care at GMS hospitals dropped from 4.6 to 1.1 percent of all unpaid charges, although the dollar value of billed charges for charity care increased dramatically to \$520.0 million.

At GMS hospitals, from FY 1993 to FY 2021, adjustments from commercial sources, as a proportion of all unpaid charges, increased from 16.5 percent to 22.7 percent.

Table 7A. Deductions from Revenue as a Percent of Total Deductions from Revenue, Wisconsin Hospitals, FY 2021			
	All Hospitals (%)	GMS (%)	Specialty (%)
Contractual Adjustments:			
Medicare	53.2	53.6	30.2
Medical Assistance	17.1	16.8	33.2
Other Public Sources	1.9	1.9	0.8
Commercial Sources	22.9	22.7	31.8
Other Contractual Adjustments	1.2	1.2	0.1
Charity Care	1.1	1.1	2.3
Bad Debt	1.5	1.5	1.2
Other Noncontractual Deductions	0.1	1.2	0.4
Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.			

Table 7B. Percentage of Gross Revenue Collected by Payer Source, Wisconsin Hospitals, FY 2021			
	All Hospitals (%)	GMS (%)	Specialty (%)
Revenue Collected:			
Medicare	24.6	24.5	36.7
Medical Assistance	24.4	23.2	49.5
Other Public Sources	31.1	28.4	89.6
Commercial Sources	55.9	55.9	58.5
Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.			

Average Net Revenue per Inpatient Day

In FY 2021, the average net revenue received (charges minus deductions, before expenses) per inpatient day in a Wisconsin hospital was \$3,396 with an average length of stay of 5.4 days (see Table 8A). Among all hospital types, GMS hospitals reported the highest average net revenue per inpatient day at \$3,656 but kept inpatients for fewer days (an average 5.1 days) than psychiatric (6.2 days), rehabilitation (13.0 days), state hospitals (21.5 days) or LTAC (35.3 days). GMS hospitals had the highest average net revenue per outpatient visit, at \$781.

In FY 2021, the average inpatient net revenue received per inpatient stay for all hospitals was \$18,280. GMS hospitals received an average of \$18,658. Average inpatient net revenue for the specialty hospitals ranged from \$7,565 per hospitalization for the psychiatric hospitals to \$78,364 per hospitalization for LTAC hospitals.

Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
GMS	\$18,658	\$3,656	5.1	\$781
LTAC	\$78,364	\$2,221	35.3	\$94
PSYCH	\$7,565	\$1,228	6.2	\$742
REHAB	\$27,422	\$2,108	13.0	\$166
STATE	\$15,039	\$699	21.5	N/A
TOTAL	\$18,280	\$3,396	5.4	\$780

Note: Excludes data on newborns.

Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
GMS	\$18,808	\$3,729	5.0	\$781
LTAC	\$78,364	\$2,221	35.3	\$94
PSYCH	\$7,565	\$1,228	6.2	\$742
REHAB	\$27,422	\$2,108	13.0	\$166
STATE	\$15,039	\$699	21.5	N/A
TOTAL	\$18,418	\$3,456	5.3	\$780

Note: Excludes data on newborns.

Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

The two GMS hospitals with the highest net revenue per patient were OakLeaf Surgical Hospital, Altoona, (\$59,620) and Children's Wisconsin-Milwaukee Hospital (\$48,893).

Fifty-one GMS hospitals had net revenue per patient greater than \$16,000. They were:

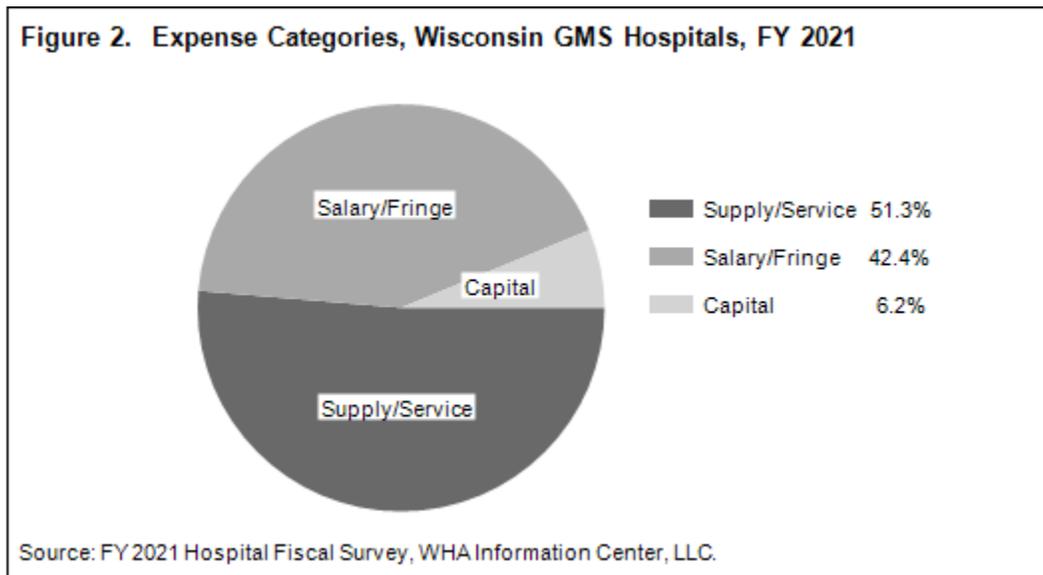
Hospital	City	Net revenue per patient
• OakLeaf Surgical Hospital	Altoona	\$59,620
• Children's Wisconsin-Milwaukee Hospital	Milwaukee	\$48,893
• Bellin Health Oconto Hospital	Oconto	\$39,813
• Children's Wisconsin-Fox Valley Hospital	Neenah	\$35,777
• UW Hospital and Clinics Authority	Madison	\$34,802
• Aurora St Luke's Medical Center	Milwaukee	\$33,209
• Mayo Clinic Health System - Sparta	Sparta	\$32,513
• SSM Health Ripon Community Hospital	Ripon	\$31,751
• Froedtert Hospital	Milwaukee	\$30,429
• Mayo Clinic Health System - Chippewa Valley in Bloomer	Bloomer	\$28,035
• Mayo Clinic Health System - Oakridge in Osseo	Osseo	\$25,440
• AdventHealth Durand	Durand	\$24,933
• Midwest Orthopedic Specialty Hospital	Franklin	\$23,034
• Orthopaedic Hospital of Wisconsin	Glendale	\$22,508
• Gundersen St. Joseph's Hospital and Clinics	Hillsboro	\$21,482
• Mayo Clinic Health System - Eau Claire	Eau Claire	\$21,232
• SSM Health Waupun Memorial Hospital	Waupun	\$20,902
• Marshfield Medical Center	Marshfield	\$20,865
• Mercy Health Hospital and Trauma Center - Janesville	Janesville	\$20,683

Hospital	City	Net revenue per patient
• Crossing Rivers Health	Prairie du Chien	\$20,669
• Gundersen Boscobel Area Hospital and Clinics	Boscobel	\$20,586
• Hayward Area Memorial Hospital	Hayward	\$20,387
• Aurora BayCare Medical Center in Green Bay	Green Bay	\$20,088
• Froedtert South	Kenosha	\$19,337
• Mile Bluff Medical Center	Mauston	\$19,284
• St Mary's Hospital of Superior	Superior	\$19,057
• Memorial Hospital of Lafayette Co.	Darlington	\$18,985
• Prairie Ridge Health	Columbus	\$18,937
• Ascension Columbia St. Mary's Hospital Milwaukee	Milwaukee	\$18,598
• Gundersen Lutheran Medical Center	La Crosse	\$18,400
• Black River Memorial Hospital	Black River Falls	\$18,256
• St Vincent Hospital	Green Bay	\$18,205
• Mayo Clinic Health System - Northland in Barron	Barron	\$18,173
• SSM Health Monroe Hospital	Monroe	\$18,145
• Aspirus Wausau Hospital	Wausau	\$17,880
• Mayo Clinic Health System - Red Cedar in Menomonie	Menomonie	\$17,758
• Gundersen Tri-County Hospital and Clinics	Whitehall	\$17,366
• Mayo Clinic Health System - La Crosse	La Crosse	\$17,280
• Southwest Health	Platteville	\$17,238
• Aurora Medical Center in Summit	Summit	\$17,163
• St Clare Memorial Hospital	Oconto Falls	\$17,025
• Aurora Medical Center in Grafton	Grafton	\$16,992
• Upland Hills Health Inc	Dodgeville	\$16,826
• ProHealth Waukesha Memorial Hospital	Waukesha	\$16,623
• Sacred Heart Hospital	Eau Claire	\$16,609
• Tomah Health	Tomah	\$16,501
• Ascension SE Wisconsin - Elmbrook Campus	Brookfield	\$16,468
• Bellin Hospital	Green Bay	\$16,401
• Beloit Health System	Beloit	\$16,132
• Vernon Memorial Healthcare	Viroqua	\$16,082

Salaries and Fringe Benefits as a Proportion of Hospital Expenses

Hospital expenses fall into three major categories:

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



As a proportion of total expenses, overall salaries and fringe benefits for Wisconsin GMS hospitals have decreased over time, from 52.4 percent in FY 1993 to 42.4 percent in FY 2021. The supplies and services proportion has increased from 36.8 percent to 51.3 percent (see Table 9).

The GMS hospitals had the largest supplies and services component of hospital expenses (51.3 percent). Psychiatric hospitals had the next largest supplies and services component (48.9 percent).

Table 9. Percent of Expenses Allocated to Each Component, Wisconsin Hospitals, FY 2021

Type	Hospitals	Salary / Fringe Benefits (%)	Supplies / Services (%)	Capital (%)
GMS	131	42.4	51.3	6.2
LTAC	4	47.2	44.5	8.3
PSYCH	12	48.3	48.9	2.9
REHAB	3	57.5	33.6	8.9
STATE	2	75.6	21.4	3.0
TOTAL	152	42.9	51.0	6.1

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 10. Revenue, Expense, Gain/Loss, Net Income (in millions), and Net Income Percentage, Wisconsin Hospitals, FY 2021

Type	Hospitals	Total Revenue	Total Expenses	Nonoperating Gains/Losses	Net Income	Net Income (%)
GMS	131	\$26,689.77	\$23,912.41	\$1,153.83	\$3,931.18	14.12
LTAC	4	\$88.74	\$81.48	-\$0.07	\$7.20	8.11
PSYCH	12	\$638.65	\$600.11	\$2.26	\$40.79	6.37
REHAB	3	\$66.12	\$45.39	\$0.33	\$21.06	31.69
STATE	2	\$177.35	\$202.99	\$0.50	-\$25.15	-14.14
TOTAL	152	\$27,660.64	\$24,842.39	\$1,156.84	\$3,975.08	13.79

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Net-Income Percentage for Wisconsin Hospitals

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

The six GMS hospitals with the highest net incomes were UW Hospital and Clinics Authority, Madison, at 429.1 million, Aurora St. Luke's Medical Center, Milwaukee, at \$222.6 million, Froedtert Hospital, Milwaukee, at 180.5 million, Aurora BayCare Medical

Center in Green Bay at \$175.4 million, St Vincent Hospital, Green Bay, at 155.8 million, and Aspirus Wausau Hospital at 136.3 million.

The GMS hospital with the highest net-income percentage was St Joseph's Hospital, Chippewa Falls. The next top five were Sacred Heart Hospital, Eau Claire, at 44.0 percent, Midwest Orthopedic Specialty Hospital, Franklin, at 41.8 percent, OakLeaf Surgical Hospital, Altoona, at 35.4 percent, and Aspirus Langlade Hospital, Antigo, at 34.0 percent.

Twenty-one Wisconsin hospitals reported net losses, totaling \$79.77 million, in FY 2021 (see Table 11). In FY 2020, thirty-one hospitals operated at a loss, with a combined loss of \$202.44 million.

Type	Hospitals	Net Income
GMS	15	-49.66
PSYCH	3	-4.01
REHAB	1	-0.95
STATE	2	-25.15
TOTAL	21	-79.77

Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Other Revenue and Non-Operating Gains

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

In FY 2021, Wisconsin hospitals reported \$2.0 billion in other (non-patient) revenue (1.7 billion for GMS hospitals). Wisconsin hospitals reported \$1.2 billion in non-operating gains (\$1.2 billion in gains for GMS hospitals).

Balance Sheet Information: Assets, Liabilities, and Fund Balances

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

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

Table 12. Assets, Liabilities, and Fund Balances (in millions), Wisconsin Hospitals, FY 2021				
	GMS	LTAC	PSYCH	REHAB
Hospitals	131	4	12	3
Assets (in millions)				
Cash & cash equivalents	\$10,149.01	\$0.87	\$97.81	\$4.67
Net patient accounts receivable	\$5,983.16	\$15.00	\$63.19	\$8.55
Other accounts receivable	\$1,962.06	\$0.00	\$4.01	-\$0.41
Land, buildings, and equipment (net)	\$20,082.28	\$6.19	\$187.40	\$2.56
Other assets	\$24,080.10	\$32.05	\$186.00	\$27.05
Total unrestricted assets	\$62,256.61	\$54.11	\$538.41	\$42.41
Liabilities (in millions)				
Current liabilities	\$5,613.14	\$8.67	\$73.97	\$7.14
Long-term debt	\$13,243.24	\$1.42	\$116.83	\$12.58
Other liabilities	\$3,122.24	\$30.09	\$42.14	\$7.65
Unrestricted fund balances	\$40,277.74	\$13.93	\$305.48	\$15.04
Total liabilities and unrestricted funds	\$62,256.35	\$54.11	\$538.41	\$42.41
NOTE: State-operated Mental Health Institutes (STATE) are not included.				
Source: FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.				

SECTION II. UTILIZATION AND STAFFING

Services Provided by GMS Hospitals

Most GMS hospitals provide basic medical-surgical services. For instance, 97 percent of GMS hospitals provided adult medical-surgical acute services in FY 2021; 97 percent operated an emergency department; 78 percent provided orthopedic services, and 73 percent provided pediatric services.

Some GMS hospitals also offer more specialized kinds of medical and surgical care that are not widely available. For example, five hospitals in FY 2021 offered bone-marrow transplant services, nine performed tissue transplants, four performed kidney transplants, and four performed heart/lung transplants. Four hospitals performed in-vitro fertilization services. Forty hospitals offered positron emission tomography (PET) scans. The hospitals providing specialized surgeries or relatively rare treatments such as these were generally located in large urban areas or served as regional referral centers.

GMS hospitals also provide most of the inpatient psychiatric and AODA care offered in the state. Two percent of GMS hospitals (3 hospitals) provided inpatient alcoholism and chemical dependency services in separate and distinct units, and 18 percent (24 hospitals) offered inpatient psychiatric care services in such units.

Ten of the twelve psychiatric hospitals provided inpatient alcohol and chemical dependency services in FY 2021.

In addition to the three rehabilitation hospitals in Wisconsin, 46 GMS hospitals had inpatient rehabilitation units, and 83 GMS hospitals offered outpatient rehabilitative services.

Hospital Occupancy Rates

A common measure of a hospital's inpatient capacity utilization is its occupancy rate, defined as the average proportion of occupied beds at the hospital. Bed counts are based on the number of beds set up and staffed on the last day of the hospital's fiscal year. The occupancy rate for all Wisconsin hospitals in FY 2021 was 61.3 percent (see Table 13), up from 55.4 percent in FY 2020.

Occupancy rates among GMS hospitals varied widely. While the overall occupancy rate for GMS hospitals in 2021 was 60.8 percent, fifteen hospitals had occupancy rates in excess of 70 percent. They were:

SSM Health St. Clare Hospital – Baraboo, (258 percent), Ascension St. Francis Hospital, Milwaukee, (126 percent), SSM Health St Mary's Hospital, Madison, (118 percent), Ascension SE Wisconsin - Elmbrook Campus, Brookfield, (109 percent),

Marshfield Medical Center-Weston, (108 percent), Marshfield Medical Center, Marshfield, (93 percent), Children's Wisconsin-Milwaukee Hospital, (90 percent), Froedtert Hospital, Milwaukee, (81 percent), UnityPoint Health - Meriter, Madison, (81 percent), Aurora St Luke's Medical Center, Milwaukee, (80 percent), UW Hospital and Clinics Authority, Madison, (78 percent), Children's Wisconsin-Fox Valley Hospital, Neenah, (78 percent), Ascension SE Wisconsin Hospital - Franklin Campus, (78 percent), Mayo Clinic Health System - Eau Claire, (73 percent), Aurora Medical Center in Kenosha, (73 percent).

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

St Clare Memorial Hospital, Oconto Falls, (8.1 percent), Burnett Medical Center, Grantsburg, (8 percent), Marshfield Medical Center - Ladysmith, (7.9 percent), Bellin Health Oconto Hospital, (7.9 percent), Memorial Hospital of Lafayette Co., Darlington, (6.9 percent), Mayo Clinic Health System - Sparta, (6.7 percent), Gundersen Moundview Hospital and Clinics, Friendship, (6.2 percent), ThedaCare Medical Center - Wild Rose, (5.1 percent), AdventHealth Durand, (4.8 percent).

Eighty-one of all GMS hospitals (62 percent) had occupancy rates of less than 50 percent during FY 2021. Thirty-two GMS hospitals (24 percent) had occupancy rates of less than 25 percent.

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

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

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

Type	Hospitals	Beds Set Up & Staffed	Discharges	Inpatient Days	Occupancy Rate (%)	Average Census (patients)	Length of Stay (days)
GMS	131	11,100	488,803	2,465,229	60.8	6,754.1	5.0
LTAC	4	165	1,095	38,643	64.2	105.9	35.3
PSYCH	12	537	23,817	146,719	74.9	402.0	6.2
REHAB	3	97	2,304	29,967	84.6	82.1	13.0
STATE	2	483	4,278	92,044	52.2	252.2	21.5
TOTAL	152	12,382	520,297	2,772,602	61.3	7,596.2	5.3

Note: Excludes data on newborns.

Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Hospitals Provide Many Outpatient Services

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

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

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

Type	Hospitals	Outpatient Visits
GMS	131	21,130,840
LTAC	1	5,384
PSYCH	8	453,069
REHAB	2	15,943
TOTAL	142	21,605,236

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

All GMS hospitals provided outpatient care on a nonemergency basis. Four GMS hospitals did not provide emergency outpatient care in FY 2021. GMS hospitals reported that most of their outpatient visits (89 percent) were for nonemergency care. No emergency outpatient visits were reported by ten of the twelve psychiatric hospitals, by either of the two state hospitals, the rehabilitation hospitals, or the LTAC hospitals.

One hundred twenty-six of the 131 reporting GMS hospitals offered outpatient surgical services in FY 2021. These hospitals performed 486,947 outpatient surgeries, or 80 percent of total GMS hospital surgeries. By comparison, these GMS hospitals performed 123,410 inpatient surgeries (20 percent of all GMS hospital surgeries) in FY 2021.

Average Staff-to-Patient Ratio

Wisconsin hospitals employed 113,269.5 full-time equivalent (FTE) personnel in FY 2021. This number includes both full and part-time personnel. Ninety-six percent of all hospital personnel worked for GMS hospitals in FY 2021, up from ninety-five percent in FY 2020.

The overall average number of hospital staff FTEs per patient was 5.32 (see Table 15).

Type	FTEs	FTEs per Patient
GMS	105,197.0	5.46
LTAC	433.6	4.08
PSYCH	2,671.9	3.11
REHAB	275.6	3.06
STATE	1,479.2	5.71
TOTAL	113,269.5	5.32

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

The staff-to-patient ratio for personnel classifications varies by hospital type (see Table 16). For example, GMS hospitals had 166 licensed nurses per 100 patients, compared to 91 for LTAC hospitals, 87 for rehabilitation hospitals, 67 for the psychiatric hospitals, and 65 for the state-operated mental-health institutes.

Smaller GMS hospitals generally had a larger proportion of staff not involved in direct patient care, such as administrators and medical records personnel, since basic administrative and record-keeping functions must be performed regardless of patient volume.

Hospitals report that 95 percent of the 32,818 medical staff members granted admitting privileges in Wisconsin hospitals were board-certified (i.e., had passed an examination given by a medical specialty board and were certified by that board as specialists). See Section IV: Comparative Data, Tables 22-24, for more detail.

	GMS	LTAC	PSYCH	REHAB	STATE
Administrators	13.0	17.9	11.8	25.6	19.3
Physicians	14.7	0.9	11.4	0.0	15.0
Residents	5.5	0.0	0.0	0.0	0.0
Licensed Nurses	165.8	90.7	66.6	87.1	64.6
Other Nursing Personnel	27.4	61.1	26.3	43.1	225.2
Medical Records	6.8	4.7	1.8	2.2	3.8
Pharmacy	16.1	17.4	3.1	2.7	5.0
Clinical Lab	17.4	0.0	0.0	0.0	2.0
Radiology	20.7	2.1	0.0	0.0	0.0
Therapeutic Services	25.8	63.5	8.6	48.1	21.9
Psychology/Social Work	5.0	1.9	49.6	2.2	32.7
Other	206.9	147.9	128.4	95.4	180.8
Total	546.4	408.1	311.5	306.5	571.0

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION III. QUALITY OF SERVICES/PATIENT SAFETY

Quality Improvement Activities

Many hospitals participate in ongoing quality improvement, quality assurance and patient safety projects, programs and activities. A section of the FY 2021 Annual Survey of Hospitals asked hospitals to identify the amount of full-time equivalent positions that are dedicated to these functions.

Of the 152 hospitals reporting data, there were 486 FTEs dedicated to quality management & improvement; 122 FTEs to clinical safety; 1,228 FTEs to case management; 87 FTEs to accreditation; 187 FTEs to infection control, and 108 FTEs to risk management.

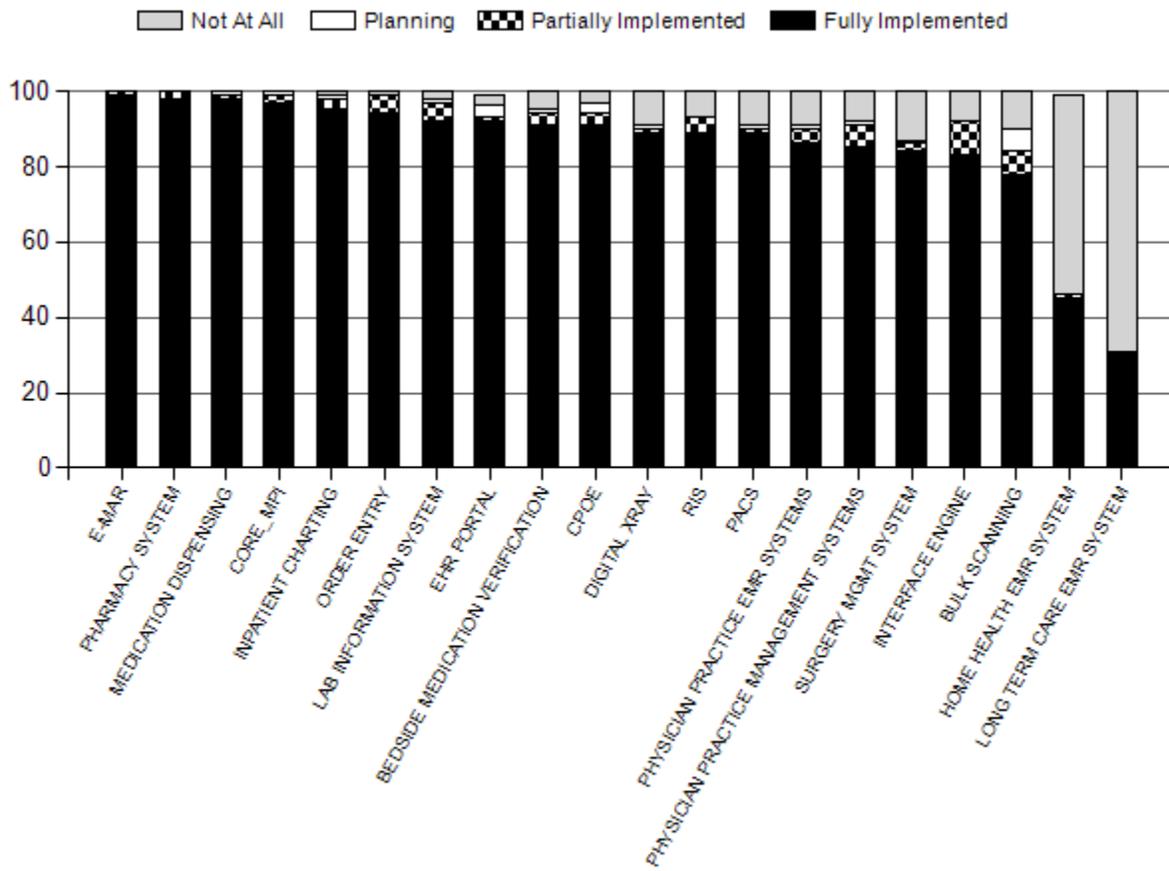
Patient Safety

The possibility of medication errors is a concern for all hospitals. The FY 2021 Annual Survey of Hospitals asked hospitals to provide information on pharmacy services.

One-hundred seven of the 152 reporting hospitals (70 percent) reported they provide 24-hour pharmacy services.

The FY 2021 Annual Survey of Hospitals asked hospitals to provide information on eHealth initiatives. Hospitals were requested to indicate whether various eHealth features were 'Fully Implemented,' 'Partially Implemented,' in 'Planning,' or 'Not at All.' 97% percent of Wisconsin hospitals reported that they had fully implemented a core master patient index and 92% had a fully implemented lab information system. See Figure 3.

Figure 3: Implementation status of eHealth Features, Wisconsin Hospitals, 2021



Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION IV. COMPARATIVE DATA

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

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

Volume group 1 includes hospitals with up to 2,700 adjusted discharges; volume group 2, from 2,701 to 5,000; volume group 3, from 5,001 to 8,000; volume group 4, from 8,001 to 11,000; volume group 5, from 11,001 to 15,000; volume group 6, from 15,001 to 25,000, and volume group 7, 25,001 or more. Refer to Appendix 1, Glossary of Terms, for a definition of volume groups and to Appendix 5 for the volume group assigned to each hospital.

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

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

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

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

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

Note: Definitions for terms used in the following tables are found in either the Glossary of Terms (Appendix 1), or the Instructions and Definitions sections of the FY 2021 Annual Survey of Hospitals survey instrument (Appendix 3).

Wisconsin Counties by Analysis Area

Analysis Area 1	Analysis Area 3	Analysis Area 5A	Analysis Area 6
Columbia	Calumet	Barron	Adams
Dane	Fond du Lac	Chippewa	Florence
Dodge	Green Lake	Clark	Forest
Grant	Marquette	Dunn	Juneau
Green	Outagamie	Eau Claire	Langlade
Iowa	Waupaca	Pepin	Lincoln
Jefferson	Waushara	Pierce	Marathon
Lafayette	Winnebago	Polk	Oneida
Richland		Rusk	Portage
Rock	Analysis Area 4	St. Croix	Taylor
Sauk	Brown		Vilas
	Door	Analysis Area 5B	Wood
Analysis Area 2A	Kewaunee	Buffalo	
Kenosha	Manitowoc	Crawford	Analysis Area 7
Ozaukee	Marinette	Jackson	Ashland
Racine	Menominee	La Crosse	Bayfield
Walworth	Oconto	Monroe	Burnett
Washington	Shawano	Trempealeau	Douglas
Waukesha	Sheboygan	Vernon	Iron
			Price
Analysis Area 2B			Sawyer
Milwaukee			Washburn

Table 17. GMS Hospitals Providing Selected Inpatient Service, by Volume Group, Wisconsin, FY 2021

	Total	Volume Group						
		1	2	3	4	5	6	7
Hospitals	131	17	20	19	19	18	19	19
General Medical-Surgical:								
Adult Medical-Surgical, Acute	127	16	18	19	19	18	18	19
Orthopedics	102	9	10	17	18	14	16	18
Rehabilitation & Physical Medicine	56	6	5	8	9	8	7	13
Hospice	65	9	7	12	10	10	8	9
Acute Long-Term Care	4	1	0	0	1	0	1	1
Other Acute Care	23	3	2	1	3	3	5	6
Pediatrics	95	11	8	15	16	13	15	17
Obstetrics	88	0	5	15	15	18	18	17
Psychiatric	30	0	0	3	4	6	6	11
AODA	28	0	1	1	3	5	7	11
Intensive Care:								
Medical-Surgical ICU	76	2	4	11	13	14	16	16
Cardiac ICU	56	1	1	6	6	11	14	17
Pediatric ICU	19	1	2	3	2	1	4	6
Burn Care	5	0	1	0	0	0	0	4
Mixed ICU	63	2	4	8	10	13	16	10
Step-Down Care	48	0	2	3	8	11	13	11
Neonatal Intensive/Intermediate	30	1	0	0	0	5	8	16
Other ICU	12	0	0	0	2	3	1	6
Other Inpatient	8	0	1	0	1	2	1	3
Subacute Care	9	3	1	0	1	2	1	1
Newborn Nursery	88	2	5	14	14	18	18	17

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 18. GMS Hospitals Providing Selected Inpatient Service, by Analysis Area, Wisconsin, FY 2021

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	131	24	15	12	13	13	21	10	16	7
General Medical-Surgical:										
Adult Medical-Surgical, Acute	127	24	15	9	12	13	21	10	16	7
Orthopedics	102	20	14	11	12	12	14	6	9	4
Rehabilitation & Physical Medicine	56	12	8	2	7	8	7	5	3	4
Hospice	65	10	8	4	7	7	10	8	9	2
Acute Long-Term Care	4	1	1	2	0	0	0	0	0	0
Other Acute Care	23	5	6	4	3	1	3	0	1	0
Pediatrics	95	17	12	8	9	11	15	5	14	4
Obstetrics	88	19	13	6	8	11	13	6	10	2
Psychiatric	30	7	4	4	4	2	3	1	4	1
AODA	28	17	12	8	9	11	15	5	14	4
Intensive Care:										
Medical-Surgical ICU	76	17	13	9	8	10	7	1	8	3
Cardiac ICU	56	10	12	8	8	8	4	1	5	0
Pediatric ICU	19	5	0	1	5	1	2	1	4	0
Burn Care	5	2	0	1	0	0	0	0	2	0
Mixed ICU	63	10	14	5	9	9	5	2	7	2
Step-Down Care	48	9	10	4	5	6	5	0	8	1
Neonatal Intensive/Intermediate	30	3	8	6	3	3	2	2	3	0
Other ICU	12	2	2	4	2	1	0	0	1	0
Other Inpatient	8	1	1	1	0	3	0	0	1	1
Subacute Care	9	0	1	0	0	0	4	3	1	0
Newborn Nursery	88	19	13	6	8	10	13	5	10	4

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2021, (Page 1 of 3)

	Hospital Type					
	Total	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	152	131	4	12	3	2
AIDS/ARC - Special Program	9	9	0	0	0	0
Alcoholism/Chemical Dependency	35	28	0	7	0	0
Ambulance/Transportation Services:						
Nonemergency Ground Transfer	10	10	0	0	0	0
Nonemergency Air Transfer	4	4	0	0	0	0
Arthritis Treatment Center	21	20	0	0	1	0
Assisted Living	8	8	0	0	0	0
Auxiliary	78	77	0	1	0	0
Bariatric Services	32	32	0	0	0	0
Birth Room/LDRP	90	90	0	0	0	0
Cardiac Services:						
Angioplasty	43	43	0	0	0	0
Cardiac Catheter Laboratory	44	44	0	0	0	0
Cardiac Rehabilitation Program	113	112	0	0	1	0
Noninvasive Cardiac Assessment	110	109	1	0	0	0
Open-Heart Surgery	27	27	0	0	0	0
Case Management	137	121	4	7	3	2
Crisis Prevention	47	38	1	7	0	1
Complementary Medicine	55	53	0	2	0	0
Dialysis Services:						
Hemodialysis	36	35	1	0	0	0
Peritoneal Dialysis	41	38	3	0	0	0
Emergency/Urgent Care:						
Emergency Department	127	127	0	0	0	0
Trauma Center	109	109	0	0	0	0
Urgent Care Center	76	76	0	0	0	0
Ethics Committee	126	112	4	7	2	1
Extracorporeal Shock Wave						
Lithotripter (ESWL)	43	43	0	0	0	0
Fitness Center	55	51	1	3	0	0
Food Service:						
Meals on Wheels	20	19	0	1	0	0
Nutrition Programs	117	103	2	8	2	2
Genetic Counseling/Screening	26	26	0	0	0	0

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2021, (Page 2 of 3)

	Hospital Type					
	Total	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	152	131	4	12	3	2
Geriatric Services:						
Adult Day Care Program	3	3	0	0	0	0
Alzheimer's Diagnosis/Assessment	26	24	0	1	0	1
Comprehensive Assessment	35	33	0	1	0	1
Emergency Response System	34	32	0	0	1	1
Acute Care Unit	33	33	0	0	0	0
Clinics	16	16	0	0	0	0
Respite Care	40	39	0	1	0	0
Retirement Housing	4	4	0	0	0	0
Senior Membership Program	13	13	0	0	0	0
Health Promotion:						
Community Health Promotion	127	118	2	5	2	0
Patient Education	139	127	2	5	3	2
Worksite Health Promotion	97	90	1	3	2	1
Home Health Service	19	19	0	0	0	0
Home Hospice Program	16	16	0	0	0	0
Mammography Services:						
Diagnostic Mammography	109	109	0	0	0	0
Mammography Screening	115	115	0	0	0	0
Occupational Health Services	79	78	0	0	1	0
Occupational/Physical & Rehabilitation:						
Audiology	59	58	0	0	1	0
Occupational Therapy	134	122	4	3	3	2
Physical Therapy	130	122	4	0	3	1
Recreational Therapy	51	41	1	5	2	2
Rehabilitation - Inpatient	117	113	2	0	2	0
Rehabilitation - Outpatient	116	113	1	0	2	0
Respiratory Therapy	130	124	4	0	2	0
Speech Pathology	122	114	4	0	3	1
Oncology Services	82	82	0	0	0	0
Outpatient Services:						
Within the Hospital	125	119	1	3	2	0
On Campus Freestanding Center	21	19	0	2	0	0
Off Campus Freestanding Center	42	40	0	2	0	0

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2021, (Page 3 of 3)

	Hospital Type					
	Total	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	152	131	4	12	3	2
Pain Management Program	93	90	1	0	0	2
Patient Representative	115	104	1	8	0	2
Psychiatric Services:						
Child/Adolescent Services	40	30	0	9	0	1
Consultation-Liaison Services	59	49	0	7	2	1
Education Services	42	35	0	6	0	1
Emergency Services	52	42	0	9	1	0
Geriatric Services	50	37	0	10	1	2
Outpatient Services	56	47	0	8	0	1
Partial Hospitalization Program	25	15	0	9	0	1
Radiation Therapy	48	48	0	0	0	0
Radiology, Diagnostic:						
CT Scanner	128	127	1	0	0	0
Diagnostic Radioisotope Facility	90	90	0	0	0	0
Magnetic Resonance Imaging (MRI)	111	111	0	0	0	0
Positron Emission Tomography (PET)	44	44	0	0	0	0
SPECT	74	74	0	0	0	0
Ultrasound	117	116	1	0	0	0
Reproductive Health:						
Fertility Counseling	19	19	0	0	0	0
In Vitro Fertilization	4	4	0	0	0	0
Social Work Services	143	124	4	11	2	2
Sports Medicine Clinic/Services	83	82	0	0	1	0
Surgery, Ambulatory or Outpatient	128	128	0	0	0	0
Transplant Services:						
Bone Marrow Transplant	5	5	0	0	0	0
Heart/Lung Transplant	4	4	0	0	0	0
Kidney Transplant	4	4	0	0	0	0
Tissue Transplant	9	9	0	0	0	0
Women's Health Center/Services	76	76	0	0	0	0

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2021, (Page 1 of 3)

	Total	Volume Group						
		1	2	3	4	5	6	7
Hospitals	131	17	20	19	19	18	19	19
AIDS/ARC - Special Program	9	0	0	0	0	2	2	5
Alcoholism/Chemical Dependency	28	1	2	2	5	5	5	8
Ambulance/Transportation Services:								
Nonemergency Ground Transfer	10	1	2	2	1	1	2	1
Nonemergency Air Transfer	4	0	0	0	1	1	1	1
Arthritis Treatment Center	20	0	0	1	0	4	5	10
Assisted Living	8	1	2	2	2	0	1	0
Auxiliary	77	7	15	13	12	11	10	9
Bariatric Services	32	0	0	2	3	4	8	15
Birthing Room/LDRP	90	0	6	16	15	18	18	17
Cardiac Services:								
Angioplasty	43	0	0	1	4	9	12	17
Cardiac Catheter Laboratory	44	0	0	1	5	9	12	17
Cardiac Rehabilitation Program	112	13	15	17	15	17	17	18
Noninvasive Cardiac Assessment	109	11	12	16	16	17	18	19
Open-Heart Surgery	27	0	0	1	0	2	8	16
Case Management	121	11	20	17	18	17	19	19
Crisis Prevention	38	3	3	3	8	5	7	9
Complementary Medicine	53	0	6	9	9	8	10	11
Dialysis Services:								
Hemodialysis	35	0	1	2	7	4	11	10
Peritoneal Dialysis	38	0	1	0	5	7	12	13
Emergency/Urgent Care:								
Emergency Department	127	15	18	19	19	18	19	19
Trauma Center	109	11	15	15	16	16	18	18
Urgent Care Center	76	12	12	14	8	10	10	10
Ethics Committee	112	14	15	17	18	18	13	17
Extracorporeal Shock Wave								
Lithotripter (ESWL)	43	1	4	1	7	7	12	11
Fitness Center	51	2	10	7	9	7	7	9
Food Service:								
Meals on Wheels	19	1	3	4	4	1	3	3
Nutrition Programs	103	13	14	17	17	12	17	13
Genetic Counseling/Screening	26	0	1	0	2	4	5	14

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2021, (Page 2 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	131	17	20	19	19	18	19	19
Geriatric Services:								
Adult Day Care Program	3	1	0	1	0	0	1	0
Alzheimer's Diagnosis/Assessment	24	1	2	4	0	4	6	7
Comprehensive Assessment	33	1	2	8	1	6	7	8
Emergency Response System	32	3	1	9	6	5	5	3
Acute Care Unit	33	2	2	6	2	8	5	8
Clinics	16	1	2	5	0	1	3	4
Respite Care	39	8	9	9	7	1	2	3
Retirement Housing	4	0	1	1	2	0	0	0
Senior Membership Program	13	0	0	3	2	1	2	5
Health Promotion:								
Community Health Promotion	118	13	18	19	18	17	17	16
Patient Education	127	16	20	19	18	17	19	18
Worksite Health Promotion	90	10	11	18	14	13	12	12
Home Health Service	19	1	3	5	4	0	4	2
Home Hospice Program	16	0	2	5	3	0	4	2
Mammography Services:								
Diagnostic Mammography	109	13	16	15	15	17	16	17
Mammography Screening	115	15	18	16	17	17	15	17
Occupational Health Services	78	8	13	13	11	11	10	12
Occupational/Physical & Rehabilitation:								
Audiology	58	3	6	11	9	8	9	12
Occupational Therapy	122	13	19	19	18	18	18	17
Physical Therapy	122	14	19	18	18	18	18	17
Recreational Therapy	41	5	4	4	5	7	5	11
Rehabilitation - Inpatient	113	12	18	17	16	15	17	18
Rehabilitation - Outpatient	113	15	18	18	15	15	17	15
Respiratory Therapy	124	15	18	19	18	18	18	18
Speech Pathology	114	13	15	18	18	18	16	16
Oncology Services	82	4	9	10	11	15	14	19
Outpatient Services:								
Within the Hospital	119	16	20	17	15	17	15	19
On Campus Freestanding Center	19	1	1	0	4	3	4	6
Off Campus Freestanding Center	40	4	4	4	5	9	5	9

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2021, (Page 3 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	131	17	20	19	19	18	19	19
Pain Management Program	90	7	13	14	15	11	16	14
Patient Representative	104	11	14	16	15	16	15	17
Psychiatric Services:								
Child/Adolescent Services	30	3	3	3	3	5	5	8
Consultation-Liaison Services	49	3	2	4	6	12	9	13
Education Services	35	2	2	3	2	10	6	10
Emergency Services	42	4	1	2	5	10	9	11
Geriatric Services	37	3	1	6	3	7	6	11
Outpatient Services	47	5	5	5	7	7	8	10
Partial Hospitalization Program	15	1	0	1	1	3	3	6
Radiation Therapy	48	0	0	1	4	11	15	17
Radiology, Diagnostic:								
CT Scanner	127	16	18	19	19	18	18	19
Diagnostic Radioisotope Facility	90	4	10	9	12	18	19	18
Magnetic Resonance Imaging (MRI)	111	7	15	15	18	18	19	19
Positron Emission Tomography (PET)	44	1	2	5	4	7	9	16
SPECT	74	1	5	8	10	15	16	19
Ultrasound	116	9	17	18	17	17	19	19
Reproductive Health:								
Fertility Counseling	19	0	1	1	5	2	3	7
In Vitro Fertilization	4	0	1	0	0	0	0	3
Social Work Services	124	16	17	17	18	18	19	19
Sports Medicine Clinic/Services	82	7	12	14	11	13	14	11
Surgery, Ambulatory or Outpatient	128	15	20	19	18	18	19	19
Transplant Services:								
Bone Marrow Transplant	5	0	0	0	0	0	1	4
Heart/Lung Transplant	4	0	0	0	0	0	1	3
Kidney Transplant	4	0	0	0	0	0	1	3
Tissue Transplant	9	1	0	1	1	1	1	4
Women's Health Center/Services	76	5	9	10	8	14	15	15

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2021, (Page 1 of 3)

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	131	24	15	12	13	13	21	10	16	7
AIDS/ARC - Special Program	9	2	0	3	0	1	1	1	1	0
Alcoholism/Chemical Dependency	28	5	4	1	5	3	4	2	3	1
Ambulance/Transportation Services:										
Nonemergency Ground Transfer	10	2	0	0	2	1	1	1	2	1
Nonemergency Air Transfer	4	1	0	0	0	1	0	0	2	0
Arthritis Treatment Center	20	6	4	2	4	1	1	1	1	0
Assisted Living	8	3	0	0	0	0	1	1	2	1
Auxiliary	77	17	10	5	7	8	11	5	10	4
Bariatric Services	32	6	6	7	3	3	3	2	2	0
Birthing Room/LDRP	90	19	13	6	9	11	13	6	11	2
Cardiac Services:										
Angioplasty	43	6	10	7	4	7	3	2	4	0
Cardiac Catheter Laboratory	44	6	11	7	4	7	3	2	4	0
Cardiac Rehabilitation Program	112	23	14	7	12	11	19	9	13	4
Noninvasive Cardiac Assessment	109	22	15	9	13	12	17	6	11	4
Open-Heart Surgery	27	4	5	4	4	3	3	1	3	0
Case Management	121	21	15	12	12	13	19	8	15	6
Crisis Prevention	38	4	6	9	1	1	10	5	2	0
Complementary Medicine	53	12	9	6	1	9	5	4	6	1
Dialysis Services:										
Hemodialysis	35	5	7	5	4	3	5	2	4	0
Peritoneal Dialysis	38	4	9	6	5	4	6	2	2	0
Emergency/Urgent Care:										
Emergency Department	127	24	15	10	12	13	20	10	16	7
Trauma Center	109	19	15	10	9	12	19	9	11	5
Urgent Care Center	76	18	4	2	8	6	14	9	11	4
Ethics Committee	112	22	13	12	10	11	17	8	13	6
Extracorporeal Shock Wave										
Lithotripter (ESWL)	43	5	10	6	4	6	5	1	5	1
Fitness Center	51	12	6	3	6	7	7	4	4	2
Food Service:										
Meals on Wheels	19	8	0	0	2	0	1	3	5	0
Nutrition Programs	103	22	12	6	13	12	16	6	11	5
Genetic Counseling/Screening	26	4	4	6	4	2	3	2	1	0

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2021, (Page 2 of 3)

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	131	24	15	12	13	13	21	10	16	7
Geriatric Services:										
Adult Day Care Program	3	1	0	0	1	0	0	0	0	1
Alzheimer's Diagnosis/Assessment	24	6	1	3	1	1	5	4	3	0
Comprehensive Assessment	33	6	7	6	1	2	4	5	2	0
Emergency Response System	32	11	3	1	3	4	6	1	2	1
Acute Care Unit	33	6	6	6	4	3	5	0	2	1
Clinics	16	4	2	1	1	2	2	1	2	1
Respite Care	39	9	0	0	4	0	11	8	2	5
Retirement Housing	4	1	0	0	0	0	0	0	2	1
Senior Membership Program	13	4	2	4	1	1	1	0	0	0
Health Promotion:										
Community Health Promotion	118	23	13	10	12	12	19	9	14	6
Patient Education	127	24	13	12	13	12	20	10	16	7
Worksite Health Promotion	90	20	11	7	10	9	11	6	11	5
Home Health Service	19	7	0	0	1	4	2	2	0	3
Home Hospice Program	16	4	0	0	1	2	2	6	0	1
Mammography Services:										
Diagnostic Mammography	109	21	13	9	11	11	18	7	12	7
Mammography Screening	115	23	12	9	10	11	20	8	15	7
Occupational Health Services	78	19	7	6	2	8	15	8	10	3
Occupational/Physical & Rehabilitation:										
Audiology	58	15	9	7	3	4	8	6	5	1
Occupational Therapy	122	24	15	11	10	11	19	10	15	7
Physical Therapy	122	23	15	11	11	11	19	10	15	7
Recreational Therapy	41	11	4	7	0	2	5	5	4	3
Rehabilitation - Inpatient	113	22	14	11	12	9	17	10	12	6
Rehabilitation - Outpatient	113	22	14	11	10	7	17	10	15	7
Respiratory Therapy	124	24	15	10	11	12	20	10	16	6
Speech Pathology	114	20	15	10	10	11	19	10	14	5
Oncology Services	82	13	7	9	10	10	14	4	10	5
Outpatient Services:										
Within the Hospital	119	20	13	11	12	12	20	9	16	6
On Campus Freestanding Center	19	1	3	8	1	2	3	0	1	0
Off Campus Freestanding Center	40	8	7	7	3	3	8	2	1	1

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2021, (Page 3 of 3)

	Total	Analysis Area								
		1	2A	2B	3	4	5A	5B	6	7
Hospitals	131	24	15	12	13	13	21	10	16	7
Pain Management Program	90	17	10	9	9	9	14	7	11	4
Patient Representative	104	15	13	10	10	11	20	9	13	3
Psychiatric Services:										
Child/Adolescent Services	30	5	1	1	2	2	7	6	4	2
Consultation-Liaison Services	49	8	10	6	4	2	9	5	4	1
Education Services	35	7	6	1	6	2	7	3	2	1
Emergency Services	42	9	7	6	4	3	7	1	4	1
Geriatric Services	37	9	4	4	4	1	6	4	4	1
Outpatient Services	47	9	4	5	6	2	9	6	4	2
Partial Hospitalization Program	15	3	3	2	2	1	1	1	1	1
Radiation Therapy	48	6	8	6	5	8	4	2	8	1
Radiology, Diagnostic:										
CT Scanner	127	22	15	11	12	13	21	10	16	7
Diagnostic Radioisotope Facility	90	16	14	10	10	12	8	4	12	4
Magnetic Resonance Imaging (MRI)	111	20	15	11	12	13	17	5	15	3
Positron Emission Tomography (PET)	44	6	9	5	4	5	7	3	5	0
SPECT	74	14	15	8	9	9	6	3	9	1
Ultrasound	116	22	14	11	12	13	15	7	16	6
Reproductive Health:										
Fertility Counseling	19	5	0	2	0	1	5	3	3	0
In Vitro Fertilization	4	0	0	2	0	0	0	2	0	0
Social Work Services	124	24	15	12	11	12	18	10	16	6
Sports Medicine Clinic/Services	82	18	9	8	9	8	12	7	8	3
Surgery, Ambulatory or Outpatient	128	24	15	12	12	12	21	9	16	7
Transplant Services:										
Bone Marrow Transplant	5	1	0	3	0	0	0	0	1	0
Heart/Lung Transplant	4	1	0	3	0	0	0	0	0	0
Kidney Transplant	4	1	0	3	0	0	0	0	0	0
Tissue Transplant	9	2	0	2	1	0	2	0	2	0
Women's Health Center/Services	76	16	11	7	9	7	13	5	7	1

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2021, (Page 1 of 2)

	Total		Volume Group 1		Volume Group 2		Volume Group 3	
	Number of Staff	Board Certified						
Total Staff	31,496	30,051	2,060	1,951	1,817	1,755	1,541	1,498
Medical Specialty:								
General & Family Practice	3,446	3,331	457	444	188	184	243	235
Internal Medicine (General)	2,823	2,689	114	108	117	117	154	149
Internal Medicine Subspecialties	5,570	5,453	230	228	302	272	195	191
Pediatrics	972	930	61	56	34	34	18	16
Pediatric Subspecialties	1,315	1,283	72	71	28	26	14	14
Surgical Specialties:								
General Surgery	991	955	76	75	67	65	72	69
Obstetrics/Gynecology	1,144	1,051	37	34	38	35	39	38
All Other Surgical Specialties	3,914	3,664	182	167	252	241	130	127
Other Specialty:								
Anesthesiology	1,777	1,689	55	49	57	57	73	71
Emergency Medicine	2,117	1,915	171	156	169	164	145	134
Pathology	980	977	46	45	48	48	60	60
Radiology	4,228	4,103	382	373	429	427	337	334
All Other Specialties	1,448	1,299	135	115	61	58	40	40

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2021, (Page 2 of 2)

	Volume Group 4		Volume Group 5		Volume Group 6		Volume Group 7	
	Number of Staff	Board Certified						
Total Staff	4,939	4,666	4,084	3,935	5,277	5,063	11,778	11,183
Medical Specialty:								
General & Family Practice	680	658	336	317	332	328	1210	1165
Internal Medicine (General)	455	422	468	448	501	475	1014	970
Internal Medicine Subspecialties	692	673	746	738	964	952	2441	2399
Pediatrics	98	92	107	103	202	194	452	435
Pediatric Subspecialties	135	133	126	120	348	345	592	574
Surgical Specialties:								
General Surgery	137	132	118	115	167	164	354	335
Obstetrics/Gynecology	145	127	171	159	226	210	488	448
All Other Surgical Specialties	524	480	528	505	681	643	1617	1501
Other Specialty:								
Anesthesiology	218	205	251	239	382	367	741	701
Emergency Medicine	494	448	234	214	356	301	548	498
Pathology	180	179	131	131	150	150	365	364
Radiology	841	819	616	601	617	592	1006	957
All Other Specialties	221	195	174	168	211	207	606	516

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2021, (Page 1 of 2)

	Total		Analysis Area 1		Analysis Area 2A		Analysis Area 2B		Analysis Area 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	31,496	30,051	5,479	5,122	5,519	5,303	6,779	6,433	3,061	3,012
Medical Specialty:										
General & Family Practice	3,446	3,331	817	790	322	308	244	214	383	380
Internal Medicine (General)	2,823	2,689	312	293	539	503	715	675	308	305
Internal Medicine Subspecialties	5,570	5,453	944	897	1088	1076	1540	1507	497	496
Pediatrics	972	930	205	201	125	123	199	180	127	124
Pediatric Subspecialties	1,315	1,283	304	296	223	221	417	409	177	171
Surgical Specialties:										
General Surgery	991	955	192	183	133	130	165	153	110	110
Obstetrics/Gynecology	1,144	1,051	202	185	201	181	270	245	138	138
All Other Surgical Specialties	3,914	3,664	612	564	637	598	880	816	535	522
Other Specialty:										
Anesthesiology	1,777	1,689	217	202	451	429	618	589	157	153
Emergency Medicine	2,117	1,915	326	270	352	324	215	196	121	115
Pathology	980	977	183	182	248	248	263	263	37	37
Radiology	4,228	4,103	580	555	845	809	831	802	321	315
All Other Specialties	1,448	1,299	420	353	261	259	189	167	79	75

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2021, (Page 2 of 2)

	Analysis Area 4		Analysis Area 5A		Analysis Area 5B		Analysis Area 6		Analysis Area 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	2,661	2,531	3,019	2,940	1,306	1,265	3,197	2,984	475	461
Medical Specialty:										
General & Family Practice	277	274	308	301	249	245	760	734	86	85
Internal Medicine (General)	274	258	354	347	103	103	189	177	29	28
Internal Medicine Subspecialties	443	436	386	380	220	218	360	353	92	90
Pediatrics	106	101	66	64	42	41	96	90	6	6
Pediatric Subspecialties	74	68	33	33	23	23	62	60	2	2
Surgical Specialties:										
General Surgery	78	74	104	101	65	62	127	125	17	17
Obstetrics/Gynecology	114	99	110	105	30	28	72	65	7	5
All Other Surgical Specialties	493	452	322	311	149	143	238	212	48	46
Other Specialty:										
Anesthesiology	107	104	73	70	47	46	81	72	26	24
Emergency Medicine	250	237	424	395	149	136	215	181	65	61
Pathology	60	60	75	75	30	30	68	66	16	16
Radiology	280	272	558	555	118	117	648	631	47	47
All Other Specialties	74	65	170	169	51	44	183	146	21	21

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 24. Specialty Hospital Medical Staff by Selected Specialty, Wisconsin Hospitals, FY 2021

	LTAC		PSYCH		REHAB		STATE	
	Number of Staff	Board Certified						
Total Staff	620	540	248	193	413	413	41	41
Medical Specialty:								
General & Family Practice	7	5	24	10	1	1	2	2
Internal Medicine (General)	114	99	3	2	18	18	3	3
Internal Medicine Subspecialties	183	171	0	0	60	60	1	1
Pediatrics	0	0	0	0	0	0	1	1
Pediatric Subspecialties	0	0	0	0	0	0	0	0
Surgical Specialties:								
General Surgery	18	18	0	0	17	17	0	0
Obstetrics/Gynecology	0	0	0	0	0	0	0	0
All Other Surgical Specialties	12	10	0	0	8	8	0	0
Other Specialty:								
Anesthesiology	0	0	0	0	2	2	0	0
Emergency Medicine	77	75	1	1	0	0	1	1
Pathology	2	2	0	0	1	1	0	0
Radiology	56	46	0	0	91	91	0	0
All Other Specialties	150	113	5	5	204	204	2	2

Source: 2021 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION V. HOW TO READ THE TABLES

Statewide Averages and Comparison Group Tables

Tables 26 through 29 in Section V provide statewide averages for utilization and financial measures at GMS, and psychiatric hospitals. The measures listed are the same as those used on the individual hospital tables (Section VII). This allows comparison of individual hospital statistics to statewide averages. For GMS hospitals, the summary tables provide data for FY 2020 and FY 2021. For psychiatric hospitals the tables contain FY 2021 data. Refer to Appendix 1 for the definition of the measures used in these tables.

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

Individual Hospital Tables

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

Each hospital table contains three pages of information. The first two pages list facility utilization and staffing information that has been drawn primarily from each hospital's completed FY 2021 Annual Survey of Hospitals. The third page contains financial data extracted from each hospital's FY 2021 Hospital Fiscal Survey.

Special Note on the Hospital Tables

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

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

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

Table 25. Hospitals not Included in the Guide to Wisconsin Hospitals, Fiscal Year 2021

Action	Hospital Name	City	FY 2021 Hospital Fiscal Survey	2021 Annual Survey of Hospitals
Facility Exclusion	Veterans Affairs Medical Center	Tomah	Did not report	Did not report
Facility Exclusion	Clement J. Zablocki VA Medical Center	Milwaukee	Did not report	Did not report
Facility Exclusion	William. S. Middleton VA Hospital	Madison	Did not report	Did not report

First Page of the Hospital Tables

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

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

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

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

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

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

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

Second Page of the Hospital Tables

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

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

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

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

Personnel on Hospital Payroll as of September 30, 2021: The bottom half of the second page lists the number of all full- and part-time hourly and salaried personnel on a hospital's payroll as of September 30, 2021. It excludes nursing home personnel and employees who do not provide direct hospital services.

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

Third Page of the Hospital Tables

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

- Gross revenue as a percent of total gross patient revenue

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

Summary Data from Financial Statements: The section at the bottom of the third page provides summary income statement (revenue and expenses) and balance sheet information (assets, liabilities, and fund balances) for each hospital's 2021 fiscal year. The income statement provides an overview of a hospital's financial status and the extent to which the facility is funded by sources other than patient revenue (income from unrestricted gifts, donation endowments, and investments).

Special Financial Information for Combination Facilities

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

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

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

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

Differences in Tables by Type of Hospital

General Medical-Surgical Hospital Tables: The columns of data on the first and third pages of individual hospital tables for GMS hospitals compare a hospital's statistics to data for selected comparison groups. The numbers that appear in these columns indicate both the absolute figures and the ratios of the individual hospital's statistics to the averages for each comparison group. In addition, each hospital's data are compared to its FY 2020 data in terms of absolute amounts and a ratio.

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

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

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

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

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

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

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

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

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

**PSYCHIATRIC HOSPITALS
TABLES 28-29**

Table 26. GMS Hospital Averages for Selected Utilization Statistics Wisconsin, FY 2021 & 2020			
	2021	2020	Ratio
Occupancy Rate (%)			
Adult Medical-Surgical	57.9	52.4	1.10
Obstetrical	36.8	36.2	1.02
Pediatrics	59.6	53.2	1.12
Total Hospital	58.7	53.9	1.09
Average Census (Patients)			
Adult Medical-Surgical	26.8	25.5	1.05
Obstetrical	4.8	4.7	1.02
Pediatrics	1.5	1.1	1.36
Total Hospital	49.8	47.4	1.05
Average Length of Stay (Days)			
Adult Medical-Surgical	4.6	4.3	1.07
Obstetrical	2.4	2.4	1.00
Pediatrics	3.8	3.5	1.09
Total Hospital	4.9	4.7	1.04
Surgical Operations:			
Inpatient	1,037	1,280	0.81
Outpatient	3,865	4,115	0.94
Inpatient as % of All Surgeries	21.2	23.7	0.89
Outpatient Visits			
Non-Emergency Visits	145,246	127,898	1.14
Emergency Visits	16,058	15,799	1.02
Full Time Equivalent (FTEs)			
Administrators	19.0	20.3	0.94
Nurses, Licensed	247.5	255.1	0.97
Ancillary Nursing Personnel	40.3	42.6	0.95
All Other Personnel	496.2	501.2	0.99
Total FTEs	803.0	819.2	0.98
FTEs Per 100 Patient Census (Adjusted)			
Administrators	13.0	15.7	0.83
Nurses, Licensed	168.4	197.1	0.85
Ancillary Nursing Personnel	27.4	33.0	0.83
All Other Personnel	337.6	387.2	0.87
Total FTEs	546.4	633.0	0.86
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2020, WHA Information Center, LLC.			

**Table 27. GMS Hospital Averages for Selected Utilization Statistics
Wisconsin, FY 2021 & 2020**

	2021	2020	Ratio
Gross Revenue as % of Total Gross Patient Revenue			
Medicare	46.6	46.6	1.00
Medical Assistance	14.4	13.8	1.04
Commercial	33.9	34.5	0.98
All Other	5.1	5.1	1.00
Deductions as % of Total Gross Patient Revenue			
Medicare	35.2	35.0	1.01
Medical Assistance	11.1	10.4	1.07
Commercial	14.9	14.5	1.03
Charity Care	0.7	1.0	0.70
Bad Debt	1.0	1.2	0.83
All Other	2.8	2.6	1.08
Total Deductions	65.8	64.6	1.02
Other Revenue and Net Gains or Losses			
Other Revenue as % of Total Revenue	6.5	8.4	0.77
Net Gains/Losses as % of Net Income	29.4	13.8	2.13
Expenses as % of Total Expenses			
Salary/Fringe Benefits	42.4	43.5	0.97
Supplies and Services	51.3	49.9	1.03
Capital Component	6.2	6.6	0.94
Fiscal Statistics			
Operating Margin (%)	10.4	7.5	1.39
Total Hospital Net Income (%)	14.1	8.6	1.64
Return on Equity (%)	6.3	4.1	1.54
Current Ratio	4.1	3.9	1.05
Days in Net Patient Accounts Receivable	87.5	71.5	1.22
Average Payment Period	89.9	90.1	1.00
Equity Financing (%)	64.7	63.6	1.02
Long-Term Debt to Equity Ratio	0.3	0.3	1.00
Times Interest Earned	21.0	12.2	1.72
Total Asset Turnover	0.4	0.5	0.80
Average Age of Plant (Years)	17.1	14.1	1.21
Increase (Decrease) Total Net Patient Revenue (%)	12.7	-2.2	-5.77
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	64.9	63.0	1.03
Patient Statistics - excludes newborns, includes swing-bed stays			
Inpatient Net Revenue Per Discharge	\$18,658	\$17,652	1.06
Inpatient Net Revenue Per Day	\$3,656	\$3,704	0.99
Outpatient Net Revenue Per Visit	\$781	\$780	1.00
Patient Statistics - excludes newborns and swing-bed stays			
Inpatient Net Revenue Per Discharge	\$18,808	\$17,785	1.06
Inpatient Net Revenue Per Day	\$3,729	\$3,778	0.99
Outpatient Net Revenue Per Visit	\$781	\$780	1.00
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2020, WHA Information Center, LLC.			

Table 28. Averages for Selected Utilization Statistics at Psychiatric Hospitals Wisconsin, FY 2021	
	PSYCH
Occupancy Rate (%)	
Psychiatric	77.1
Alcoholism/Chemical Dependency	68.7
Total Hospital	75.6
Average Census (Patients)	
Psychiatric	29.4
Alcoholism/Chemical Dependency	4.5
Total Hospital	33.8
Average Length of Stay (Days)	
Psychiatric	6.6
Alcoholism/Chemical Dependency	3.8
Total Hospital	6.2
Outpatient Visits	
Non-Emergency Visits	55,302
Emergency Visits	1,331
Full Time Equivalents (FTEs)	
Administrators	8.5
Nurses, Licensed	47.8
Psychologists	8.3
Social Workers	27.2
All Other Personnel	130.9
Total FTEs	222.7
FTEs Per 100 Patient Census (Adjusted)	
Administrators	11.8
Nurses, Licensed	66.9
Psychologists	11.7
Social Workers	38.0
All Other Personnel	183.1
Total FTEs	311.5
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.	

Table 29. Averages for Selected Utilization Statistics at Psychiatric Hospitals Wisconsin Hospitals, FY 2021	
	PSYCH
Gross Revenue as % of Total Gross Patient Revenue	
Medicare	9.3
Medical Assistance	41.4
Commercial	44.3
All Other	5.0
Deductions as % of Total Gross Patient Revenue	
Medicare	5.9
Medical Assistance	19.7
Commercial	17.0
Charity Care	1.7
Bad Debt	0.8
All Other	0.9
Total Deductions	46.0
Other Revenue and Net Gains or Losses	
Other Revenue as % of Total Revenue	20.3
Net Gains/Losses as % of Net Income	5.5
Expenses as % of Total Expenses	
Salary/Fringe Benefits	48.3
Supplies and Services	48.9
Capital Component	2.9
Fiscal Statistics	
Operating Margin (%)	6.0
Total Hospital Net Income (%)	6.4
Return on Equity (%)	7.6
Current Ratio	2.7
Days in Net Patient Accounts Receivable	45.3
Average Payment Period	46.1
Equity Financing (%)	56.7
Long-Term Debt to Equity Ratio	0.4
Times Interest Earned	30.5
Total Asset Turnover	1.2
Average Age of Plant (Years)	11.1
Increase (Decrease) Total Net Patient Revenue (%)	9.8
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	53.1
Patient Statistics - excludes newborns, includes swing-bed stays	
Inpatient Net Revenue Per Discharge	\$7,565
Inpatient Net Revenue Per Day	\$1,228
Outpatient Net Revenue Per Visit	\$742
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.	

GROUP AVERAGES FOR SELECTED MEASURES OF UTILIZATION

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

GROUP AVERAGES FOR SELECTED MEASURES OF FINANCE

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

Table 30. GMS Hospital Averages for Selected Utilization Statistics, by Volume Group, Wisconsin, FY 2021							
	Volume Group						
	1	2	3	4	5	6	7
Occupancy Rate (%)							
Adult Medical-Surgical	14.2	19.3	36.8	42.2	54.3	58.1	72.0
Obstetrical	0.0	21.6	23.3	19.9	31.5	31.4	46.8
Pediatrics	62.6	0.0	0.0	0.0	0.0	77.0	51.3
Total Hospital	18.3	20.9	42.9	42.0	55.3	55.7	68.8
Average Census (Patients)							
Adult Medical-Surgical	2.1	3.3	7.2	12.3	18.1	31.3	108.1
Obstetrical	0.0	0.9	0.9	1.4	3.1	4.8	14.4
Pediatrics	0.2	0.0	0.0	0.0	0.0	4.0	5.0
Total Hospital	2.8	4.2	10.9	19.1	37.4	61.6	209.1
Average Length of Stay (Days)							
Adult Medical-Surgical	3.6	3.6	3.5	3.8	4.1	4.4	5.0
Obstetrical	0.0	2.2	2.1	2.1	2.3	2.4	2.6
Pediatrics	2.6	0.0	1.8	2.0	0.0	3.5	4.1
Total Hospital	4.3	3.1	3.8	4.0	4.4	4.6	5.3
Surgical Operations:							
Inpatient	54	202	234	334	612	1,302	3,842
Outpatient	1,655	1,213	1,718	2,451	2,709	5,418	11,153
Inpatient as % of All Surgeries	3.2	14.3	12.0	12.0	18.4	19.4	25.6
Outpatient Visits							
Non-Emergency Visits	27,310	37,326	77,301	76,359	120,713	219,131	450,554
Emergency Visits	3,184	4,868	9,586	11,733	16,865	24,739	40,709
Full Time Equivalents (FTEs)							
Administrators	1.7	5.6	11.2	12.6	17.0	20.7	63.3
Nurses, Licensed	37.1	48.0	81.2	121.7	164.3	342.9	921.1
Ancillary Nursing Personnel	6.4	5.7	13.2	21.5	24.6	54.5	153.6
All Other Personnel	71.3	98.5	206.7	244.0	297.6	656.1	1,865.1
Total FTEs	116.6	157.8	312.3	399.8	503.6	1,074.1	3,003.0
FTEs Per 100 Patient Census (Adjusted)							
Administrators	11.4	26.2	20.5	14.8	14.0	10.1	11.7
Nurses, Licensed	246.5	225.1	148.3	143.7	134.7	168.5	170.7
Ancillary Nursing Personnel	42.3	26.6	24.2	25.4	20.2	26.8	28.5
All Other Personnel	473.5	461.9	377.6	288.0	244.0	322.3	345.6
Total FTEs	773.8	739.8	570.6	471.8	412.8	527.7	556.5

Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 31. GMS Hospital Averages for Selected Utilization Statistics, by Analysis Area, Wisconsin, FY 2021									
	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Occupancy Rate (%)									
Adult Medical-Surgical	58.2	61.6	68.4	50.0	57.7	49.7	44.6	58.8	25.1
Obstetrical	41.0	32.8	42.5	28.9	33.1	28.0	52.1	39.4	24.3
Pediatrics	55.7	0.0	78.9	23.2	12.8	0.0	30.0	69.2	0.0
Total Hospital	62.3	56.8	68.1	50.4	51.8	50.3	48.8	61.6	28.2
Average Census (Patients)									
Adult Medical-Surgical	25.0	34.1	106.2	23.2	25.0	11.9	17.0	17.6	5.0
Obstetrical	4.5	5.4	17.1	4.6	3.9	2.0	4.5	3.2	1.1
Pediatrics	2.2	0.0	7.5	0.3	0.3	0.0	0.6	2.9	0.0
Total Hospital	53.8	64.9	158.1	37.4	44.3	18.8	28.6	35.6	6.5
Average Length of Stay (Days)									
Adult Medical-Surgical	4.5	4.3	5.5	4.2	4.2	4.2	4.1	4.4	3.6
Obstetrical	2.5	2.3	2.6	2.3	2.3	2.2	3.2	2.2	2.3
Pediatrics	4.5	0.0	3.5	2.6	2.4	0.0	2.5	4.3	0.0
Total Hospital	4.5	4.5	6.0	4.4	4.4	4.4	4.9	4.7	3.9
Surgical Operations:									
Inpatient	947	1,167	2,696	1,060	879	390	828	1,116	70
Outpatient	3,798	4,137	4,901	5,859	5,410	2,637	2,810	3,513	1,013
Inpatient as % of All Surgeries	20.0	22.0	35.5	15.3	14.0	12.9	22.8	24.1	6.4
Outpatient Visits									
Non-Emergency Visits	172,458	170,630	244,552	100,098	191,881	85,077	141,645	131,878	40,762
Emergency Visits	16,037	21,970	36,633	15,000	17,038	8,132	14,182	11,093	6,148
Full Time Equivalents (FTEs)									
Administrators	20.3	22.0	50.6	14.2	15.5	10.7	11.3	20.4	2.8
Nurses, Licensed	270.6	286.1	682.1	181.5	286.5	127.1	150.4	172.5	61.3
Ancillary Nursing Personnel	38.3	52.9	143.1	13.1	43.7	20.5	22.0	24.7	8.9
All Other Personnel	620.2	515.7	1,134.1	298.4	497.2	291.6	396.9	457.0	146.9
Total FTEs	949.5	876.8	2,009.8	507.2	842.9	450.0	580.7	674.6	219.9
FTEs Per 100 Patient Census (Adjusted)									
Administrators	12.6	11.5	14.7	11.3	8.7	14.3	8.5	17.1	5.7
Nurses, Licensed	168.2	148.8	198.5	144.6	160.8	169.5	113.4	144.1	125.8
Ancillary Nursing Personnel	23.8	27.5	41.6	10.4	24.5	27.3	16.6	20.6	18.3
All Other Personnel	385.4	268.3	330.0	237.6	279.1	388.8	299.2	381.6	301.1
Total FTEs	590.0	456.1	584.8	403.9	473.2	599.9	437.7	563.4	450.8

Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2021 (Page 1 of 2)

	Volume Group						
	1	2	3	4	5	6	7
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	46.0	47.7	47.0	49.5	49.9	43.4	46.9
Medical Assistance	12.0	12.6	13.0	13.2	15.6	18.4	13.3
Commercial	37.7	35.5	36.1	33.6	30.3	33.8	34.1
All Other	4.2	4.2	3.8	3.7	4.2	4.3	5.7
Deductions as % of Total Gross Patient Revenue							
Medicare	24.4	27.4	32.5	35.9	36.9	33.7	36.2
Medical Assistance	8.3	8.8	9.9	10.4	11.4	14.1	10.3
Commercial	11.4	12.2	14.1	13.9	11.8	13.7	16.2
Charity Care	0.7	0.7	0.7	0.8	0.9	0.7	0.7
Bad Debt	1.4	1.3	1.5	1.3	1.2	1.3	0.8
All Other	2.2	2.4	1.8	2.3	2.5	2.7	3.0
Total Deductions	48.5	52.8	60.4	64.5	64.7	66.0	67.3
Other Revenue and Net Gains or Losses							
Other Revenue as % of Total Revenue	5.2	4.2	7.5	7.3	4.5	6.7	6.7
Net Gains/Losses as % of Net Income	16.4	27.5	42.4	21.5	43.7	20.9	30.5
Expenses as % of Total Expenses							
Salary/Fringe Benefits	49.0	46.9	50.4	44.5	38.8	43.3	41.3
Supplies and Services	44.0	45.9	42.2	48.6	54.3	49.2	53.3
Capital Component	7.0	7.1	7.5	6.9	6.9	7.4	5.4

Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2021 (Page 2 of 2)

	Volume Group						
	1	2	3	4	5	6	7
Fiscal Statistics							
Operating Margin (%)	12.2	14.1	8.9	13.9	9.6	12.2	9.3
Total Hospital Net Income (%)	14.2	18.4	14.5	17.0	15.9	15.0	12.9
Return on Equity (%)	21.6	1.6	11.3	13.1	11.2	3.8	8.9
Current Ratio	2.1	2.8	5.3	4.4	3.9	4.0	4.8
Days in Net Patient Accounts Receivable	53.3	469.6	49.1	43.9	51.2	139.1	61.8
Average Payment Period	54.9	503.0	43.7	61.1	62.2	140.8	62.8
Equity Financing (%)	43.0	50.7	76.8	78.9	78.3	62.1	69.5
Long-Term Debt to Equity Ratio	0.7	0.7	0.2	0.1	0.1	0.4	0.2
Times Interest Earned	13.9	28.6	19.8	25.9	21.6	15.1	24.3
Total Asset Turnover	1.5	0.1	0.7	0.7	0.7	0.2	0.7
Average Age of Plant (Years)	8.5	72.9	10.5	10.3	10.5	23.5	13.3
Increase (Decrease) Total Net Patient Revenue (%)	15.6	13.5	11.8	14.2	8.7	18.6	11.2
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	82.0	80.3	79.7	76.7	69.3	69.2	59.3
Patient Statistics - excludes newborns, includes swing-bed stays							
Inpatient Net Revenue Per Discharge	\$21,986	\$17,504	\$14,182	\$12,297	\$13,373	\$18,023	\$21,058
Inpatient Net Revenue Per Day	\$3,295	\$4,490	\$3,541	\$2,830	\$3,024	\$3,813	\$3,785
Outpatient Net Revenue Per Visit	\$696	\$784	\$602	\$806	\$626	\$729	\$881
Patient Statistics - excludes newborns and swing-bed stays							
Inpatient Net Revenue Per Discharge	\$29,212	\$19,274	\$14,582	\$12,600	\$13,431	\$18,023	\$21,058
Inpatient Net Revenue Per Day	\$6,866	\$6,294	\$3,828	\$3,028	\$3,056	\$3,813	\$3,785
Outpatient Net Revenue Per Visit	\$696	\$784	\$602	\$806	\$626	\$729	\$881

Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2021 (Page 1 of 2)

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Gross Revenue as % of Total Gross Patient Revenue									
Medicare	42.1	51.5	44.6	48.5	47.1	50.7	45.7	51.2	50.8
Medical Assistance	12.0	11.3	21.6	11.1	12.3	12.0	10.5	13.3	16.7
Commercial	37.4	34.7	30.1	37.0	36.3	32.9	35.7	29.9	26.9
All Other	8.4	2.5	3.7	3.4	4.2	4.5	8.1	5.7	5.6
Deductions as % of Total Gross Patient Revenue									
Medicare	31.8	41.5	35.8	34.4	35.4	33.4	32.9	36.0	27.0
Medical Assistance	9.3	9.1	16.4	8.5	9.8	8.6	8.2	10.1	11.1
Commercial	19.0	16.0	14.1	14.3	16.0	10.0	16.1	9.2	5.5
Charity Care	0.5	0.9	0.9	0.6	0.7	0.6	0.4	0.8	0.7
Bad Debt	1.0	1.0	0.9	1.4	1.1	1.1	0.9	0.8	1.5
All Other	4.5	1.2	1.3	2.5	2.9	2.7	5.9	3.5	2.7
Total Deductions	66.2	69.8	69.4	61.6	65.9	56.4	64.5	60.4	48.5
Other Revenue and Net Gains or Losses									
Other Revenue as % of Total Revenue	6.8	5.3	5.3	2.9	6.1	5.6	19.4	4.2	3.4
Net Gains/Losses as % of Net Income	49.6	13.2	N/A	25.8	31.1	37.6	94.5	32.5	46.4
Expenses as % of Total Expenses									
Salary/Fringe Benefits	44.5	38.6	34.5	39.7	42.5	50.5	55.8	42.4	52.8
Supplies and Services	48.9	53.1	59.5	53.8	50.9	44.3	39.5	52.7	40.1
Capital Component	6.6	8.4	6.0	6.5	6.6	5.1	4.7	4.9	7.1

Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2021 (Page 2 of 2)

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Fiscal Statistics									
Operating Margin (%)	8.0	13.6	11.2	14.3	15.9	9.6	0.2	9.6	12.3
Total Hospital Net Income (%)	14.8	15.4	10.9	18.3	21.5	14.5	4.3	13.6	20.8
Return on Equity (%)	10.2	9.8	7.1	17.0	15.0	2.4	3.3	3.3	2.3
Current Ratio	2.7	7.4	6.9	9.1	3.7	2.7	21.9	2.8	3.1
Days in Net Patient Accounts Receivable	50.7	51.6	56.9	53.2	56.7	250.3	56.7	167.5	372.2
Average Payment Period	78.2	51.5	51.3	32.2	76.1	256.1	17.0	165.5	407.2
Equity Financing (%)	59.6	80.1	83.8	109.2	75.3	51.4	87.4	50.9	51.8
Long-Term Debt to Equity Ratio	0.3	0.1	0.1	-0.1	0.2	0.7	0.1	0.7	0.7
Times Interest Earned	18.0	14.8	14.2	32.4	32.4	45.6	10.7	48.7	56.7
Total Asset Turnover	0.6	0.6	0.7	0.9	0.7	0.2	0.7	0.2	0.1
Average Age of Plant (Years)	12.6	11.1	11.7	7.7	10.6	51.5	9.0	33.5	55.6
Increase (Decrease) Total Net Patient Revenue (%)	11.3	7.7	11.5	13.9	10.0	13.4	15.9	25.1	17.4
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	61.9	65.6	52.8	70.3	74.4	75.1	80.2	70.5	86.8
Patient Statistics - excludes newborns, includes swing-bed stays									
Inpatient Net Revenue Per Discharge	\$18,949	\$14,982	\$25,873	\$13,612	\$15,148	\$16,496	\$17,806	\$16,540	\$14,908
Inpatient Net Revenue Per Day	\$3,664	\$3,228	\$4,216	\$3,085	\$3,286	\$3,511	\$3,646	\$3,511	\$3,393
Outpatient Net Revenue Per Visit	\$753	\$697	\$852	\$815	\$699	\$874	\$806	\$799	\$924
Patient Statistics - excludes newborns and swing-bed stays									
Inpatient Net Revenue Per Discharge	\$19,048	\$14,982	\$25,873	\$13,716	\$15,250	\$17,171	\$18,526	\$16,641	\$15,950
Inpatient Net Revenue Per Day	\$3,702	\$3,228	\$4,216	\$3,149	\$3,348	\$3,936	\$4,098	\$3,561	\$4,126
Outpatient Net Revenue Per Visit	\$753	\$697	\$852	\$815	\$699	\$874	\$806	\$799	\$924
Source: 2021 Annual Survey of Hospitals, FY 2021 Hospital Fiscal Survey, WHA Information Center, LLC.									