

**142 ThedaCare Medical Center - Waupaca**  
 800 Riverside Drive  
 Waupaca, WI 54981  
 715-258-1000

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

County: Waupaca  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	26.3%	55.2%	0.48	46.6%	0.56	40.9%	0.64	29.9%	0.88
Obstetrics	39.2%	38.0%	1.03	30.9%	0.03	25.8%	1.52	33.4%	1.17
Pediatrics	0.0%	51.3%	N/A	14.5%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	27.6%	57.4%	0.48	47.3%	0.58	41.6%	0.66	30.9%	0.89
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.0	26.0	0.19	22.2	0.23	10.2	0.49	5.7	0.88
Obstetrics	0.8	4.9	0.16	4.4	0.18	1.8	0.43	0.7	1.17
Pediatrics	0.0	1.3	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.9	49.0	0.14	36.8	0.19	17.6	0.39	7.7	0.89
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	4.1	0.64	3.5	0.74	3.1	0.85	3.0	0.87
Obstetrics	2.2	2.6	0.88	2.4	0.91	2.2	1.02	2.4	0.93
Pediatrics	0.0	3.3	N/A	2.8	N/A	2.2	N/A	0.0	N/A
Total Hospital	2.6	4.5	0.57	4.2	0.62	3.3	0.77	2.9	0.89
<b>Surgical Operations</b>									
Inpatient	86	1,426	0.06	1,211	0.07	479	0.18	123	0.70
Outpatient	1,905	4,581	0.42	6,106	0.31	1,923	0.99	1,899	1.00
Inpatient as % of All Surgeries	4.3%	23.7%	0.18	16.6%	0.26	19.9%	0.22	6.1%	0.71
<b>Outpatient Visits</b>									
Non-Emergency Visits	59,605	144,376	0.41	97,819	0.61	67,442	0.88	51,455	1.16
Emergency Visits	11,481	17,768	0.65	15,674	0.73	12,660	0.91	10,736	1.07
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.0	23.0	0.39	19.5	0.46	12.7	0.71	10.0	0.90
Nurses, Licensed	50.8	251.3	0.20	188.9	0.27	102.4	0.50	45.4	1.12
Ancillary Nursing Personnel	3.1	39.7	0.08	19.4	0.16	17.0	0.18	6.7	0.46
All Other Personnel	126.0	509.3	0.25	317.9	0.40	220.5	0.57	101.3	1.24
Total FTEs	188.8	823.3	0.23	545.6	0.35	352.5	0.54	163.5	1.16
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	16.5	17.0	0.97	16.9	0.98	19.4	0.85	16.5	1.00
Nurses, Licensed	93.2	185.7	0.50	164.2	0.57	155.7	0.60	75.1	1.24
Ancillary Nursing Personnel	5.7	29.3	0.19	16.8	0.34	25.8	0.22	11.1	0.51
All Other Personnel	231.4	376.3	0.61	276.3	0.84	335.3	0.69	167.7	1.38
Total FTEs	346.9	608.3	0.57	474.3	0.73	536.2	0.65	270.5	1.28

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 983  
 Inpatient Days 2,518

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

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 26  
 Inpatient Days 294

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 128  
 Newborn Days 265

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	19	699	1,823	26.3%	5.0	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	2	128	286	39.2%	0.8	2.2
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	156	409	28.0%	1.1	2.6
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	0	0	0	0.0%	0.0	0.0

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

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

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

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	9	0	9.0	Surgical Personnel	2	3	4.1
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	7	9	12.3
Medical & Dental Residents	0	0	0.0	Sonographers	1	3	2.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	0	6.0
Registered Nurses	17	48	47.8	Occupational Therapists	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	4	1	4.8
Ancillary Nursing Personnel	0	7	3.1	Physical Therapy Assistants/Aides	2	4	3.6
Medical Assistants	2	1	2.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	7	7.9
Health Info Mgmt-Administrators/Technicians	5	1	5.8	All Other Personnel	38	38	58.9
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	4	7	7.6				
				<b>Total</b>	<b>112</b>	<b>130</b>	<b>188.8</b>

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area <sup>3</sup>		Volume Group <sup>4</sup>		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$46,729,168	53.6%	46.3%	1.16	47.7%	1.12	49.1%	1.09	57.9%	0.93
Medical Assistance	\$7,676,964	8.8%	13.6%	0.65	10.5%	0.84	10.9%	0.80	9.4%	0.94
Commercial	\$30,650,188	35.2%	35.3%	1.00	39.1%	0.90	36.4%	0.97	30.4%	1.16
All Other	\$2,090,932	2.4%	4.8%	0.50	2.7%	0.88	3.5%	0.68	2.3%	1.07
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$25,234,855	29.0%	34.9%	0.83	33.3%	0.87	35.9%	0.81	32.3%	0.90
Medical Assistance	\$4,748,271	5.4%	10.4%	0.53	7.8%	0.70	8.3%	0.66	5.5%	1.00
Commercial	\$11,194,271	12.8%	14.7%	0.87	13.9%	0.92	14.2%	0.91	6.3%	2.03
Charity Care	\$407,990	0.5%	1.0%	0.49	0.6%	0.74	1.3%	0.35	0.4%	1.21
Bad Debt	\$1,638,107	1.9%	1.1%	1.77	1.4%	1.30	1.2%	1.53	1.6%	1.17
All Other	\$1,004,193	1.2%	2.2%	0.53	2.0%	0.58	1.3%	0.87	1.0%	1.20
Total Deductions	\$44,227,687	50.8%	64.2%	0.79	59.1%	0.86	62.3%	0.82	47.1%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.5%	5.5%	0.28	1.9%	0.80	3.2%	0.48	1.7%	0.92	
Net Gains/Losses as % of Net Income	16.4%	13.2%	1.25	11.5%	1.42	29.1%	0.56	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$16,049,869	48.0%	44.0%	1.09	41.9%	1.15	44.1%	1.09	52.2%	0.92
Supplies & Services	\$15,518,829	46.5%	49.2%	0.94	50.8%	0.92	47.4%	0.98	41.6%	1.12
Capital Component	\$1,834,107	5.5%	6.8%	0.81	7.3%	0.75	8.5%	0.65	6.2%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)	23.4%	9.1%	2.57	16.8%	1.39	5.4%	4.36	14.2%	1.64	
Total Hospital Net Income (%)	26.7%	10.3%	2.59	18.6%	1.44	7.4%	3.61	12.5%	2.15	
Return on Equity (%)	31.0%	6.0%	5.17	15.9%	1.95	4.7%	6.55	10.5%	2.95	
Current Ratio	8.8	4.7	1.87	7.1	1.24	4.8	1.84	10.9	0.80	
Days in Net Patient Accounts Receivable	43.7	64.0	0.68	58.8	0.74	49.3	0.89	52.8	0.83	
Average Payment Period	22.8	56.5	0.40	30.8	0.74	48.1	0.47	22.2	1.03	
Equity Financing (%)	95.0%	69.2%	1.37	86.8%	1.09	74.4%	1.28	95.8%	0.99	
Long-Term Debt to Equity Ratio	0.0	0.3	0.00	0.1	0.00	0.2	0.00	0.0	N/A	
Times Interest Earned	4,724.7	13.4	351.58	37.1	127.40	7.5	634.19	1,229.0	3.84	
Total Asset Turnover	1.1	0.6	1.93	0.8	1.33	0.6	1.77	0.9	1.29	
Average Age of Plant (Years)	22.8	12.6	1.81	8.9	2.57	10.2	2.24	21.1	1.08	
Increase (Decrease) Total Net Patient Revenue	18.1%	7.3%	2.49	0.5%	34.26	4.2%	4.30	23.6%	0.77	
Outpatient Gross Revenue (% of Total GPR)	87.3%	63.3%	1.38	67.6%	1.29	72.8%	1.20	87.2%	1.00	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,409	\$16,906	0.44	\$13,409	0.55	\$11,314	0.65	\$6,047	1.23	
Inpatient Net Revenue per Day	\$2,653	\$3,675	0.72	\$3,142	0.84	\$3,281	0.81	\$1,922	1.38	
Outpatient Net Revenue per Visit	\$522	\$703	0.74	\$724	0.72	\$705	0.74	\$502	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$87,147,252	Cash & Cash Equivalents	\$11,257,500	Current Liabilities	\$1,977,166
Less Deductions	\$44,227,687	Net Patient Receivables	\$5,142,658	Long-Term Debt	\$61
Net Patient Revenue	\$42,919,565	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$670,399			Subtotal	\$1,977,227
Total Revenue	\$43,589,964	Land, Buildings & Equipment (Net)	\$21,898,425	Unrestricted Fund Balance	\$37,316,370
Less Expenses	\$33,402,804	Other Assets	\$995,014	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$2,000,042			Total Liabilities & Fund Balance	\$39,293,597
Net Income	\$12,187,201	Total Assets	\$39,293,597		