

**153 ThedaCare Medical Center - Wild Rose**  
 Box 243, 601 Grove Avenue  
 Wild Rose, WI 54984  
 920-622-3257

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

County: Waushara  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 1

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	5.1%	57.9%	0.09	50.0%	0.10	14.2%	0.36	4.4%	1.16
Obstetrics	0.0%	36.8%	N/A	28.9%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	62.6%	N/A	0.0%	N/A
Total Hospital	5.3%	58.7%	0.09	50.4%	0.11	18.3%	0.29	4.4%	1.22
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.3	26.8	0.05	23.2	0.05	2.1	0.61	1.1	1.16
Obstetrics	0.0	4.8	N/A	4.6	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.3	49.8	0.03	37.4	0.04	2.8	0.48	1.1	1.22
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	4.6	0.72	4.2	0.79	3.6	0.90	2.9	1.14
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	2.6	N/A	2.6	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.71	4.4	0.79	4.3	0.80	2.9	1.20
<b>Surgical Operations</b>									
Inpatient	0	1,037	N/A	1,060	N/A	54	N/A	0	N/A
Outpatient	53	3,865	0.01	5,859	0.01	1,655	0.03	50	1.06
Inpatient as % of All Surgeries	0.0%	21.2%	N/A	15.3%	N/A	3.2%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	11,965	145,246	0.08	100,098	0.12	27,310	0.44	5,325	2.25
Emergency Visits	4,129	16,058	0.26	15,000	0.28	3,184	1.30	3,538	1.17
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	19.0	0.05	14.2	0.07	1.7	0.58	3.0	0.33
Nurses, Licensed	11.2	247.5	0.05	181.5	0.06	37.1	0.30	16.6	0.67
Ancillary Nursing Personnel	4.7	40.3	0.12	13.1	0.36	6.4	0.74	5.4	0.87
All Other Personnel	45.3	496.2	0.09	298.4	0.15	71.3	0.63	39.1	1.16
Total FTEs	62.2	803.0	0.08	507.2	0.12	116.6	0.53	64.0	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.6	13.0	1.05	11.3	1.20	11.4	1.18	50.9	0.27
Nurses, Licensed	151.9	168.4	0.90	144.6	1.05	246.5	0.62	281.5	0.54
Ancillary Nursing Personnel	63.7	27.4	2.33	10.4	6.10	42.3	1.51	91.2	0.70
All Other Personnel	614.3	337.6	1.82	237.6	2.59	473.5	1.30	662.3	0.93
Total FTEs	843.5	546.4	1.54	403.9	2.09	773.8	1.09	1,085.8	0.78

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 140  
 Inpatient Days 485

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

**Medicare-certified Swing Beds:**  
 Average Beds Used 3  
 Discharges 78  
 Inpatient Days 1,130

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	25	140	461	5.1%	1.3	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	9	24	0.0%	0.1	2.7
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>	5	0	0	0	0.0%	0.0	0.0
<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	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	5	7.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	9	9	11.2	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.3
Licensed Practical Nurses	0	0	0.0	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	3	5	4.7	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	0	3.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	20	9	23.7
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	6	0	6.0				
				<b>Total</b>	<b>52</b>	<b>29</b>	<b>62.2</b>

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$14,219,320	50.4%	46.6%	1.08	48.5%	1.04	46.0%	1.09	54.9%	0.92
Medical Assistance	\$4,018,026	14.2%	14.4%	0.99	11.1%	1.28	12.0%	1.19	12.9%	1.11
Commercial	\$8,936,882	31.7%	33.9%	0.94	37.0%	0.86	37.7%	0.84	28.8%	1.10
All Other	\$1,034,592	3.7%	5.1%	0.72	3.4%	1.07	4.2%	0.87	3.4%	1.08
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,796,110	27.6%	35.2%	0.78	34.4%	0.80	24.4%	1.13	30.0%	0.92
Medical Assistance	\$3,450,807	12.2%	11.1%	1.10	8.5%	1.45	8.3%	1.47	10.9%	1.12
Commercial	\$3,018,667	10.7%	14.9%	0.72	14.3%	0.75	11.4%	0.94	9.4%	1.14
Charity Care	\$137,650	0.5%	0.7%	0.68	0.6%	0.76	0.7%	0.69	0.6%	0.80
Bad Debt	\$657,516	2.3%	1.0%	2.29	1.4%	1.67	1.4%	1.67	2.1%	1.10
All Other	\$349,460	1.2%	2.8%	0.44	2.5%	0.50	2.2%	0.56	1.1%	1.12
Total Deductions	\$15,410,210	54.6%	65.8%	0.83	61.6%	0.89	48.5%	1.13	54.1%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.8%	6.5%	0.12		2.9%	0.28	5.2%	0.15	1.2%	0.64
Net Gains/Losses as % of Net Income	0.1%	29.4%	0.00		25.8%	0.00	16.4%	0.00	20.0%	0.00
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,235,144	66.7%	42.4%	1.57	39.7%	1.68	49.0%	1.36	64.9%	1.03
Supplies & Services	\$3,497,159	28.3%	51.3%	0.55	53.8%	0.53	44.0%	0.64	30.6%	0.93
Capital Component	\$607,284	4.9%	6.2%	0.79	6.5%	0.75	7.0%	0.70	4.4%	1.11
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.4%	10.4%	0.42	14.3%	0.31	12.2%	0.36	2.4%	1.85
Total Hospital Net Income (%)		4.4%	14.1%	0.31	18.3%	0.24	14.2%	0.31	2.9%	1.49
Return on Equity (%)		7.6%	6.3%	1.21	17.0%	0.45	21.6%	0.35	3.3%	2.34
Current Ratio		16.1	4.1	3.90	9.1	1.77	2.1	7.56	23.8	0.67
Days in Net Patient Accounts Receivable		53.0	87.5	0.61	53.2	1.00	53.3	0.99	52.0	1.02
Average Payment Period		7.5	89.9	0.08	32.2	0.23	54.9	0.14	9.2	0.82
Equity Financing (%)		92.5%	64.7%	1.43	109.2%	0.85	43.0%	2.15	97.8%	0.95
Long-Term Debt to Equity Ratio		0.0	0.3	0.14	-0.1	N/A	0.7	0.07	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	13.9	N/A	207.0	N/A
Total Asset Turnover		1.7	0.4	4.08	0.9	1.98	1.5	1.18	1.1	1.58
Average Age of Plant (Years)		4.6	17.1	0.27	7.7	0.60	8.5	0.54	6.9	0.66
Increase (Decrease) Total Net Patient Revenue		16.0%	12.7%	1.26	13.9%	1.15	15.6%	1.03	-7.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.9%	64.9%	1.28	70.3%	1.18	82.0%	1.01	81.5%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,936	\$18,658	0.53		\$13,612	0.73	\$21,986	0.45	\$9,269	1.07
Inpatient Net Revenue per Day	\$1,324	\$3,656	0.36		\$3,085	0.43	\$3,295	0.40	\$1,244	1.07
Outpatient Net Revenue per Visit	\$697	\$781	0.89		\$815	0.86	\$696	1.00	\$1,076	0.65

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$28,208,819	Cash & Cash Equivalents	\$1,902,226	Current Liabilities	\$242,455
Less Deductions	\$15,410,210	Net Patient Receivables	\$1,857,718	Long-Term Debt	\$311,636
Net Patient Revenue	\$12,798,609	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$102,792			Subtotal	\$554,091
Total Revenue	\$12,901,400	Land, Buildings & Equipment (Net)	\$3,485,120	Unrestricted Fund Balance	\$6,828,161
Less Expenses	\$12,339,587	Other Assets	\$137,190	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$286			Total Liabilities & Fund Balance	\$7,382,252
Net Income	\$562,099	Total Assets	\$7,382,254		