

**092 ThedaCare Regional Medical Center - Neenah**  
130 Second Street, PO Box 2021  
Neenah, WI 54956  
920-729-3100

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

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

Control:

|                                               |         | All GMS Hospitals |       | Analysis Area<br>3 |       | Volume Group<br>7 |       | FY 2024 vs. 2023 |       |
|-----------------------------------------------|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| Selected Utilization Statistics               | FY 2024 | Value             | Ratio | Value              | Ratio | Value             | Ratio | FY 2023          | Ratio |
| <b>Occupancy Rate (%)</b>                     |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 74.4%   | 63.0%             | 1.18  | 60.1%              | 1.24  | 79.3%             | 0.94  | 68.9%            | 1.08  |
| Obstetrics                                    | 45.8%   | 40.9%             | 1.12  | 33.8%              | 0.38  | 49.7%             | 0.92  | 41.2%            | 1.11  |
| Pediatrics                                    | 0.0%    | 77.7%             | N/A   | 97.3%              | N/A   | 66.8%             | N/A   | 0.0%             | N/A   |
| Total Hospital                                | 63.4%   | 63.6%             | 1.00  | 54.8%              | 1.16  | 72.9%             | 0.87  | 59.2%            | 1.07  |
| <b>Average Census (Patients)</b>              |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 52.8    | 25.0              | 2.11  | 23.0               | 2.29  | 93.2              | 0.57  | 48.9             | 1.08  |
| Obstetrics                                    | 12.8    | 5.2               | 2.46  | 5.2                | 2.49  | 13.0              | 0.99  | 11.5             | 1.11  |
| Pediatrics                                    | 0.0     | 3.9               | N/A   | 0.7                | N/A   | 6.0               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 101.4   | 46.9              | 2.16  | 35.1               | 2.89  | 188.5             | 0.54  | 94.8             | 1.07  |
| <b>Average Length of Stay (Days)</b>          |         |                   |       |                    |       |                   |       |                  |       |
| Adult Medical-Surgical                        | 3.7     | 4.3               | 0.86  | 3.8                | 0.98  | 4.7               | 0.80  | 3.9              | 0.95  |
| Obstetrics                                    | 2.5     | 2.4               | 1.04  | 2.3                | 1.09  | 2.5               | 1.00  | 2.5              | 1.01  |
| Pediatrics                                    | 0.0     | 3.9               | N/A   | 2.8                | N/A   | 4.3               | N/A   | 0.0              | N/A   |
| Total Hospital                                | 3.9     | 4.8               | 0.80  | 4.1                | 0.95  | 5.2               | 0.74  | 4.0              | 0.95  |
| <b>Surgical Operations</b>                    |         |                   |       |                    |       |                   |       |                  |       |
| Inpatient                                     | 3,672   | 1,014             | 3.62  | 986                | 3.72  | 3,636             | 1.01  | 3,278            | 1.12  |
| Outpatient                                    | 11,810  | 4,465             | 2.65  | 5,998              | 1.97  | 11,900            | 0.99  | 10,730           | 1.10  |
| Inpatient as % of All Surgeries               | 23.7%   | 18.5%             | 1.28  | 14.1%              | 1.68  | 23.4%             | 1.01  | 23.4%            | 1.01  |
| <b>Outpatient Visits</b>                      |         |                   |       |                    |       |                   |       |                  |       |
| Non-Emergency Visits                          | 95,378  | 139,692           | 0.68  | 83,281             | 1.15  | 398,884           | 0.24  | 91,509           | 1.04  |
| Emergency Visits                              | 28,007  | 17,650            | 1.59  | 15,728             | 1.78  | 41,840            | 0.67  | 25,486           | 1.10  |
| <b>Full-Time Equivalents (FTEs)</b>           |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 3.0     | 4.3               | 0.69  | 2.1                | 1.44  | 12.4              | 0.24  | 31.0             | 0.10  |
| Nurses, Licensed                              | 324.7   | 232.9             | 1.39  | 185.7              | 1.75  | 803.2             | 0.40  | 304.3            | 1.07  |
| Ancillary Nursing Personnel                   | 1.3     | 38.9              | 0.03  | 14.5               | 0.09  | 139.1             | 0.01  | 1.4              | 0.93  |
| All Other Personnel                           | 568.2   | 451.0             | 1.26  | 283.9              | 2.00  | 1,510.6           | 0.38  | 491.1            | 1.16  |
| Total FTEs                                    | 897.2   | 727.1             | 1.23  | 486.3              | 1.84  | 2,465.3           | 0.36  | 827.8            | 1.08  |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |         |                   |       |                    |       |                   |       |                  |       |
| Administrators                                | 1.3     | 3.0               | 0.44  | 1.6                | 0.81  | 2.5               | 0.53  | 15.8             | 0.08  |
| Nurses, Licensed                              | 142.7   | 160.0             | 0.89  | 145.0              | 0.98  | 159.6             | 0.89  | 155.3            | 0.92  |
| Ancillary Nursing Personnel                   | 0.6     | 26.7              | 0.02  | 11.3               | 0.05  | 27.6              | 0.02  | 0.7              | 0.80  |
| All Other Personnel                           | 249.7   | 309.9             | 0.81  | 221.6              | 1.13  | 300.2             | 0.83  | 250.6            | 1.00  |
| Total FTEs                                    | 394.3   | 499.6             | 0.79  | 379.6              | 1.04  | 489.9             | 0.80  | 422.4            | 0.93  |

**Total Hospital:**

Beds Set Up & Staffed 160  
Discharges 9,620  
Inpatient Days 37,098

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 0  
Discharges 0  
Inpatient Days 0

**Newborn Nursery:**

Bassinets 22  
Total Births 1,834  
Newborn Days 3,275

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>06/30/2024 | 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         | H                 | 71                                  | 5,204                    | 19,338               | 74.4%              | 52.8                      | 3.7                           |
| Orthopedic                            | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Rehabilitation & Physical Medicine    | H                 | 12                                  | 203                      | 2,440                | 55.6%              | 6.7                       | 12.0                          |
| Hospice                               | H                 | 0                                   | 153                      | 295                  | 0.0%               | 0.8                       | 1.9                           |
| Palliative Care                       | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Acute Long-Term Care                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Other Acute                           | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Pediatric, acute</b>               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Geriatric, acute</b>               | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Obstetrics</b>                     | H                 | 28                                  | 1,876                    | 4,697                | 45.8%              | 12.8                      | 2.5                           |
| <b>Psychiatric</b>                    | H                 | 19                                  | 811                      | 3,393                | 48.8%              | 9.3                       | 4.2                           |
| <b>Alcoholism/chemical dependency</b> | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Intensive Care</b>                 |                   |                                     |                          |                      |                    |                           |                               |
| ICU/CCU                               | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Cardiac Intensive Unit                | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Pediatric Intensive Care              | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Burn Care                             | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| Mixed Intensive Care                  | H                 | 14                                  | 247                      | 2,537                | 49.5%              | 6.9                       | 10.3                          |
| Step-Down (Special Care)              | H                 | 16                                  | 1,126                    | 4,398                | 75.1%              | 12.0                      | 3.9                           |
| Neonatal Intensive/Intermediate Care  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Care</b>                           |                   |                                     |                          |                      |                    |                           |                               |
| Other Intensive Care                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Subacute care</b>                  | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Other inpatient</b>                | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |

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

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

\* H = Service is provided in or by the Hospital, S = Service is provided by the System

C = Contracted, N = Service Not Provided

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| Occupation                                  | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE | Occupation                            | Number<br>Full-Time | Number<br>Part-Time | Number<br>FTE |
|---------------------------------------------|---------------------|---------------------|---------------|---------------------------------------|---------------------|---------------------|---------------|
| Administrators                              | 3                   | 0                   | 3.0           | Radiological Services Personnel       | 45                  | 19                  | 51.7          |
| Dentists                                    | 0                   | 0                   | 0.0           | Sonographers                          | 0                   | 0                   | 0.0           |
| Medical & Dental Residents                  | 0                   | 0                   | 0.0           | Physician Assistants                  | 0                   | 0                   | 0.0           |
| Dental Hygienists                           | 0                   | 0                   | 0.0           | Surgical Technicians                  | 15                  | 1                   | 15.5          |
| Registered Nurses                           | 272                 | 110                 | 315.1         | Respiratory Therapists                | 8                   | 8                   | 10.9          |
| Certified Nurse Midwives                    | 0                   | 0                   | 0.0           | Occupational Therapists               | 12                  | 1                   | 12.1          |
| Licensed Practical Nurses                   | 5                   | 11                  | 9.6           | Occupational Therapy Assistants/Aides | 1                   | 0                   | 1.0           |
| Ancillary Nursing Personnel                 | 1                   | 1                   | 1.3           | Physical Therapists                   | 9                   | 6                   | 12.8          |
| Medical Assistants                          | 6                   | 1                   | 6.4           | Physical Therapy Assistants/Aides     | 2                   | 7                   | 2.9           |
| Nurse Practitioners                         | 0                   | 0                   | 0.0           | Recreational Therapists               | 0                   | 0                   | 0.0           |
| Certified Registered Nurse Anesthetists     | 0                   | 0                   | 0.0           | Dietitians & Nutritionists            | 0                   | 1                   | 0.7           |
| Clinical Nurse Specialists                  | 0                   | 0                   | 0.0           | Psychologists                         | 0                   | 0                   | 0.0           |
| Health Info Mgmt-Administrators/Technicians | 30                  | 11                  | 34.3          | Social Workers                        | 5                   | 6                   | 7.2           |
| Pharmacists                                 | 19                  | 2                   | 20.0          | Psychiatric Technicians               | 7                   | 5                   | 9.0           |
| Medical & Clinical LaboratoryTechnicians    | 10                  | 9                   | 12.2          | Pharmacy Technicians                  | 21                  | 3                   | 21.3          |
| Surgical Personnel                          | 23                  | 10                  | 25.9          | Medical Coding Technicians            | 0                   | 0                   | 0.0           |
| Directors/Managers                          | 28                  | 0                   | 28.0          | All Other Contracted Staff            | 0                   | 0                   | 0.0           |
| Food Service Workers                        | 19                  | 18                  | 24.2          | All Other Health Professionals        | 45                  | 109                 | 81.9          |
| Environmental Services Workers              | 25                  | 2                   | 26.0          | All Other Personnel                   | 117                 | 21                  | 126.0         |
| Medical & Clinical LaboratoryTechnologists  | 22                  | 5                   | 24.7          |                                       |                     |                     |               |
| All Other Radiologic Personnel              | 12                  | 6                   | 13.6          |                                       |                     |                     |               |
|                                             |                     |                     |               | <b>Total</b>                          | <b>762</b>          | <b>373</b>          | <b>897.2</b>  |
| Total Active Privileged Medical Staff: 352  |                     |                     |               |                                       |                     |                     |               |

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| Neenah, WI 54956                                  |               |       | All GMS Hospitals |       | Analysis Area |       | Volume Group |       | FY 2024 vs. 2023 |         |       |
|---------------------------------------------------|---------------|-------|-------------------|-------|---------------|-------|--------------|-------|------------------|---------|-------|
| Selected Financial Statistics                     |               |       | FY 2024           | Value | Ratio         | Value | Ratio        | Value | Ratio            | FY 2023 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue |               |       |                   |       |               |       |              |       |                  |         |       |
| Medicare                                          | \$314,846,782 | 41.2% | 49.1%             | 0.84  | 51.2%         | 0.80  | 49.6%        | 0.83  | 42.1%            | 0.98    |       |
| Medical Assistance                                | \$98,891,525  | 12.9% | 13.0%             | 1.00  | 10.3%         | 1.26  | 11.8%        | 1.10  | 12.9%            | 1.00    |       |
| Commercial                                        | \$327,934,058 | 42.9% | 32.2%             | 1.33  | 35.2%         | 1.22  | 32.4%        | 1.33  | 42.2%            | 1.02    |       |
| All Other                                         | \$22,696,516  | 3.0%  | 5.7%              | 0.52  | 3.3%          | 0.89  | 6.2%         | 0.48  | 2.8%             | 1.07    |       |
| Deductions as % of Total Gross Patient Revenue    |               |       |                   |       |               |       |              |       |                  |         |       |
| Medicare                                          | \$226,857,649 | 29.7% | 38.3%             | 0.78  | 37.9%         | 0.78  | 39.3%        | 0.75  | 30.9%            | 0.96    |       |
| Medical Assistance                                | \$74,525,085  | 9.7%  | 10.2%             | 0.96  | 7.9%          | 1.23  | 9.5%         | 1.03  | 9.8%             | 0.99    |       |
| Commercial                                        | \$161,737,938 | 21.2% | 15.3%             | 1.38  | 16.8%         | 1.26  | 16.1%        | 1.31  | 20.0%            | 1.06    |       |
| Charity Care                                      | \$5,139,782   | 0.7%  | 0.9%              | 0.79  | 0.7%          | 1.01  | 0.9%         | 0.76  | 0.8%             | 0.86    |       |
| Bad Debt                                          | \$10,864,819  | 1.4%  | 1.0%              | 1.38  | 1.2%          | 1.16  | 0.9%         | 1.50  | 0.9%             | 1.62    |       |
| All Other                                         | \$10,058,117  | 1.3%  | 3.3%              | 0.40  | 1.8%          | 0.74  | 3.6%         | 0.37  | 1.3%             | 1.00    |       |
| Total Deductions                                  | \$489,183,390 | 64.0% | 68.9%             | 0.93  | 66.2%         | 0.97  | 70.3%        | 0.91  | 63.7%            | 1.00    |       |
| Other Revenue & Net Gains or Losses               |               |       |                   |       |               |       |              |       |                  |         |       |
| Other Revenue as % of Total Revenue               |               | 1.5%  | 7.1%              | 0.21  | 1.5%          | 0.97  | 8.1%         | 0.18  | 2.3%             | 0.64    |       |
| Net Gains/Losses as % of Net Income               |               | N/A   | 19.9%             | N/A   | 13.3%         | N/A   | 22.4%        | N/A   | 0.0%             | N/A     |       |
| Expenses as % of Total Expenses                   |               |       |                   |       |               |       |              |       |                  |         |       |
| Salary/Fringe Benefits                            | \$100,451,055 | 40.8% | 41.8%             | 0.97  | 38.4%         | 1.06  | 40.0%        | 1.02  | 39.9%            | 1.02    |       |
| Supplies & Services                               | \$130,017,322 | 52.8% | 52.7%             | 1.00  | 56.3%         | 0.94  | 55.1%        | 0.96  | 53.6%            | 0.98    |       |
| Capital Component                                 | \$15,921,962  | 6.5%  | 5.5%              | 1.18  | 5.3%          | 1.22  | 4.9%         | 1.33  | 6.4%             | 1.00    |       |
| Fiscal Statistics                                 |               |       |                   |       |               |       |              |       |                  |         |       |
| Operating Margin (%)                              |               | 11.8% | 7.9%              | 1.50  | 11.1%         | 1.07  | 7.5%         | 1.57  | 9.5%             | 1.24    |       |
| Total Hospital Net Income (%)                     |               | 11.8% | 9.7%              | 1.22  | 12.6%         | 0.94  | 9.5%         | 1.24  | 9.5%             | 1.24    |       |
| Return on Equity (%)                              |               | 4.8%  | 8.4%              | 0.57  | 7.4%          | 0.66  | 9.7%         | 0.50  | 5.4%             | 0.90    |       |
| Current Ratio                                     |               | 178.3 | 5.5               | 32.68 | 26.1          | 6.83  | 7.4          | 23.97 | 49.1             | 3.63    |       |
| Days in Net Patient Accounts Receivable           |               | 51.1  | 78.5              | 0.65  | 55.4          | 0.92  | 57.7         | 0.89  | 48.4             | 1.06    |       |
| Equity Financing (%)                              |               | 99.7% | 59.9%             | 1.66  | 108.9%        | 0.92  | 72.1%        | 1.38  | 98.8%            | 1.01    |       |
| Long-Term Debt to Equity Ratio                    |               | 0.0   | 0.5               | N/A   | 0.0           | N/A   | 0.3          | N/A   | 0.0              | 0.77    |       |
| Times Interest Earned                             |               | 0.0   | 16.8              | N/A   | 146.5         | N/A   | 19.3         | N/A   | 0.0              | N/A     |       |
| Total Asset Turnover                              |               | 0.4   | 0.5               | 0.86  | 0.6           | 0.65  | 0.7          | 0.58  | 0.6              | 0.72    |       |
| Average Age of Plant (Years)                      |               | 0.3   | 20.1              | 0.02  | 5.3           | 0.06  | 14.7         | 0.02  | 10.0             | 0.03    |       |
| Increase (Decrease) Total Net Patient Revenue     |               | 11.3% | 7.2%              | 1.56  | 7.2%          | 1.58  | 8.4%         | 1.34  | -0.1%            | N/A     |       |
| Outpatient Gross Revenue (% of Total GPR)         |               | 55.4% | 67.5%             | 0.82  | 72.0%         | 0.77  | 62.1%        | 0.89  | 55.8%            | 0.99    |       |

| Income Statement            |               | Assets                            |               | Liabilities & Fund Balances      |                  |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|------------------|
| Gross Patient Revenue (GPR) | \$764,368,881 | Cash & Cash Equivalents           | \$0           | Current Liabilities              | \$3,036,451      |
| Less Deductions             | \$489,183,390 | Net Patient Receivables           | \$38,423,330  | Long-Term Debt                   | -\$800,616       |
| Net Patient Revenue         | \$275,185,491 | Other Receivables                 | \$497,613,028 | Other Liabilities                | \$0              |
| Plus Other Revenue          | \$4,156,042   |                                   |               | Subtotal                         | \$2,235,835      |
| Total Revenue               | \$279,341,531 | Land, Buildings & Equipment (Net) | \$142,436,772 | Unrestricted Fund Balance        | \$681,492,781.00 |
| Less Expenses               | \$246,390,339 | Other Assets                      | \$5,255,486   | Restricted Fund Balance          | \$0              |
| Non-Operating Gains/Losses  | -\$12,504     |                                   |               | Total Liabilities & Fund Balance | \$683,728,616    |
| Net Income                  | \$32,938,688  | Total Assets                      | \$683,728,616 |                                  |                  |