

338 ThedaCare Medical Center Orthopedics, Spine and Pain
 2400 E Capitol Drive
 Appleton, WI 54911
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Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

		All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2025 vs. 2024	
Selected Utilization Statistics	FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	17.9%	65.1%	0.27	58.8%	0.30	18.8%	0.95	11.1%	1.61
Obstetrics	0.0%	43.7%	N/A	32.8%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	77.8%	N/A	89.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	17.9%	65.1%	0.27	56.6%	0.32	18.9%	0.95	11.1%	1.61
Average Census (Patients)									
Adult Medical-Surgical	2.1	26.0	0.08	22.9	0.09	2.5	0.86	1.3	1.61
Obstetrics	0.0	5.4	N/A	5.0	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.9	N/A	0.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.1	47.2	0.05	33.9	0.06	2.8	0.77	1.3	1.61
Average Length of Stay (Days)									
Adult Medical-Surgical	1.7	4.2	0.40	3.7	0.46	3.1	0.54	1.2	1.39
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	4.0	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.7	4.7	0.36	4.0	0.43	3.1	0.54	1.2	1.39
Surgical Operations									
Inpatient	508	1,075	0.47	918	0.55	165	3.08	431	1.18
Outpatient	8,812	4,478	1.97	5,900	1.49	2,649	3.33	8,531	1.03
Inpatient as % of All Surgeries	5.5%	18.4%	0.30	13.5%	0.40	4.5%	1.22	4.8%	1.13
Outpatient Visits									
Non-Emergency Visits	87,439	149,200	0.59	101,916	0.86	34,765	2.52	30,074	2.91
Emergency Visits	0	17,658	N/A	14,575	N/A	4,686	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	1.0	3.6	0.28	1.4	0.70	2.1	0.47	1.0	1.00
Nurses, Licensed	55.8	231.2	0.24	165.5	0.34	40.4	1.38	49.0	1.14
Ancillary Nursing Personnel	0.2	36.8	0.01	12.6	0.02	4.4	0.05	0.2	1.00
All Other Personnel	116.4	472.1	0.25	278.8	0.42	80.2	1.45	89.8	1.30
Total FTEs	173.4	743.6	0.23	458.3	0.38	127.1	1.36	140.0	1.24
FTEs per 100 Patient Census (Adjusted)									
Administrators	6.3	2.4	2.64	1.2	5.43	9.7	0.65	9.6	0.66
Nurses, Licensed	354.2	155.9	2.27	135.1	2.62	185.6	1.91	470.4	0.75
Ancillary Nursing Personnel	1.3	24.8	0.05	10.3	0.12	20.1	0.06	1.9	0.66
All Other Personnel	738.5	318.4	2.32	227.5	3.25	368.5	2.00	861.6	0.86
Total FTEs	1,100.3	501.6	2.19	374.1	2.94	583.9	1.88	1,343.6	0.82

Total Hospital:

Beds Set Up & Staffed 12
 Discharges 461
 Inpatient Days 784

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2025	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	H	12	461	784	17.9%	2.1	1.7
Orthopedic	N	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	S	0	0	0	0.0%	0.0	0.0
Hospice	S	0	0	0	0.0%	0.0	0.0
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
Pediatric, acute	N	0	0	0	0.0%	0.0	0.0
Geriatric, acute	N	0	0	0	0.0%	0.0	0.0
Obstetrics	S	0	0	0	0.0%	0.0	0.0
Psychiatric	S	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	N	0	0	0	0.0%	0.0	0.0
Intensive Care							
ICU/CCU	N	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	S	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	S	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	N	0	0	0	0.0%	0.0	0.0
Care							
Other Intensive Care	N	0	0	0	0.0%	0.0	0.0
Subacute care	N	0	0	0	0.0%	0.0	0.0
Other inpatient	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 Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	1	0	1.0	Radiological Services Personnel	7	3	7.7
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	All Other Radiologic Personnel	1	0	1.0
Registered Nurses	45	25	55.8	Respiratory Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	3	1	3.5
Licensed Practical Nurses	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	2	0.2	Physical Therapists	14	3	15.8
Medical Assistants	0	0	0.0	Physical Therapy Assistants/Aides	2	0	2.0
Nurse Practitioners	0	0	0.0	Recreational Therapists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	Psychologists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	5	1	5.5	Social Workers	0	0	0.0
Pharmacists	2	0	2.0	Psychiatric Technicians	0	0	0.0
Medical & Clinical Laboratory Technicians	2	0	2.0	Pharmacy Technicians	1	0	1.0
Surgical Personnel	4	1	4.1	Medical Coding Technicians	0	0	0.0
Directors/Managers	5	0	5.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	6	3	7.8	All Other Health Professionals	19	13	23.7
Environmental Services Workers	7	2	8.0	All Other Personnel	17	3	18.1
Medical & Clinical Laboratory Technologists	6	4	7.2				
				Total	149	61	173.4
Total Active Privileged Medical Staff: 272							

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			All GMS Hospitals		Analysis Area ³		Volume Group ²		FY 2025 vs. 2024	
Selected Financial Statistics		FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$108,418,273	44.6%	49.8%	0.89	51.9%	0.86	49.0%	0.91	44.5%	1.00
Medical Assistance	\$19,101,774	7.9%	12.1%	0.65	9.8%	0.81	9.6%	0.82	7.9%	0.99
Commercial	\$112,318,131	46.2%	31.6%	1.46	34.5%	1.34	37.5%	1.23	46.6%	0.99
All Other	\$3,317,049	1.4%	6.4%	0.21	3.8%	0.35	3.9%	0.35	1.0%	1.32
Deductions as % of Total Gross Patient Revenue										
Medicare	\$76,847,984	31.6%	39.1%	0.81	38.8%	0.82	33.6%	0.94	29.8%	1.06
Medical Assistance	\$17,358,143	7.1%	9.5%	0.75	7.4%	0.97	6.7%	1.06	6.8%	1.05
Commercial	\$48,736,488	20.0%	15.5%	1.30	16.9%	1.19	14.8%	1.36	18.6%	1.08
Charity Care	\$996,502	0.4%	1.0%	0.41	0.7%	0.58	0.5%	0.79	0.3%	1.38
Bad Debt	\$0	0.0%	1.0%	N/A	1.3%	N/A	0.9%	N/A	0.1%	N/A
All Other	\$1,495,302	0.6%	3.7%	0.17	2.0%	0.30	4.0%	0.15	0.4%	1.39
Total Deductions	\$145,434,419	59.8%	69.8%	0.86	67.0%	0.89	60.6%	0.99	56.0%	1.07
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.5%	8.6%	0.06	3.5%	0.15	4.3%	0.12	0.7%	0.69
Net Gains/Losses as % of Net Income		N/A	20.2%	N/A	13.5%	N/A	3.6%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$15,730,159	19.3%	40.7%	0.47	34.3%	0.56	39.9%	0.48	27.4%	0.70
Supplies & Services	\$58,816,043	72.1%	54.1%	1.33	61.1%	1.18	52.8%	1.36	61.7%	1.17
Capital Component	\$7,075,529	8.7%	5.2%	1.67	4.6%	1.87	7.3%	1.20	11.0%	0.79
Fiscal Statistics										
Operating Margin (%)		16.9%	7.7%	2.21	12.5%	1.36	15.5%	1.09	18.0%	0.94
Total Hospital Net Income (%)		16.9%	9.4%	1.79	14.1%	1.20	15.9%	1.06	18.0%	0.94
Current Ratio		108.7	2.3	46.40	30.6	3.55	1.1	95.91	138.5	0.79
Days in Net Patient Accounts Receivable		46.0	62.7	0.73	49.4	0.93	75.3	0.61	46.2	1.00
Equity Financing (%)		99.3%	62.3%	1.59	112.1%	0.89	54.9%	1.81	99.5%	1.00
Long-Term Debt to Equity Ratio		0.0	0.4	0.00	0.0	1.37	0.5	0.00	0.0	1.66
Times Interest Earned		0.0	16.0	N/A	159.8	N/A	23.3	N/A	0.0	N/A
Total Asset Turnover		0.5	0.2	2.20	0.7	0.71	0.0	13.11	0.5	1.04
Average Age of Plant (Years)		1.4	14.2	0.10	6.4	0.22	11.1	0.13	0.4	3.47
Increase (Decrease) Total Net Patient Revenue		7.2%	6.9%	1.04	9.3%	0.78	5.7%	1.26	14.1%	0.51
Outpatient Gross Revenue (% of Total GPR)		86.4%	67.9%	1.27	72.3%	1.19	87.1%	0.99	87.2%	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$243,155,227	Cash & Cash Equivalents	\$19,323,863	Current Liabilities	\$1,351,491
Less Deductions	\$145,434,419	Net Patient Receivables	\$12,319,105	Long-Term Debt	\$120,243
Net Patient Revenue	\$97,720,808	Other Receivables	\$113,594,693	Other Liabilities	\$0
Plus Other Revenue	\$507,379			Subtotal	\$1,471,734
Total Revenue	\$98,228,187	Land, Buildings & Equipment (Net)	\$60,144,571	Unrestricted Fund Balance	\$205,620,713.00
Less Expenses	\$81,621,731	Other Assets	\$1,710,215	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$435			Total Liabilities & Fund Balance	\$207,092,447
Net Income	\$16,606,021	Total Assets	\$207,092,447		