

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

Fiscal Year: 07/01 to 06/30  
Type: GMS  
Critical Access Hospital  
Control: Other Not-For-Profit

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

|                                               |        | All GMS Hospitals |       | Analysis Area<br>3 |       | Volume Group<br>4 |       | FY 2025 vs. 2024 |         |       |
|-----------------------------------------------|--------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|---------|-------|
| Selected Utilization Statistics               |        | FY 2025           | Value | Ratio              | Value | Ratio             | Value | Ratio            | FY 2024 | Ratio |
| <b>Occupancy Rate (%)</b>                     |        |                   |       |                    |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 25.2%  | 65.1%             | 0.39  | 58.8%              | 0.43  | 42.9%             | 0.59  | 27.6%            | 0.91    |       |
| Obstetrics                                    | 0.0%   | 43.7%             | N/A   | 32.8%              | N/A   | 21.5%             | N/A   | 33.7%            | 0.00    |       |
| Pediatrics                                    | 0.0%   | 77.8%             | N/A   | 89.4%              | N/A   | 0.0%              | N/A   | 0.0%             | N/A     |       |
| Total Hospital                                | 33.6%  | 65.1%             | 0.52  | 56.6%              | 0.59  | 43.5%             | 0.77  | 32.3%            | 1.04    |       |
| <b>Average Census (Patients)</b>              |        |                   |       |                    |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 5.3    | 26.0              | 0.20  | 22.9               | 0.23  | 9.5               | 0.56  | 5.2              | 1.01    |       |
| Obstetrics                                    | 0.4    | 5.4               | 0.07  | 5.0                | 0.07  | 1.0               | 0.38  | 0.7              | 0.54    |       |
| Pediatrics                                    | 0.0    | 3.9               | N/A   | 0.9                | N/A   | 0.0               | N/A   | 0.0              | N/A     |       |
| Total Hospital                                | 8.4    | 47.2              | 0.18  | 33.9               | 0.25  | 13.7              | 0.61  | 8.1              | 1.04    |       |
| <b>Average Length of Stay (Days)</b>          |        |                   |       |                    |       |                   |       |                  |         |       |
| Adult Medical-Surgical                        | 3.3    | 4.2               | 0.78  | 3.7                | 0.88  | 3.5               | 0.95  | 3.1              | 1.05    |       |
| Obstetrics                                    | 2.1    | 2.4               | 0.88  | 2.3                | 0.92  | 2.1               | 1.04  | 2.4              | 0.90    |       |
| Pediatrics                                    | 0.0    | 4.0               | N/A   | 2.6                | N/A   | 0.0               | N/A   | 0.0              | N/A     |       |
| Total Hospital                                | 3.5    | 4.7               | 0.73  | 4.0                | 0.88  | 3.7               | 0.94  | 3.1              | 1.10    |       |
| <b>Surgical Operations</b>                    |        |                   |       |                    |       |                   |       |                  |         |       |
| Inpatient                                     | 71     | 1,075             | 0.07  | 918                | 0.08  | 211               | 0.34  | 68               | 1.04    |       |
| Outpatient                                    | 2,187  | 4,478             | 0.49  | 5,900              | 0.37  | 1,974             | 1.11  | 2,126            | 1.03    |       |
| Inpatient as % of All Surgeries               | 3.1%   | 18.4%             | 0.17  | 13.5%              | 0.23  | 9.6%              | 0.33  | 3.1%             | 1.01    |       |
| <b>Outpatient Visits</b>                      |        |                   |       |                    |       |                   |       |                  |         |       |
| Non-Emergency Visits                          | 68,886 | 149,200           | 0.46  | 101,916            | 0.68  | 83,974            | 0.82  | 68,305           | 1.01    |       |
| Emergency Visits                              | 11,800 | 17,658            | 0.67  | 14,575             | 0.81  | 11,306            | 1.04  | 11,730           | 1.01    |       |
| <b>Full-Time Equivalents (FTEs)</b>           |        |                   |       |                    |       |                   |       |                  |         |       |
| Administrators                                | 1.0    | 3.6               | 0.28  | 1.4                | 0.70  | 2.6               | 0.38  | 1.0              | 1.00    |       |
| Nurses, Licensed                              | 43.8   | 231.2             | 0.19  | 165.5              | 0.26  | 89.8              | 0.49  | 58.2             | 0.75    |       |
| Ancillary Nursing Personnel                   | 0.0    | 36.8              | N/A   | 12.6               | N/A   | 11.6              | N/A   | 0.0              | N/A     |       |
| All Other Personnel                           | 124.0  | 472.1             | 0.26  | 278.8              | 0.44  | 194.6             | 0.64  | 118.8            | 1.04    |       |
| Total FTEs                                    | 168.8  | 743.6             | 0.23  | 458.3              | 0.37  | 298.7             | 0.56  | 178.0            | 0.95    |       |
| <b>FTEs per 100 Patient Census (Adjusted)</b> |        |                   |       |                    |       |                   |       |                  |         |       |
| Administrators                                | 1.4    | 2.4               | 0.59  | 1.2                | 1.21  | 3.5               | 0.41  | 1.6              | 0.86    |       |
| Nurses, Licensed                              | 62.0   | 155.9             | 0.40  | 135.1              | 0.46  | 117.7             | 0.53  | 95.7             | 0.65    |       |
| Ancillary Nursing Personnel                   | 0.0    | 24.8              | N/A   | 10.3               | N/A   | 15.3              | N/A   | 0.0              | N/A     |       |
| All Other Personnel                           | 175.7  | 318.4             | 0.55  | 227.5              | 0.77  | 255.2             | 0.69  | 195.3            | 0.90    |       |
| Total FTEs                                    | 239.1  | 501.6             | 0.48  | 374.1              | 0.64  | 391.7             | 0.61  | 292.7            | 0.82    |       |

**Total Hospital:**

Beds Set Up & Staffed 25  
Discharges 881  
Inpatient Days 3,062

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 1  
Discharges 23  
Inpatient Days 224

**Newborn Nursery:**

Bassinets 0  
Total Births 67  
Newborn Days 115

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| Inpatient Service Area                | Level of Service* | Beds Set Up & Staffed<br>06/30/2025 | 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                 | 21                                  | 589                      | 1,931                | 25.2%              | 5.3                       | 3.3                           |
| 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                               | H                 | 0                                   | 45                       | 333                  | 0.0%               | 0.9                       | 7.4                           |
| 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                 | 0                                   | 63                       | 134                  | 0.0%               | 0.4                       | 2.1                           |
| <b>Psychiatric</b>                    | S                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Alcoholism/chemical dependency</b> | N                 | 0                                   | 0                        | 0                    | 0.0%               | 0.0                       | 0.0                           |
| <b>Intensive Care</b>                 |                   |                                     |                          |                      |                    |                           |                               |
| 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                  | H                 | 4                                   | 184                      | 664                  | 45.5%              | 1.8                       | 3.6                           |
| 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                           |
| <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                              | 1                   | 0                   | 1.0           | Radiological Services Personnel       | 11                  | 4                   | 12.2          |
| Dentists                                    | 0                   | 0                   | 0.0           | Sonographers                          | 3                   | 0                   | 3.0           |
| Medical & Dental Residents                  | 0                   | 0                   | 0.0           | Physician Assistants                  | 0                   | 0                   | 0.0           |
| Dental Hygienists                           | 0                   | 0                   | 0.0           | All Other Radiologic Personnel        | 2                   | 1                   | 2.1           |
| Registered Nurses                           | 30                  | 30                  | 42.1          | Respiratory Therapists                | 5                   | 1                   | 5.5           |
| Certified Nurse Midwives                    | 0                   | 0                   | 0.0           | Occupational Therapists               | 1                   | 1                   | 1.1           |
| Licensed Practical Nurses                   | 0                   | 1                   | 0.6           | Occupational Therapy Assistants/Aides | 0                   | 0                   | 0.0           |
| Ancillary Nursing Personnel                 | 0                   | 0                   | 0.0           | Physical Therapists                   | 3                   | 1                   | 3.5           |
| Medical Assistants                          | 0                   | 0                   | 0.0           | Physical Therapy Assistants/Aides     | 0                   | 0                   | 0.0           |
| Nurse Practitioners                         | 1                   | 1                   | 1.1           | 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 | 13                  | 6                   | 15.7          | Social Workers                        | 1                   | 0                   | 1.0           |
| Pharmacists                                 | 5                   | 0                   | 5.0           | Psychiatric Technicians               | 0                   | 0                   | 0.0           |
| Medical & Clinical LaboratoryTechnicians    | 2                   | 1                   | 2.7           | Pharmacy Technicians                  | 4                   | 1                   | 4.1           |
| Surgical Personnel                          | 2                   | 5                   | 4.3           | Medical Coding Technicians            | 0                   | 0                   | 0.0           |
| Directors/Managers                          | 2                   | 0                   | 2.0           | All Other Contracted Staff            | 0                   | 0                   | 0.0           |
| Food Service Workers                        | 8                   | 3                   | 9.5           | All Other Health Professionals        | 10                  | 14                  | 16.5          |
| Environmental Services Workers              | 8                   | 3                   | 9.2           | All Other Personnel                   | 15                  | 9                   | 19.6          |
| Medical & Clinical LaboratoryTechnologists  | 7                   | 1                   | 7.1           |                                       |                     |                     |               |
|                                             |                     |                     |               | <b>Total</b>                          | <b>134</b>          | <b>83</b>           | <b>168.8</b>  |
| Total Active Privileged Medical Staff: 22   |                     |                     |               |                                       |                     |                     |               |

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|                                                          |               |         | All GMS Hospitals |       | Analysis Area <sup>3</sup> |       | Volume Group <sup>4</sup> |       | FY 2025 vs. 2024 |       |
|----------------------------------------------------------|---------------|---------|-------------------|-------|----------------------------|-------|---------------------------|-------|------------------|-------|
| Selected Financial Statistics                            |               | FY 2025 | Value             | Ratio | Value                      | Ratio | Value                     | Ratio | FY 2024          | Ratio |
| <b>Gross Revenue as % of Total Gross Patient Revenue</b> |               |         |                   |       |                            |       |                           |       |                  |       |
| Medicare                                                 | \$90,185,632  | 54.3%   | 49.8%             | 1.09  | 51.9%                      | 1.05  | 51.6%                     | 1.05  | 53.3%            | 1.02  |
| Medical Assistance                                       | \$17,052,118  | 10.3%   | 12.1%             | 0.85  | 9.8%                       | 1.05  | 11.2%                     | 0.91  | 11.4%            | 0.90  |
| Commercial                                               | \$54,455,169  | 32.8%   | 31.6%             | 1.04  | 34.5%                      | 0.95  | 32.6%                     | 1.00  | 33.1%            | 0.99  |
| All Other                                                | \$4,428,496   | 2.7%    | 6.4%              | 0.41  | 3.8%                       | 0.69  | 4.5%                      | 0.59  | 2.2%             | 1.23  |
| <b>Deductions as % of Total Gross Patient Revenue</b>    |               |         |                   |       |                            |       |                           |       |                  |       |
| Medicare                                                 | \$56,459,799  | 34.0%   | 39.1%             | 0.87  | 38.8%                      | 0.88  | 37.6%                     | 0.90  | 34.0%            | 1.00  |
| Medical Assistance                                       | \$10,228,597  | 6.2%    | 9.5%              | 0.65  | 7.4%                       | 0.84  | 8.7%                      | 0.71  | 7.1%             | 0.87  |
| Commercial                                               | \$30,862,387  | 18.6%   | 15.5%             | 1.20  | 16.9%                      | 1.10  | 14.2%                     | 1.31  | 16.5%            | 1.12  |
| Charity Care                                             | \$1,156,040   | 0.7%    | 1.0%              | 0.70  | 0.7%                       | 0.98  | 0.8%                      | 0.87  | 0.7%             | 1.00  |
| Bad Debt                                                 | \$4,199,973   | 2.5%    | 1.0%              | 2.61  | 1.3%                       | 1.95  | 1.6%                      | 1.59  | 2.0%             | 1.28  |
| All Other                                                | \$2,018,687   | 1.2%    | 3.7%              | 0.33  | 2.0%                       | 0.60  | 2.8%                      | 0.43  | 1.0%             | 1.26  |
| Total Deductions                                         | \$104,925,483 | 63.2%   | 69.8%             | 0.91  | 67.0%                      | 0.94  | 65.8%                     | 0.96  | 61.3%            | 1.03  |
| <b>Other Revenue &amp; Net Gains or Losses</b>           |               |         |                   |       |                            |       |                           |       |                  |       |
| Other Revenue as % of Total Revenue                      |               | 0.7%    | 8.6%              | 0.08  | 3.5%                       | 0.20  | 3.1%                      | 0.22  | 0.7%             | 1.00  |
| Net Gains/Losses as % of Net Income                      |               | 19.1%   | 20.2%             | 0.94  | 13.5%                      | 1.41  | 7.3%                      | 2.62  | 18.8%            | 1.01  |
| <b>Expenses as % of Total Expenses</b>                   |               |         |                   |       |                            |       |                           |       |                  |       |
| Salary/Fringe Benefits                                   | \$19,342,435  | 35.2%   | 40.7%             | 0.86  | 34.3%                      | 1.03  | 48.3%                     | 0.73  | 44.7%            | 0.79  |
| Supplies & Services                                      | \$33,155,598  | 60.3%   | 54.1%             | 1.11  | 61.1%                      | 0.99  | 45.8%                     | 1.32  | 50.4%            | 1.20  |
| Capital Component                                        | \$2,456,409   | 4.5%    | 5.2%              | 0.86  | 4.6%                       | 0.96  | 5.9%                      | 0.76  | 4.9%             | 0.91  |
| <b>Fiscal Statistics</b>                                 |               |         |                   |       |                            |       |                           |       |                  |       |
| Operating Margin (%)                                     |               | 10.8%   | 7.7%              | 1.41  | 12.5%                      | 0.87  | 8.3%                      | 1.30  | 13.2%            | 0.82  |
| Total Hospital Net Income (%)                            |               | 13.0%   | 9.4%              | 1.38  | 14.1%                      | 0.92  | 8.9%                      | 1.46  | 15.8%            | 0.82  |
| Current Ratio                                            |               | 61.1    | 2.3               | 26.07 | 30.6                       | 1.99  | 7.0                       | 8.69  | 191.3            | 0.32  |
| Days in Net Patient Accounts Receivable                  |               | 38.9    | 62.7              | 0.62  | 49.4                       | 0.79  | 48.4                      | 0.80  | 44.3             | 0.88  |
| Equity Financing (%)                                     |               | 98.8%   | 62.3%             | 1.59  | 112.1%                     | 0.88  | 97.8%                     | 1.01  | 99.6%            | 0.99  |
| Long-Term Debt to Equity Ratio                           |               | 0.0     | 0.4               | N/A   | 0.0                        | N/A   | 0.1                       | N/A   | 0.0              | 0.07  |
| Times Interest Earned                                    |               | 0.0     | 16.0              | N/A   | 159.8                      | N/A   | 27.2                      | N/A   | 0.0              | N/A   |
| Total Asset Turnover                                     |               | 0.4     | 0.2               | 1.95  | 0.7                        | 0.63  | 0.8                       | 0.51  | 0.4              | 1.00  |
| Average Age of Plant (Years)                             |               | 1.4     | 14.2              | 0.10  | 6.4                        | 0.22  | 12.5                      | 0.11  | 0.5              | 3.05  |
| Increase (Decrease) Total Net Patient Revenue            |               | 8.0%    | 6.9%              | 1.15  | 9.3%                       | 0.86  | 6.5%                      | 1.22  | 6.6%             | 1.20  |
| Outpatient Gross Revenue (% of Total GPR)                |               | 88.1%   | 67.9%             | 1.30  | 72.3%                      | 1.22  | 81.6%                     | 1.08  | 87.1%            | 1.01  |

| Income Statement            |               | Assets                            |               | Liabilities & Fund Balances      |                  |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|------------------|
| Gross Patient Revenue (GPR) | \$166,121,415 | Cash & Cash Equivalents           | \$12,996,870  | Current Liabilities              | \$1,819,106      |
| Less Deductions             | \$104,925,483 | Net Patient Receivables           | \$6,524,365   | Long-Term Debt                   | -\$3,902         |
| Net Patient Revenue         | \$61,195,932  | Other Receivables                 | \$89,478,150  | Other Liabilities                | \$0              |
| Plus Other Revenue          | \$424,094     |                                   |               | Subtotal                         | \$1,815,204      |
| Total Revenue               | \$61,620,026  | Land, Buildings & Equipment (Net) | \$35,444,426  | Unrestricted Fund Balance        | \$144,786,160.00 |
| Less Expenses               | \$54,954,442  | Other Assets                      | \$2,157,553   | Restricted Fund Balance          | \$0              |
| Non-Operating Gains/Losses  | \$1,572,170   |                                   |               | Total Liabilities & Fund Balance | \$146,601,364    |
| Net Income                  | \$8,237,754   | Total Assets                      | \$146,601,364 |                                  |                  |