

338 ThedaCare Medical Center Orthopedics, Spine and Pain
 2400 E Capitol Drive
 Appleton, WI 54911

Fiscal Year: 07/01 to 06/30
 Type: GMS

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

Control:

		All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2024 vs. 2023	
Selected Utilization Statistics	FY 2024	Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	11.1%	63.0%	0.18	60.1%	0.18	19.0%	0.59	0.0%	N/A
Obstetrics	0.0%	40.9%	N/A	33.8%	N/A	0.0%	N/A	0.0%	N/A
Pediatrics	0.0%	77.7%	N/A	97.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	11.1%	63.6%	0.17	54.8%	0.20	19.5%	0.57	9.7%	1.15
Average Census (Patients)									
Adult Medical-Surgical	1.3	25.0	0.05	23.0	0.06	2.8	0.47	0.0	N/A
Obstetrics	0.0	5.2	N/A	5.2	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.9	N/A	0.7	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.3	46.9	0.03	35.1	0.04	3.2	0.42	1.2	1.15
Average Length of Stay (Days)									
Adult Medical-Surgical	1.2	4.3	0.28	3.8	0.32	3.4	0.35	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Pediatrics	0.0	3.9	N/A	2.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.2	4.8	0.25	4.1	0.30	3.4	0.36	1.2	1.00
Surgical Operations									
Inpatient	431	1,014	0.42	986	0.44	135	3.19	345	1.25
Outpatient	8,531	4,465	1.91	5,998	1.42	1,802	4.73	7,914	1.08
Inpatient as % of All Surgeries	4.8%	18.5%	0.26	14.1%	0.34	7.0%	0.69	4.2%	1.15
Outpatient Visits									
Non-Emergency Visits	30,074	139,692	0.22	83,281	0.36	35,435	0.85	26,477	1.14
Emergency Visits	0	17,650	N/A	15,728	N/A	4,850	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	1.0	4.3	0.23	2.1	0.48	1.5	0.66	4.0	0.25
Nurses, Licensed	49.0	232.9	0.21	185.7	0.26	41.8	1.17	44.2	1.11
Ancillary Nursing Personnel	0.2	38.9	0.01	14.5	0.01	4.5	0.04	1.0	0.20
All Other Personnel	89.8	451.0	0.20	283.9	0.32	84.0	1.07	96.5	0.93
Total FTEs	140.0	727.1	0.19	486.3	0.29	131.9	1.06	145.7	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	9.6	3.0	3.23	1.6	5.92	7.2	1.33	40.8	0.24
Nurses, Licensed	470.4	160.0	2.94	145.0	3.24	198.4	2.37	451.1	1.04
Ancillary Nursing Personnel	1.9	26.7	0.07	11.3	0.17	21.5	0.09	10.2	0.19
All Other Personnel	861.6	309.9	2.78	221.6	3.89	398.5	2.16	984.9	0.87
Total FTEs	1,343.6	499.6	2.69	379.6	3.54	625.7	2.15	1,487.0	0.90

Total Hospital:

Beds Set Up & Staffed 12
 Discharges 398
 Inpatient Days 487

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 06/30/2024	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	398	487	11.1%	1.3	1.2
Orthopedic	N	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	N	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	S	0	0	0	0.0%	0.0	0.0
Intensive Care							
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	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	2	7.6
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	6	3	7.1
Registered Nurses	39	20	49.0	Respiratory Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	1	1	1.5
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	4	15.9
Medical Assistants	0	0	0.0	Physical Therapy Assistants/Aides	5	2	5.6
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	2	1	2.5	Social Workers	0	0	0.0
Pharmacists	1	0	1.0	Psychiatric Technicians	0	0	0.0
Medical & Clinical LaboratoryTechnicians	0	1	0.1	Pharmacy Technicians	2	0	2.0
Surgical Personnel	4	2	4.2	Medical Coding Technicians	0	0	0.0
Directors/Managers	2	0	2.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	7	2	8.3	All Other Health Professionals	0	7	1.7
Environmental Services Workers	6	2	7.0	All Other Personnel	16	0	16.0
Medical & Clinical LaboratoryTechnologists	7	3	7.3				
All Other Radiologic Personnel	0	0	0.0				
				Total	120	52	140.0
Total Active Privileged Medical Staff: 352							

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			All GMS Hospitals		Analysis Area ³		Volume Group ²		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	\$92,269,559	44.5%	49.1%	0.91	51.2%	0.87	50.5%	0.88	44.5%	1.00
Medical Assistance	\$16,376,843	7.9%	13.0%	0.61	10.3%	0.77	9.7%	0.81	8.2%	0.97
Commercial	\$96,513,377	46.6%	32.2%	1.45	35.2%	1.32	35.4%	1.31	46.4%	1.00
All Other	\$2,135,196	1.0%	5.7%	0.18	3.3%	0.31	4.3%	0.24	1.0%	1.03
Deductions as % of Total Gross Patient Revenue										
Medicare	\$61,693,903	29.8%	38.3%	0.78	37.9%	0.79	32.5%	0.91	29.6%	1.01
Medical Assistance	\$14,158,793	6.8%	10.2%	0.67	7.9%	0.87	7.4%	0.93	7.4%	0.92
Commercial	\$38,583,344	18.6%	15.3%	1.22	16.8%	1.11	14.2%	1.31	18.2%	1.02
Charity Care	\$616,306	0.3%	0.9%	0.35	0.7%	0.45	0.7%	0.41	0.3%	1.13
Bad Debt	\$151,171	0.1%	1.0%	0.07	1.2%	0.06	1.0%	0.07	0.1%	0.87
All Other	\$919,609	0.4%	3.3%	0.14	1.8%	0.25	2.3%	0.19	0.4%	1.13
Total Deductions	\$116,123,126	56.0%	68.9%	0.81	66.2%	0.85	58.1%	0.96	55.9%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.7%	7.1%	0.10	1.5%	0.48	3.4%	0.22	0.7%	1.03
Net Gains/Losses as % of Net Income		0.0%	19.9%	N/A	13.3%	N/A	3.7%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,612,218	27.4%	41.8%	0.65	38.4%	0.71	44.5%	0.62	26.6%	1.03
Supplies & Services	\$46,476,459	61.7%	52.7%	1.17	56.3%	1.10	48.8%	1.26	61.8%	1.00
Capital Component	\$8,254,064	11.0%	5.5%	2.00	5.3%	2.08	6.7%	1.64	11.6%	0.95
Fiscal Statistics										
Operating Margin (%)		18.0%	7.9%	2.28	11.1%	1.63	15.2%	1.18	12.6%	1.43
Total Hospital Net Income (%)		18.0%	9.7%	1.86	12.6%	1.43	15.7%	1.15	12.6%	1.43
Return on Equity (%)		8.2%	8.4%	0.98	7.4%	1.12	4.9%	1.68	17.0%	0.48
Current Ratio		138.5	5.5	25.38	26.1	5.30	2.5	55.52	7.0	19.73
Days in Net Patient Accounts Receivable		46.2	78.5	0.59	55.4	0.83	375.6	0.12	45.3	1.02
Equity Financing (%)		99.5%	59.9%	1.66	108.9%	0.91	32.8%	3.03	97.6%	1.02
Long-Term Debt to Equity Ratio		0.0	0.5	0.00	0.0	2.92	1.6	0.00	0.0	N/A
Times Interest Earned		0.0	16.8	N/A	146.5	N/A	35.8	N/A	0.0	N/A
Total Asset Turnover		0.5	0.5	0.96	0.6	0.73	0.1	4.97	1.4	0.34
Average Age of Plant (Years)		0.4	20.1	0.02	5.3	0.08	92.3	0.00	6.7	0.06
Increase (Decrease) Total Net Patient Revenue		14.1%	7.2%	1.95	7.2%	1.97	6.3%	2.24	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		87.2%	67.5%	1.29	72.0%	1.21	86.0%	1.01	88.3%	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$207,294,975	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,007,058
Less Deductions	\$116,123,126	Net Patient Receivables	\$11,506,657	Long-Term Debt	\$70,827
Net Patient Revenue	\$91,171,849	Other Receivables	\$126,554,727	Other Liabilities	\$0
Plus Other Revenue	\$683,412			Subtotal	\$1,077,885
Total Revenue	\$91,855,259	Land, Buildings & Equipment (Net)	\$62,243,030	Unrestricted Fund Balance	\$200,622,466.00
Less Expenses	\$75,342,741	Other Assets	\$1,395,934	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$201,700,351
Net Income	\$16,512,518	Total Assets	\$201,700,348		