

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

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

Control:

		All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2024 vs. 2023		
Selected Utilization Statistics		FY 2024	Value	Ratio	Value	Ratio	Value	Ratio	FY 2023	Ratio
Occupancy Rate (%)										
Adult Medical-Surgical	27.6%	63.0%	0.44	60.1%	0.46	45.2%	0.61	27.8%	0.99	
Obstetrics	33.7%	40.9%	0.82	33.8%	0.02	17.5%	1.92	38.4%	0.88	
Pediatrics	0.0%	77.7%	N/A	97.3%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	32.3%	63.6%	0.51	54.8%	0.59	46.2%	0.70	32.7%	0.99	
Average Census (Patients)										
Adult Medical-Surgical	5.2	25.0	0.21	23.0	0.23	10.1	0.52	5.3	0.99	
Obstetrics	0.7	5.2	0.13	5.2	0.13	1.0	0.67	0.8	0.88	
Pediatrics	0.0	3.9	N/A	0.7	N/A	0.0	N/A	0.0	N/A	
Total Hospital	8.1	46.9	0.17	35.1	0.23	14.6	0.55	8.2	0.99	
Average Length of Stay (Days)										
Adult Medical-Surgical	3.1	4.3	0.72	3.8	0.82	3.7	0.84	3.2	0.99	
Obstetrics	2.4	2.4	0.98	2.3	1.03	2.1	1.11	2.5	0.95	
Pediatrics	0.0	3.9	N/A	2.8	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.1	4.8	0.65	4.1	0.78	4.0	0.79	3.3	0.94	
Surgical Operations										
Inpatient	68	1,014	0.07	986	0.07	226	0.30	77	0.88	
Outpatient	2,126	4,465	0.48	5,998	0.35	2,317	0.92	2,035	1.04	
Inpatient as % of All Surgeries	3.1%	18.5%	0.17	14.1%	0.22	8.9%	0.35	3.6%	0.85	
Outpatient Visits										
Non-Emergency Visits	68,305	139,692	0.49	83,281	0.82	76,563	0.89	66,274	1.03	
Emergency Visits	11,730	17,650	0.66	15,728	0.75	12,492	0.94	11,439	1.03	
Full-Time Equivalents (FTEs)										
Administrators	1.0	4.3	0.23	2.1	0.48	2.5	0.39	4.0	0.25	
Nurses, Licensed	58.2	232.9	0.25	185.7	0.31	102.0	0.57	58.7	0.99	
Ancillary Nursing Personnel	0.0	38.9	N/A	14.5	N/A	19.1	N/A	0.0	N/A	
All Other Personnel	118.8	451.0	0.26	283.9	0.42	208.0	0.57	110.0	1.08	
Total FTEs	178.0	727.1	0.24	486.3	0.37	331.6	0.54	172.7	1.03	
FTEs per 100 Patient Census (Adjusted)										
Administrators	1.6	3.0	0.55	1.6	1.01	3.2	0.52	5.9	0.28	
Nurses, Licensed	95.7	160.0	0.60	145.0	0.66	127.5	0.75	86.6	1.11	
Ancillary Nursing Personnel	0.0	26.7	N/A	11.3	N/A	23.9	N/A	0.0	N/A	
All Other Personnel	195.3	309.9	0.63	221.6	0.88	260.0	0.75	162.2	1.20	
Total FTEs	292.7	499.6	0.59	379.6	0.77	414.6	0.71	254.7	1.15	

Total Hospital:

Beds Set Up & Staffed 25
Discharges 938
Inpatient Days 2,951

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 14
Inpatient Days 147

Newborn Nursery:

Bassinets 4
Total Births 113
Newborn Days 207

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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	19	614	1,919	27.6%	5.2	3.1
Orthopedic	S	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	N	0	0	0	0.0%	0.0	0.0
Hospice	H	0	29	197	0.0%	0.5	6.8
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	H	2	104	247	33.7%	0.7	2.4
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	H	4	191	588	40.2%	1.6	3.1
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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	Number Full-Time	Number Part-Time	Number FTE		Number Full-Time	Number Part-Time	Number FTE
Occupation				Occupation			
Administrators	1	0	1.0	Radiological Services Personnel	9	5	10.0
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	Surgical Technicians	0	0	0.0
Registered Nurses	45	29	57.5	Respiratory Therapists	5	3	5.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	2	0	2.0
Licensed Practical Nurses	0	2	0.7	Occupational Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapists	4	0	4.0
Medical Assistants	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
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	12	7	15.6	Social Workers	1	0	1.0
Pharmacists	4	0	4.0	Psychiatric Technicians	0	0	0.0
Medical & Clinical LaboratoryTechnicians	2	1	2.7	Pharmacy Technicians	4	0	4.0
Surgical Personnel	1	4	2.1	Medical Coding Technicians	0	0	0.0
Directors/Managers	3	0	3.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	7	2	8.0	All Other Health Professionals	6	12	10.3
Environmental Services Workers	8	2	8.7	All Other Personnel	24	9	27.6
Medical & Clinical LaboratoryTechnologists	6	1	6.1				
All Other Radiologic Personnel	1	0	1.0	Total	148	77	178.0
Total Active Privileged Medical Staff: 26							

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			All GMS Hospitals		Analysis Area ³		Volume Group ⁴		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	\$78,093,728	53.3%	49.1%	1.09	51.2%	1.04	49.7%	1.07	49.5%	1.08
Medical Assistance	\$16,689,383	11.4%	13.0%	0.88	10.3%	1.11	11.6%	0.98	10.1%	1.12
Commercial	\$48,532,188	33.1%	32.2%	1.03	35.2%	0.94	34.3%	0.97	38.6%	0.86
All Other	\$3,188,121	2.2%	5.7%	0.38	3.3%	0.65	4.4%	0.49	1.7%	1.24
Deductions as % of Total Gross Patient Revenue										
Medicare	\$49,870,170	34.0%	38.3%	0.89	37.9%	0.90	36.9%	0.92	34.7%	0.98
Medical Assistance	\$10,391,389	7.1%	10.2%	0.70	7.9%	0.90	9.2%	0.77	7.8%	0.92
Commercial	\$24,223,187	16.5%	15.3%	1.08	16.8%	0.99	16.1%	1.03	16.1%	1.02
Charity Care	\$1,017,495	0.7%	0.9%	0.81	0.7%	1.05	0.9%	0.78	0.5%	1.41
Bad Debt	\$2,901,437	2.0%	1.0%	1.92	1.2%	1.62	1.4%	1.45	1.8%	1.11
All Other	\$1,417,542	1.0%	3.3%	0.30	1.8%	0.54	2.4%	0.40	0.7%	1.32
Total Deductions	\$89,821,220	61.3%	68.9%	0.89	66.2%	0.93	66.9%	0.92	61.6%	1.00
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.7%	7.1%	0.10	1.5%	0.45	5.2%	0.13	0.8%	0.91
Net Gains/Losses as % of Net Income		18.8%	19.9%	0.95	13.3%	1.42	24.5%	0.77	21.9%	0.86
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,131,940	44.7%	41.8%	1.07	38.4%	1.16	44.9%	0.99	45.1%	0.99
Supplies & Services	\$24,943,633	50.4%	52.7%	0.96	56.3%	0.89	48.4%	1.04	50.8%	0.99
Capital Component	\$2,439,860	4.9%	5.5%	0.90	5.3%	0.93	6.7%	0.74	4.1%	1.19
Fiscal Statistics										
Operating Margin (%)		13.2%	7.9%	1.68	11.1%	1.20	5.9%	2.23	13.0%	1.02
Total Hospital Net Income (%)		15.8%	9.7%	1.64	12.6%	1.26	7.7%	2.05	16.1%	0.98
Return on Equity (%)		6.9%	8.4%	0.82	7.4%	0.94	4.7%	1.48	15.1%	0.46
Current Ratio		191.3	5.5	35.07	26.1	7.33	4.0	48.18	78.5	2.44
Days in Net Patient Accounts Receivable		44.3	78.5	0.56	55.4	0.80	114.7	0.39	42.0	1.06
Equity Financing (%)		99.6%	59.9%	1.66	108.9%	0.92	53.5%	1.86	99.2%	1.00
Long-Term Debt to Equity Ratio		0.0	0.5	N/A	0.0	N/A	0.7	N/A	0.0	0.44
Times Interest Earned		0.0	16.8	N/A	146.5	N/A	10.7	N/A	0.0	N/A
Total Asset Turnover		0.4	0.5	0.89	0.6	0.67	0.3	1.38	0.9	0.47
Average Age of Plant (Years)		0.5	20.1	0.02	5.3	0.09	25.6	0.02	14.1	0.03
Increase (Decrease) Total Net Patient Revenue		6.6%	7.2%	0.92	7.2%	0.93	5.4%	1.22	11.5%	0.58
Outpatient Gross Revenue (% of Total GPR)		87.1%	67.5%	1.29	72.0%	1.21	81.5%	1.07	86.8%	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$146,503,419	Cash & Cash Equivalents	\$2,163	Current Liabilities	\$529,297
Less Deductions	\$89,821,220	Net Patient Receivables	\$6,857,061	Long-Term Debt	-\$53,450
Net Patient Revenue	\$56,682,199	Other Receivables	\$92,654,076	Other Liabilities	\$0
Plus Other Revenue	\$392,213			Subtotal	\$475,847
Total Revenue	\$57,074,414	Land, Buildings & Equipment (Net)	\$34,179,784		
Less Expenses	\$49,515,433	Other Assets	\$1,745,207	Unrestricted Fund Balance	\$134,962,444.00
Non-Operating Gains/Losses	\$1,755,019			Restricted Fund Balance	\$0
Net Income	\$9,314,000	Total Assets	\$135,438,291	Total Liabilities & Fund Balance	\$135,438,291