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
Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2025	All GMS Hospitals Value	All GMS Hospitals Ratio	Analysis Area 3 Value	Analysis Area 3 Ratio	Volume Group 7 Value	Volume Group 7 Ratio	FY 2025 vs. 2024 FY 2024	FY 2025 vs. 2024 Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	80.0%	65.1%	1.23	58.8%	1.36	79.9%	1.00	74.4%	1.07
Obstetrics	43.9%	43.7%	1.00	32.8%	1.34	51.0%	0.86	45.8%	0.96
Pediatrics	0.0%	77.8%	N/A	89.4%	N/A	68.5%	N/A	0.0%	N/A
Total Hospital	68.1%	65.1%	1.05	56.6%	1.20	73.6%	0.93	63.4%	1.07
Average Census (Patients)									
Adult Medical-Surgical	56.8	26.0	2.18	22.9	2.48	93.6	0.61	52.8	1.07
Obstetrics	12.3	5.4	2.28	5.0	2.47	13.0	0.95	12.8	0.96
Pediatrics	0.0	3.9	N/A	0.9	N/A	6.0	N/A	0.0	N/A
Total Hospital	108.9	47.2	2.31	33.9	3.22	182.5	0.60	101.4	1.07
Average Length of Stay (Days)									
Adult Medical-Surgical	3.8	4.2	0.89	3.7	1.01	4.5	0.83	3.7	1.01
Obstetrics	2.4	2.4	0.99	2.3	1.03	2.5	0.95	2.5	0.95
Pediatrics	0.0	4.0	N/A	2.6	N/A	4.3	N/A	0.0	N/A
Total Hospital	3.9	4.7	0.83	4.0	0.99	5.1	0.78	3.9	1.02
Surgical Operations									
Inpatient	3,690	1,075	3.43	918	4.02	3,626	1.02	3,672	1.00
Outpatient	13,010	4,478	2.91	5,900	2.20	11,577	1.12	11,810	1.10
Inpatient as % of All Surgeries	22.1%	18.4%	1.20	13.5%	1.64	23.8%	0.93	23.7%	0.93
Outpatient Visits									
Non-Emergency Visits	291,586	149,200	1.95	101,916	2.86	410,658	0.71	95,378	3.06
Emergency Visits	31,511	17,658	1.78	14,575	2.16	42,095	0.75	28,007	1.13
Full-Time Equivalents (FTEs)									
Administrators	2.0	3.6	0.56	1.4	1.40	9.2	0.22	3.0	0.67
Nurses, Licensed	326.5	231.2	1.41	165.5	1.97	782.3	0.42	324.7	1.01
Ancillary Nursing Personnel	1.3	36.8	0.04	12.6	0.10	126.2	0.01	1.3	1.00
All Other Personnel	589.9	472.1	1.25	278.8	2.12	1,569.3	0.38	568.2	1.04
Total FTEs	919.6	743.6	1.24	458.3	2.01	2,486.9	0.37	897.2	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.8	2.4	0.32	1.2	0.67	1.8	0.42	1.3	0.59
Nurses, Licensed	127.4	155.9	0.82	135.1	0.94	156.7	0.81	142.7	0.89
Ancillary Nursing Personnel	0.5	24.8	0.02	10.3	0.05	25.3	0.02	0.6	0.89
All Other Personnel	230.2	318.4	0.72	227.5	1.01	314.4	0.73	249.7	0.92
Total FTEs	358.9	501.6	0.72	374.1	0.96	498.3	0.72	394.3	0.91

Total Hospital:

Beds Set Up & Staffed	160
Discharges	10,090
Inpatient Days	39,759

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	1,862
Newborn Days	3,195

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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	71	5,524	20,721	80.0%	56.8	3.8
Orthopedic	N	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	H	12	196	2,507	57.2%	6.9	12.8
Hospice	H	0	191	355	0.0%	1.0	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
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	28	1,889	4,487	43.9%	12.3	2.4
Psychiatric	H	19	948	4,393	63.3%	12.0	4.6
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	H	14	222	2,767	54.1%	7.6	12.5
Step-Down (Special Care)	H	16	1,120	4,529	77.6%	12.4	4.0
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
Administrators	2	0	2.0
Dentists	0	0	0.0
Medical & Dental Residents	0	0	0.0
Dental Hygienists	0	0	0.0
Registered Nurses	262	109	304.0
Certified Nurse Midwives	0	0	0.0
Licensed Practical Nurses	5	11	8.9
Ancillary Nursing Personnel	1	1	1.3
Medical Assistants	7	1	7.1
Nurse Practitioners	13	2	13.6
Certified Registered Nurse Anesthetists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	29	1	29.6
Pharmacists	24	2	25.0
Medical & Clinical LaboratoryTechnicians	4	1	4.5
Surgical Personnel	21	9	23.6
Directors/Managers	31	0	31.0
Food Service Workers	21	24	27.6
Environmental Services Workers	34	1	34.5
Medical & Clinical LaboratoryTechnologists	22	4	24.2

Occupation	Number Full-Time	Number Part-Time	Number FTE
Radiological Services Personnel	42	13	45.7
Sonographers	0	0	0.0
Physician Assistants	0	0	0.0
All Other Radiologic Personnel	12	21	15.4
Respiratory Therapists	7	7	9.5
Occupational Therapists	10	2	10.7
Occupational Therapy Assistants/Aides	0	0	0.0
Physical Therapists	9	5	11.8
Physical Therapy Assistants/Aides	1	3	1.7
Recreational Therapists	0	0	0.0
Dietitians & Nutritionists	2	0	2.0
Psychologists	0	0	0.0
Social Workers	4	6	6.2
Psychiatric Technicians	0	0	0.0
Pharmacy Technicians	16	6	16.6
Medical Coding Technicians	0	0	0.0
All Other Contracted Staff	0	0	0.0
All Other Health Professionals	103	145	150.2
All Other Personnel	99	32	113.0
Total	**781**	**406**	**919.6**

Total Active Privileged Medical Staff: 272

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Selected Financial Statistics		FY 2025	All GMS Hospitals Value	All GMS Hospitals Ratio	Analysis Area 3 Value	Analysis Area 3 Ratio	Volume Group 7 Value	Volume Group 7 Ratio	FY 2025 vs. 2024 FY 2024	FY 2025 vs. 2024 Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	$359,736,978	40.8%	49.8%	0.82	51.9%	0.79	50.1%	0.82	41.2%	0.99
Medical Assistance	$101,337,008	11.5%	12.1%	0.95	9.8%	1.18	11.3%	1.02	12.9%	0.89
Commercial	$393,620,473	44.7%	31.6%	1.41	34.5%	1.29	31.5%	1.42	42.9%	1.04
All Other	$26,715,293	3.0%	6.4%	0.47	3.8%	0.79	7.1%	0.42	3.0%	1.02
Deductions as % of Total Gross Patient Revenue										
Medicare	$262,504,257	29.8%	39.1%	0.76	38.8%	0.77	40.0%	0.75	29.7%	1.00
Medical Assistance	$71,523,077	8.1%	9.5%	0.85	7.4%	1.10	9.1%	0.89	9.7%	0.83
Commercial	$192,620,766	21.9%	15.5%	1.41	16.9%	1.30	16.2%	1.35	21.2%	1.03
Charity Care	$8,758,785	1.0%	1.0%	1.00	0.7%	1.40	1.1%	0.93	0.7%	1.48
Bad Debt	$11,141,529	1.3%	1.0%	1.30	1.3%	0.98	0.8%	1.55	1.4%	0.89
All Other	$11,967,105	1.4%	3.7%	0.37	2.0%	0.67	4.0%	0.34	1.3%	1.03
Total Deductions	$558,515,519	63.4%	69.8%	0.91	67.0%	0.95	71.2%	0.89	64.0%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.7%	8.6%	0.20	3.5%	0.49	9.5%	0.18	1.5%	1.15
Net Gains/Losses as % of Net Income		N/A	20.2%	N/A	13.5%	N/A	24.0%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	$92,013,179	33.0%	40.7%	0.81	34.3%	0.96	39.5%	0.84	40.8%	0.81
Supplies & Services	$173,240,508	62.1%	54.1%	1.15	61.1%	1.02	55.9%	1.11	52.8%	1.18
Capital Component	$13,524,893	4.9%	5.2%	0.93	4.6%	1.04	4.6%	1.04	6.5%	0.75
Fiscal Statistics										
Operating Margin (%)		15.1%	7.7%	1.98	12.5%	1.22	7.3%	2.07	11.8%	1.28
Total Hospital Net Income (%)		15.1%	9.4%	1.61	14.1%	1.07	9.4%	1.61	11.8%	1.28
Current Ratio		127.9	2.3	54.56	30.6	4.17	4.3	29.87	178.3	0.72
Days in Net Patient Accounts Receivable		48.0	62.7	0.77	49.4	0.97	63.1	0.76	51.1	0.94
Equity Financing (%)		99.4%	62.3%	1.60	112.1%	0.89	70.2%	1.42	99.7%	1.00
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	0.3	N/A	0.0	0.44
Times Interest Earned		793.6	16.0	49.73	159.8	4.97	18.1	43.81	0.0	N/A
Total Asset Turnover		0.4	0.2	2.07	0.7	0.67	0.4	1.02	0.4	1.09
Average Age of Plant (Years)		1.3	14.2	0.09	6.4	0.21	14.1	0.09	0.3	4.20
Increase (Decrease) Total Net Patient Revenue		17.3%	6.9%	2.51	9.3%	1.87	7.7%	2.25	11.3%	1.54
Outpatient Gross Revenue (% of Total GPR)		57.5%	67.9%	0.85	72.3%	0.80	63.1%	0.91	55.4%	1.04

Income Statement	
Gross Patient Revenue (GPR)	$881,409,752
Less Deductions	$558,515,519
Net Patient Revenue	$322,894,233
Plus Other Revenue	$5,631,712
Total Revenue	$328,525,945
Less Expenses	$278,778,580
Non-Operating Gains/Losses	-$902
Net Income	$49,746,463

Assets	
Cash & Cash Equivalents	$95,522,583
Net Patient Receivables	$42,502,549
Other Receivables	$448,259,265
Land, Buildings & Equipment (Net)	$141,716,890
Other Assets	$6,812,028
Total Assets	$734,813,315

Liabilities & Fund Balances	
Current Liabilities	$4,638,698
Long-Term Debt	-$380,353
Other Liabilities	$0
Subtotal	$4,258,345
Unrestricted Fund Balance	$730,554,970.00
Restricted Fund Balance	$0
Total Liabilities & Fund Balance	$734,813,315