123 ThedaCare Medical Center - Shawano
100 County Road B
Shawano, WI 54166
715-526-2111

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

County: Shawano
Analysis Area: Northeastern (4)
Volume Group: 5

Selected Utilization Statistics	FY 2025	All GMS Hospitals Value	All GMS Hospitals Ratio	Analysis Area 4 Value	Analysis Area 4 Ratio	Volume Group 5 Value	Volume Group 5 Ratio	FY 2025 vs. 2024 FY 2024	FY 2025 vs. 2024 Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	56.9%	65.1%	0.87	62.2%	0.92	54.4%	1.05	49.3%	1.15
Obstetrics	28.9%	43.7%	0.66	37.1%	0.78	33.4%	0.87	29.8%	0.97
Pediatrics	0.0%	77.8%	N/A	17.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	53.3%	65.1%	0.82	57.3%	0.93	53.5%	1.00	46.9%	1.14
Average Census (Patients)									
Adult Medical-Surgical	10.8	26.0	0.42	28.3	0.38	13.7	0.79	9.4	1.15
Obstetrics	1.2	5.4	0.21	4.8	0.24	2.2	0.53	1.2	0.97
Pediatrics	0.0	3.9	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.3	47.2	0.26	43.2	0.28	21.3	0.57	10.8	1.14
Average Length of Stay (Days)									
Adult Medical-Surgical	3.0	4.2	0.72	3.8	0.79	3.6	0.84	3.0	1.02
Obstetrics	2.1	2.4	0.89	2.4	0.90	2.1	1.02	2.3	0.95
Pediatrics	0.0	4.0	N/A	2.9	N/A	1.0	N/A	0.0	N/A
Total Hospital	2.9	4.7	0.61	4.2	0.69	3.8	0.76	2.9	1.02
Surgical Operations									
Inpatient	173	1,075	0.16	822	0.21	330	0.52	160	1.08
Outpatient	2,818	4,478	0.63	5,976	0.47	2,573	1.10	2,816	1.00
Inpatient as % of All Surgeries	5.8%	18.4%	0.32	12.1%	0.48	11.4%	0.51	5.4%	1.08
Outpatient Visits									
Non-Emergency Visits	78,286	149,200	0.52	224,286	0.35	105,875	0.74	77,430	1.01
Emergency Visits	21,415	17,658	1.21	18,862	1.14	16,199	1.32	21,409	1.00
Full-Time Equivalents (FTEs)									
Administrators	0.0	3.6	N/A	3.5	N/A	2.2	N/A	0.0	N/A
Nurses, Licensed	80.1	231.2	0.35	276.0	0.29	125.9	0.64	68.8	1.16
Ancillary Nursing Personnel	0.0	36.8	N/A	43.4	N/A	25.5	N/A	0.0	N/A
All Other Personnel	169.3	472.1	0.36	499.9	0.34	264.6	0.64	179.3	0.94
Total FTEs	249.4	743.6	0.34	822.8	0.30	418.2	0.60	248.1	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	0.0	2.4	N/A	1.9	N/A	2.2	N/A	0.0	N/A
Nurses, Licensed	79.0	155.9	0.51	149.4	0.53	126.2	0.63	73.9	1.07
Ancillary Nursing Personnel	0.0	24.8	N/A	23.5	N/A	25.6	N/A	0.0	N/A
All Other Personnel	167.1	318.4	0.52	270.7	0.62	265.4	0.63	192.5	0.87
Total FTEs	246.1	501.6	0.49	445.5	0.55	419.4	0.59	266.4	0.92

Total Hospital:

Beds Set Up & Staffed	23
Discharges	1,542
Inpatient Days	4,473

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used	0
Discharges	5
Inpatient Days	107

Newborn Nursery:

Bassinets	7
Total Births	198
Newborn Days	366

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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	19	1,301	3,947	56.9%	10.8	3.0
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	44	104	0.0%	0.3	2.4
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
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	4	197	422	28.9%	1.2	2.1
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
Administrators	0	0	0.0
Dentists	0	0	0.0
Medical & Dental Residents	0	0	0.0
Dental Hygienists	0	0	0.0
Registered Nurses	54	43	70.7
Certified Nurse Midwives	0	0	0.0
Licensed Practical Nurses	3	1	3.1
Ancillary Nursing Personnel	0	0	0.0
Medical Assistants	0	0	0.0
Nurse Practitioners	6	3	6.3
Certified Registered Nurse Anesthetists	0	0	0.0
Clinical Nurse Specialists	0	0	0.0
Health Info Mgmt-Administrators/Technicians	19	11	23.5
Pharmacists	3	0	3.0
Medical & Clinical LaboratoryTechnicians	4	0	4.0
Surgical Personnel	4	0	4.0
Directors/Managers	6	0	6.0
Food Service Workers	10	2	10.7
Environmental Services Workers	13	5	15.7
Medical & Clinical LaboratoryTechnologists	2	0	2.0

Occupation	Number Full-Time	Number Part-Time	Number FTE
Radiological Services Personnel	12	6	13.3
Sonographers	0	1	0.5
Physician Assistants	0	0	0.0
All Other Radiologic Personnel	2	1	2.2
Respiratory Therapists	4	4	5.5
Occupational Therapists	3	0	3.0
Occupational Therapy Assistants/Aides	0	0	0.0
Physical Therapists	5	1	5.7
Physical Therapy Assistants/Aides	3	0	3.0
Recreational Therapists	0	0	0.0
Dietitians & Nutritionists	0	0	0.0
Psychologists	0	0	0.0
Social Workers	1	0	1.0
Psychiatric Technicians	0	0	0.0
Pharmacy Technicians	5	0	5.0
Medical Coding Technicians	0	0	0.0
All Other Contracted Staff	0	0	0.0
All Other Health Professionals	23	30	30.4
All Other Personnel	28	7	31.0
Total	**210**	**115**	**249.4**

Total Active Privileged Medical Staff: 32

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Selected Financial Statistics		FY 2025	All GMS Hospitals Value	All GMS Hospitals Ratio	Analysis Area 4 Value	Analysis Area 4 Ratio	Volume Group 5 Value	Volume Group 5 Ratio	FY 2025 vs. 2024 FY 2024	FY 2025 vs. 2024 Ratio
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	$149,911,063	49.9%	49.8%	1.00	50.9%	0.98	52.0%	0.96	48.6%	1.03
Medical Assistance	$50,503,119	16.8%	12.1%	1.39	9.9%	1.70	12.3%	1.37	19.1%	0.88
Commercial	$90,271,220	30.1%	31.6%	0.95	31.5%	0.95	29.9%	1.01	29.8%	1.01
All Other	$9,507,227	3.2%	6.4%	0.49	7.7%	0.41	5.8%	0.55	2.5%	1.26
Deductions as % of Total Gross Patient Revenue										
Medicare	$92,915,463	31.0%	39.1%	0.79	39.6%	0.78	39.9%	0.78	31.7%	0.98
Medical Assistance	$32,008,124	10.7%	9.5%	1.12	7.8%	1.37	9.4%	1.13	12.0%	0.89
Commercial	$49,085,873	16.4%	15.5%	1.06	16.1%	1.01	14.7%	1.12	14.7%	1.12
Charity Care	$911,496	0.3%	1.0%	0.31	0.7%	0.44	1.1%	0.28	0.5%	0.58
Bad Debt	$7,153,377	2.4%	1.0%	2.46	0.9%	2.67	1.3%	1.84	2.6%	0.91
All Other	$4,433,070	1.5%	3.7%	0.40	5.0%	0.30	3.1%	0.48	1.1%	1.32
Total Deductions	$186,507,403	62.1%	69.8%	0.89	70.1%	0.89	69.4%	0.90	62.6%	0.99
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.1%	8.6%	0.13	3.6%	0.30	4.6%	0.23	1.3%	0.83
Net Gains/Losses as % of Net Income		N/A	20.2%	N/A	20.0%	N/A	20.5%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	$38,996,965	40.2%	40.7%	0.99	43.8%	0.92	43.6%	0.92	48.7%	0.83
Supplies & Services	$53,418,195	55.1%	54.1%	1.02	50.6%	1.09	50.5%	1.09	45.5%	1.21
Capital Component	$4,598,988	4.7%	5.2%	0.91	5.6%	0.85	6.0%	0.79	5.8%	0.82
Fiscal Statistics										
Operating Margin (%)		15.6%	7.7%	2.03	8.3%	1.88	8.5%	1.83	12.1%	1.29
Total Hospital Net Income (%)		15.6%	9.4%	1.65	10.2%	1.53	10.5%	1.49	12.1%	1.29
Current Ratio		280.2	2.3	119.57	5.8	48.69	11.9	23.55	39.1	7.16
Days in Net Patient Accounts Receivable		47.3	62.7	0.75	55.5	0.85	46.5	1.02	61.7	0.77
Equity Financing (%)		97.9%	62.3%	1.57	81.1%	1.21	85.0%	1.15	96.6%	1.01
Long-Term Debt to Equity Ratio		0.0	0.4	0.05	0.1	0.16	0.1	0.30	0.0	0.90
Times Interest Earned		0.0	16.0	N/A	14.3	N/A	15.8	N/A	0.0	N/A
Total Asset Turnover		0.7	0.2	3.25	0.7	1.04	0.7	1.07	0.7	1.05
Average Age of Plant (Years)		1.5	14.2	0.10	11.9	0.12	11.5	0.13	0.4	3.79
Increase (Decrease) Total Net Patient Revenue		17.3%	6.9%	2.50	6.6%	2.63	4.7%	3.71	6.4%	2.71
Outpatient Gross Revenue (% of Total GPR)		87.9%	67.9%	1.30	75.5%	1.16	77.9%	1.13	88.4%	0.99

Income Statement	
Gross Patient Revenue (GPR)	$300,192,629
Less Deductions	$186,507,403
Net Patient Revenue	$113,685,226
Plus Other Revenue	$1,236,746
Total Revenue	$114,921,972
Less Expenses	$97,014,148
Non-Operating Gains/Losses	-$851
Net Income	$17,906,973

Assets	
Cash & Cash Equivalents	$18,763,986
Net Patient Receivables	$14,725,835
Other Receivables	$64,699,256
Land, Buildings & Equipment (Net)	$62,683,846
Other Assets	$3,299,456
Total Assets	$164,172,379

Liabilities & Fund Balances	
Current Liabilities	$362,195
Long-Term Debt	$3,042,081
Other Liabilities	$0
Subtotal	$3,404,276
Unrestricted Fund Balance	$160,768,103.00
Restricted Fund Balance	$0
Total Liabilities & Fund Balance	$164,172,379