

094 ThedaCare Medical Center - New London
1405 Mill Street, PO Box 307
New London, WI 54961
920-982-5330

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

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

		All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2025 vs. 2024		
Selected Utilization Statistics		FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Occupancy Rate (%)										
Adult Medical-Surgical	12.7%	65.1%	0.19	58.8%	0.22	22.9%	0.55	17.3%	0.73	
Obstetrics	0.0%	43.7%	N/A	32.8%	N/A	16.2%	N/A	0.0%	N/A	
Pediatrics	0.0%	77.8%	N/A	89.4%	N/A	42.7%	N/A	0.0%	N/A	
Total Hospital	13.0%	65.1%	0.20	56.6%	0.23	22.9%	0.57	17.8%	0.73	
Average Census (Patients)										
Adult Medical-Surgical	3.2	26.0	0.12	22.9	0.14	3.7	0.86	4.3	0.73	
Obstetrics	0.0	5.4	N/A	5.0	N/A	0.6	N/A	0.0	N/A	
Pediatrics	0.0	3.9	N/A	0.9	N/A	0.2	N/A	0.0	N/A	
Total Hospital	3.2	47.2	0.07	33.9	0.10	4.0	0.81	4.4	0.73	
Average Length of Stay (Days)										
Adult Medical-Surgical	2.6	4.2	0.61	3.7	0.69	3.3	0.78	2.7	0.97	
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.0	N/A	0.0	N/A	
Pediatrics	0.0	4.0	N/A	2.6	N/A	1.6	N/A	0.0	N/A	
Total Hospital	2.6	4.7	0.54	4.0	0.65	3.2	0.79	2.7	0.96	
Surgical Operations										
Inpatient	23	1,075	0.02	918	0.03	79	0.29	40	0.58	
Outpatient	2,184	4,478	0.49	5,900	0.37	1,727	1.26	2,314	0.94	
Inpatient as % of All Surgeries	1.0%	18.4%	0.06	13.5%	0.08	4.0%	0.26	1.7%	0.61	
Outpatient Visits										
Non-Emergency Visits	48,844	149,200	0.33	101,916	0.48	55,525	0.88	46,722	1.05	
Emergency Visits	9,137	17,658	0.52	14,575	0.63	7,654	1.19	9,176	1.00	
Full-Time Equivalents (FTEs)										
Administrators	1.0	3.6	0.28	1.4	0.70	1.8	0.56	0.0	N/A	
Nurses, Licensed	31.2	231.2	0.13	165.5	0.19	44.4	0.70	35.3	0.88	
Ancillary Nursing Personnel	0.0	36.8	N/A	12.6	N/A	9.7	N/A	0.0	N/A	
All Other Personnel	99.0	472.1	0.21	278.8	0.35	123.4	0.80	102.2	0.97	
Total FTEs	131.1	743.6	0.18	458.3	0.29	179.3	0.73	137.5	0.95	
FTEs per 100 Patient Census (Adjusted)										
Administrators	3.0	2.4	1.23	1.2	2.53	5.5	0.54	0.0	N/A	
Nurses, Licensed	92.3	155.9	0.59	135.1	0.68	136.9	0.67	99.3	0.93	
Ancillary Nursing Personnel	0.0	24.8	N/A	10.3	N/A	29.8	N/A	0.0	N/A	
All Other Personnel	293.3	318.4	0.92	227.5	1.29	380.6	0.77	287.4	1.02	
Total FTEs	388.6	501.6	0.77	374.1	1.04	552.8	0.70	386.6	1.01	

Total Hospital:

Beds Set Up & Staffed 25
Discharges 462
Inpatient Days 1,184

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 3
Discharges 50
Inpatient Days 986

Newborn Nursery:

Bassinets 0
Total Births 0
Newborn Days 0

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2025	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	H	25	450	1,157	12.7%	3.2	2.6
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	12	27	0.0%	0.1	2.3
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	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	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators	1	0	1.0	Radiological Services Personnel	7	3	8.1
Dentists	0	0	0.0	Sonographers	2	1	2.5
Medical & Dental Residents	0	0	0.0	Physician Assistants	0	0	0.0
Dental Hygienists	0	0	0.0	All Other Radiologic Personnel	0	0	0.0
Registered Nurses	24	13	29.0	Respiratory Therapists	2	1	2.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapists	1	1	1.1
Licensed Practical Nurses	0	2	0.2	Occupational Therapy Assistants/Aides	0	0	0.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapists	1	0	1.0
Medical Assistants	0	3	1.3	Physical Therapy Assistants/Aides	1	0	1.0
Nurse Practitioners	2	0	2.0	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	5	14.3	Social Workers	0	0	0.0
Pharmacists	1	2	1.2	Psychiatric Technicians	0	0	0.0
Medical & Clinical Laboratory Technicians	3	0	3.0	Pharmacy Technicians	1	0	1.0
Surgical Personnel	2	1	2.7	Medical Coding Technicians	0	0	0.0
Directors/Managers	4	0	4.0	All Other Contracted Staff	0	0	0.0
Food Service Workers	8	4	9.4	All Other Health Professionals	10	15	14.1
Environmental Services Workers	9	2	10.0	All Other Personnel	16	4	17.6
Medical & Clinical Laboratory Technologists	4	1	4.5				
				Total	111	58	131.1
Total Active Privileged Medical Staff: 16							

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New London, WI 54961			All GMS Hospitals		Analysis Area		Volume Group		FY 2025 vs. 2024		
Selected Financial Statistics			FY 2025	Value	Ratio	Value	Ratio	Value	Ratio	FY 2024	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$47,967,737	49.5%	49.8%	0.99	51.9%	0.95	53.2%	0.93	51.8%	0.96	
Medical Assistance	\$11,795,926	12.2%	12.1%	1.00	9.8%	1.25	10.5%	1.16	12.3%	0.99	
Commercial	\$34,247,660	35.4%	31.6%	1.12	34.5%	1.02	32.9%	1.08	33.4%	1.06	
All Other	\$2,865,372	3.0%	6.4%	0.46	3.8%	0.77	3.4%	0.87	2.5%	1.18	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$30,924,793	31.9%	39.1%	0.82	38.8%	0.82	36.6%	0.87	33.7%	0.95	
Medical Assistance	\$8,448,314	8.7%	9.5%	0.92	7.4%	1.19	7.3%	1.20	8.7%	1.00	
Commercial	\$14,796,911	15.3%	15.5%	0.99	16.9%	0.91	13.4%	1.14	14.0%	1.09	
Charity Care	\$856,847	0.9%	1.0%	0.89	0.7%	1.25	0.7%	1.33	0.8%	1.14	
Bad Debt	\$2,749,582	2.8%	1.0%	2.92	1.3%	2.19	1.5%	1.87	2.3%	1.24	
All Other	\$1,255,140	1.3%	3.7%	0.35	2.0%	0.64	1.7%	0.78	1.1%	1.19	
Total Deductions	\$59,031,587	60.9%	69.8%	0.87	67.0%	0.91	61.1%	1.00	60.6%	1.01	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.9%	8.6%	0.11	3.5%	0.27	5.9%	0.16	1.2%	0.80	
Net Gains/Losses as % of Net Income		0.0%	20.2%	N/A	13.5%	N/A	35.8%	N/A	0.0%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$16,041,451	46.4%	40.7%	1.14	34.3%	1.35	46.6%	1.00	53.5%	0.87	
Supplies & Services	\$16,530,121	47.8%	54.1%	0.88	61.1%	0.78	47.4%	1.01	40.5%	1.18	
Capital Component	\$2,021,010	5.8%	5.2%	1.12	4.6%	1.26	6.0%	0.97	6.0%	0.97	
Fiscal Statistics											
Operating Margin (%)		9.4%	7.7%	1.23	12.5%	0.76	4.8%	1.96	11.6%	0.81	
Total Hospital Net Income (%)		9.4%	9.4%	1.00	14.1%	0.67	7.3%	1.29	11.6%	0.81	
Current Ratio		404.8	2.3	172.75	30.6	13.21	1.1	366.96	-777.8	N/A	
Days in Net Patient Accounts Receivable		43.8	62.7	0.70	49.4	0.89	91.6	0.48	44.0	1.00	
Equity Financing (%)		99.8%	62.3%	1.60	112.1%	0.89	54.9%	1.82	100.2%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.4	0.00	0.0	0.00	0.5	0.00	0.0	N/A	
Times Interest Earned		0.0	16.0	N/A	159.8	N/A	10.9	N/A	0.0	N/A	
Total Asset Turnover		0.3	0.2	1.26	0.7	0.41	0.0	11.07	0.3	0.96	
Average Age of Plant (Years)		1.4	14.2	0.10	6.4	0.22	19.2	0.07	0.4	3.33	
Increase (Decrease) Total Net Patient Revenue		-0.1%	6.9%	N/A	9.3%	N/A	7.6%	N/A	-0.7%	0.18	
Outpatient Gross Revenue (% of Total GPR)		90.4%	67.9%	1.33	72.3%	1.25	88.1%	1.03	87.5%	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$96,876,695	Cash & Cash Equivalents	\$7,747,371	Current Liabilities	\$285,754
Less Deductions	\$59,031,587	Net Patient Receivables	\$4,536,828	Long-Term Debt	\$12
Net Patient Revenue	\$37,845,108	Other Receivables	\$102,286,240	Other Liabilities	\$0
Plus Other Revenue	\$354,441			Subtotal	\$285,766
Total Revenue	\$38,199,549	Land, Buildings & Equipment (Net)	\$24,440,463	Unrestricted Fund Balance	\$139,835,546.00
Less Expenses	\$34,592,582	Other Assets	\$1,110,410	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$140,121,312
Net Income	\$3,606,964	Total Assets	\$140,121,312		