

**003 ThedaCare Regional Medical Center - Appleton, Inc.**  
1818 North Meade Street  
Appleton, WI 54911  
920-731-4101

Fiscal Year: 01/01 to 12/31  
Type: GMS  
General Medical & Surgical  
Control: Other Not-For-Profit

County: Outagamie  
Analysis Area: Lake Winnebago (3)  
Volume Group: 6

		All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	56.7%	55.4%	1.02	45.8%	1.24	58.7%	0.96	62.0%	0.91
Obstetrics	26.3%	38.4%	0.69	28.4%	0.21	36.5%	0.72	44.4%	0.59
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	49.0%	56.3%	0.87	46.5%	1.05	58.0%	0.85	58.9%	0.83
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	62.9	26.5	2.37	20.5	3.06	38.4	1.64	67.6	0.93
Obstetrics	6.0	5.0	1.20	4.0	1.52	7.1	0.85	7.1	0.85
Pediatrics	0.0	1.4	N/A	0.2	N/A	5.4	N/A	0.0	N/A
Total Hospital	76.5	48.3	1.58	35.0	2.18	79.6	0.96	86.6	0.88
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.92	3.5	1.01	3.8	0.94	3.8	0.95
Obstetrics	2.1	2.6	0.81	2.3	0.88	2.5	0.82	2.1	0.98
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.6	4.3	0.83	3.8	0.95	4.4	0.82	3.9	0.92
<b>Surgical Operations</b>									
Inpatient	3,090	1,408	2.19	1,285	2.41	1,955	1.58	4,088	0.76
Outpatient	17,964	4,098	4.38	5,974	3.01	5,493	3.27	17,664	1.02
Inpatient as % of All Surgeries	14.7%	25.6%	0.57	17.7%	0.83	26.2%	0.56	18.8%	0.78
<b>Outpatient Visits</b>									
Non-Emergency Visits	131,428	132,001	1.00	121,848	1.08	208,790	0.63	93,117	1.41
Emergency Visits	30,600	17,964	1.70	15,548	1.97	31,589	0.97	28,951	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	68.0	18.9	3.60	26.3	2.59	28.7	2.36	67.7	1.00
Nurses, Licensed	399.9	244.4	1.64	187.4	2.13	343.5	1.16	402.9	0.99
Ancillary Nursing Personnel	65.2	40.0	1.63	30.9	2.11	56.6	1.15	74.3	0.88
All Other Personnel	624.0	484.8	1.29	331.4	1.88	642.7	0.97	634.6	0.98
Total FTEs	1,157.0	788.1	1.47	576.0	2.01	1,071.5	1.08	1,179.5	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	32.1	15.1	2.13	24.4	1.31	14.6	2.20	30.1	1.07
Nurses, Licensed	189.0	195.2	0.97	174.3	1.08	174.3	1.08	179.2	1.05
Ancillary Nursing Personnel	30.8	32.0	0.96	28.7	1.07	28.7	1.07	33.1	0.93
All Other Personnel	294.9	387.3	0.76	308.2	0.96	326.0	0.90	282.3	1.04
Total FTEs	546.9	629.5	0.87	535.6	1.02	543.5	1.01	524.6	1.04

**Total Hospital:**

Beds Set Up & Staffed 156  
Discharges 7,812  
Inpatient Days 27,907

**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:**

Bassinet 18  
Total Births 1,048  
Newborn Days 2,020

**003 ThedaCare Regional Medical Center - Appleton, Inc.**  
Appleton, WI 54911

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	111	6,424	22,955	56.7%	62.9	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	23	1,068	2,208	26.3%	6.0	2.1
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	22	215	2,744	34.2%	7.5	12.8
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	3	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	5	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.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	67	3	68.0	Surgical Personnel	16	29	31.6
Physicians & Dentists	29	2	30.4	Radiological Services Personnel	23	17	33.5
Medical & Dental Residents	0	0	0.0	Sonographers	5	12	12.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	13	17.7
Registered Nurses	153	358	358.5	Occupational Therapists	1	2	2.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	13	33	33.1	Physical Therapists	14	10	19.1
Ancillary Nursing Personnel	35	68	65.2	Physical Therapy Assistants/Aides	0	5	2.8
Medical Assistants	0	0	0.0	Recreational Therapists	2	5	4.6
Physician Assistants	7	1	7.0	Dietitians & Nutritionists	4	13	12.1
Nurse Practitioners	8	1	8.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	5	4.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	66	112	120.1
Health Info Mgmt-Administrators/Technicians	14	8	19.7	All Other Personnel	161	133	226.6
Pharmacy Personnel	23	13	30.9				
Clinical Laboratory Personnel	33	24	48.9				
				<b>Total</b>	<b>686</b>	<b>867</b>	<b>1,157.0</b>

**003 ThedaCare Regional Medical Center - Appleton, Inc.**  
Appleton, WI 54911

Appleton, WI 54911			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$299,322,766	51.2%	44.8%	1.14	46.1%	1.11	40.7%	1.26	49.8%	1.03	
Medical Assistance	\$37,735,124	6.5%	14.4%	0.45	10.9%	0.59	19.9%	0.32	6.5%	0.99	
Commercial	\$238,840,845	40.9%	36.6%	1.12	40.7%	1.00	35.3%	1.16	42.2%	0.97	
All Other	\$8,488,314	1.5%	4.2%	0.34	2.3%	0.62	4.1%	0.35	1.4%	1.00	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$201,193,122	34.4%	32.9%	1.05	31.7%	1.08	30.5%	1.13	33.1%	1.04	
Medical Assistance	\$29,196,056	5.0%	10.7%	0.47	7.8%	0.64	14.4%	0.35	5.1%	0.98	
Commercial	\$72,702,627	12.4%	14.8%	0.84	14.4%	0.86	13.0%	0.96	12.5%	1.00	
Charity Care	\$2,564,679	0.4%	1.0%	0.44	0.6%	0.71	1.0%	0.43	0.4%	1.05	
Bad Debt	\$7,363,415	1.3%	1.1%	1.19	1.5%	0.84	1.0%	1.23	0.9%	1.44	
All Other	\$7,011,329	1.2%	1.9%	0.63	1.5%	0.78	2.2%	0.54	1.2%	0.98	
Total Deductions	\$320,031,228	54.8%	62.4%	0.88	57.6%	0.95	62.2%	0.88	53.2%	1.03	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		0.4%	6.3%	0.06	1.9%	0.19	9.8%	0.04	0.4%	0.95	
Net Gains/Losses as % of Net Income		0.6%	12.7%	0.05	10.2%	0.06	4.7%	0.13	2.4%	0.26	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$107,437,014	46.5%	44.7%	1.04	44.4%	1.05	42.9%	1.09	48.0%	0.97	
Supplies & Services	\$50,373,631	21.8%	47.9%	0.46	43.1%	0.51	48.6%	0.45	43.2%	0.50	
Capital Component	\$73,058,823	31.6%	7.4%	4.29	12.5%	2.53	8.5%	3.72	8.8%	3.60	
Fiscal Statistics											
Operating Margin (%)		13.0%	8.9%	1.45	10.0%	1.30	13.6%	0.96	15.0%	0.87	
Total Hospital Net Income (%)		13.1%	10.1%	1.29	11.0%	1.19	14.1%	0.92	15.3%	0.85	
Return on Equity (%)		24.3%	7.6%	3.20	10.2%	2.38	10.4%	2.34	28.8%	0.84	
Current Ratio	40,531.2		5.6	7,176.59	5.8	6,972.83	6.4	6,296.87	306.3	132.34	
Days in Net Patient Accounts Receivable	54.3		51.4	1.06	55.7	0.98	47.5	1.14	49.1	1.11	
Average Payment Period	0.0		41.5	0.00	25.7	0.00	36.9	0.00	0.2	0.01	
Equity Financing (%)	100.0%		73.6%	1.36	72.7%	1.38	68.5%	1.46	99.9%	1.00	
Long-Term Debt to Equity Ratio	0.0		0.2	N/A	0.2	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	8.6		14.1	0.61	11.0	0.78	17.7	0.48	9.9	0.86	
Total Asset Turnover	1.9		0.7	2.51	0.9	2.02	0.7	2.55	1.9	0.99	
Average Age of Plant (Years)	2.5		9.3	0.27	5.9	0.43	7.9	0.32	12.8	0.20	
Increase (Decrease) Total Net Patient Revenue	-1.0%		3.6%	N/A	1.9%	N/A	2.0%	N/A	3.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	62.7%		60.9%	1.03	67.5%	0.93	59.1%	1.06	61.5%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$13,159		\$15,675	0.84	\$12,173	1.08	\$14,805	0.89	\$12,830	1.03	
Inpatient Net Revenue per Day	\$3,572		\$3,540	1.01	\$3,180	1.12	\$3,359	1.06	\$3,324	1.07	
Outpatient Net Revenue per Visit	\$1,043		\$654	1.59	\$551	1.89	\$542	1.92	\$1,366	0.76	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$584,387,049	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,044
Less Deductions	\$320,031,228	Net Patient Receivables	\$39,324,929	Long-Term Debt	\$0
Net Patient Revenue	\$264,355,821	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$965,061			Subtotal	\$1,044
Total Revenue	\$265,320,882	Land, Buildings & Equipment (Net)	\$100,268,810	Unrestricted Fund Balance	\$142,582,375
Less Expenses	\$230,869,468	Other Assets	\$2,989,680	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$217,349			Total Liabilities & Fund Balance	\$142,583,419
Net Income	\$34,668,763	Total Assets	\$142,583,419		