

142 ThedaCare Medical Center - Waupaca
800 Riverside Drive
Waupaca, WI 54981
715-258-1000

Fiscal Year: 01/01 to 12/31
Type: GMS
Critical Access Hospital
Control: Other Not-For-Profit

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

		All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	27.5%	55.4%	0.50	45.8%	0.60	38.8%	0.71	31.1%	0.88
Obstetrics	34.5%	38.4%	0.90	28.4%	0.02	31.2%	1.11	39.3%	0.88
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	25.8%	56.3%	0.46	46.5%	0.55	40.5%	0.64	29.0%	0.89
Average Census (Patients)									
Adult Medical-Surgical	5.2	26.5	0.20	20.5	0.25	10.1	0.51	5.9	0.88
Obstetrics	0.7	5.0	0.14	4.0	0.17	2.1	0.33	0.8	0.88
Pediatrics	0.0	1.4	N/A	0.2	N/A	0.1	N/A	0.0	N/A
Total Hospital	6.4	48.3	0.13	35.0	0.18	15.5	0.42	7.2	0.89
Average Length of Stay (Days)									
Adult Medical-Surgical	2.7	3.9	0.70	3.5	0.77	2.9	0.93	3.0	0.91
Obstetrics	2.1	2.6	0.80	2.3	0.88	2.3	0.90	2.3	0.92
Pediatrics	0.0	3.5	N/A	2.9	N/A	2.1	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.62	3.8	0.71	3.0	0.89	2.9	0.91
Surgical Operations									
Inpatient	106	1,408	0.08	1,285	0.08	502	0.21	138	0.77
Outpatient	1,757	4,098	0.43	5,974	0.29	2,146	0.82	1,917	0.92
Inpatient as % of All Surgeries	5.7%	25.6%	0.22	17.7%	0.32	19.0%	0.30	6.7%	0.85
Outpatient Visits									
Non-Emergency Visits	36,009	132,001	0.27	121,848	0.30	53,087	0.68	25,415	1.42
Emergency Visits	11,047	17,964	0.61	15,548	0.71	13,724	0.80	12,266	0.90
Full-Time Equivalents (FTEs)									
Administrators	14.5	18.9	0.77	26.3	0.55	11.1	1.31	14.0	1.03
Nurses, Licensed	47.7	244.4	0.20	187.4	0.25	104.4	0.46	51.5	0.93
Ancillary Nursing Personnel	6.1	40.0	0.15	30.9	0.20	20.7	0.30	7.6	0.80
All Other Personnel	115.8	484.8	0.24	331.4	0.35	226.8	0.51	125.9	0.92
Total FTEs	184.1	788.1	0.23	576.0	0.32	362.9	0.51	199.0	0.93
FTEs per 100 Patient Census (Adjusted)									
Administrators	31.6	15.1	2.09	24.4	1.29	19.8	1.59	30.2	1.05
Nurses, Licensed	104.1	195.2	0.53	174.3	0.60	187.1	0.56	110.8	0.94
Ancillary Nursing Personnel	13.4	32.0	0.42	28.7	0.47	37.1	0.36	16.4	0.81
All Other Personnel	252.6	387.3	0.65	308.2	0.82	406.6	0.62	271.0	0.93
Total FTEs	401.7	629.5	0.64	535.6	0.75	650.6	0.62	428.4	0.94

Total Hospital:

Beds Set Up & Staffed 25
Discharges 873
Inpatient Days 2,352

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 35
Inpatient Days 298

Newborn Nursery:

Bassinets 4
Total Births 123
Newborn Days 236

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	19	697	1,906	27.5%	5.2	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	2	122	252	34.5%	0.7	2.1
Psychiatric	5	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	5	0	0	0	0.0%	0.0	0.0
ICU/CCU							
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	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	106	194	13.3%	0.5	1.8
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
Subacute care	5	0	0	0	0.0%	0.0	0.0
Other inpatient	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	14	1	14.5	Surgical Personnel	1	4	3.3
Physicians & Dentists	5	1	6.0	Radiological Services Personnel	10	7	14.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	4	2.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	3	5.7
Registered Nurses	18	51	45.7	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	4	1	4.7
Ancillary Nursing Personnel	2	8	6.1	Physical Therapy Assistants/Aides	1	4	3.0
Medical Assistants	0	1	0.9	Recreational Therapists	2	0	2.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	2	1.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	4	3.8
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	28	33	47.3
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	3	16	12.5				
				Total	106	140	184.1

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Waupaca, WI 54981			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	\$28,131,177	50.2%	44.8%	1.12	46.1%	1.09	48.9%	1.03	49.0%	1.02	
Medical Assistance	\$6,853,199	12.2%	14.4%	0.85	10.9%	1.12	11.7%	1.04	10.9%	1.12	
Commercial	\$19,075,205	34.0%	36.6%	0.93	40.7%	0.84	35.9%	0.95	36.7%	0.93	
All Other	\$1,986,864	3.5%	4.2%	0.84	2.3%	1.52	3.5%	1.03	3.3%	1.06	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$13,520,480	24.1%	32.9%	0.73	31.7%	0.76	35.0%	0.69	23.1%	1.05	
Medical Assistance	\$4,090,479	7.3%	10.7%	0.68	7.8%	0.93	8.5%	0.86	5.4%	1.35	
Commercial	\$5,872,321	10.5%	14.8%	0.71	14.4%	0.73	12.4%	0.85	8.6%	1.22	
Charity Care	\$324,532	0.6%	1.0%	0.59	0.6%	0.94	1.4%	0.40	0.4%	1.50	
Bad Debt	\$1,881,721	3.4%	1.1%	3.18	1.5%	2.24	1.3%	2.64	2.2%	1.53	
All Other	\$969,550	1.7%	1.9%	0.90	1.5%	1.13	1.3%	1.31	1.5%	1.13	
Total Deductions	\$26,659,083	47.6%	62.4%	0.76	57.6%	0.83	59.8%	0.79	41.2%	1.15	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		2.6%	6.3%	0.41	1.9%	1.40	3.3%	0.78	2.7%	0.95	
Net Gains/Losses as % of Net Income		61.5%	12.7%	4.86	10.2%	6.01	29.9%	2.06	15.6%	3.94	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$18,120,466	62.3%	44.7%	1.39	44.4%	1.40	47.5%	1.31	62.6%	0.99	
Supplies & Services	\$8,804,800	30.3%	47.9%	0.63	43.1%	0.70	42.7%	0.71	29.7%	1.02	
Capital Component	\$2,166,492	7.4%	7.4%	1.01	12.5%	0.60	9.8%	0.76	7.7%	0.97	
Fiscal Statistics											
Operating Margin (%)		3.6%	8.9%	0.40	10.0%	0.36	4.5%	0.80	13.5%	0.27	
Total Hospital Net Income (%)		8.8%	10.1%	0.88	11.0%	0.81	6.3%	1.41	15.6%	0.57	
Return on Equity (%)		6.6%	7.6%	0.87	10.2%	0.65	4.0%	1.64	12.9%	0.51	
Current Ratio		21.1	5.6	3.74	5.8	3.64	5.4	3.95	187.1	0.11	
Days in Net Patient Accounts Receivable		51.7	51.4	1.01	55.7	0.93	50.1	1.03	46.3	1.12	
Average Payment Period		12.2	41.5	0.29	25.7	0.47	41.4	0.29	1.2	9.85	
Equity Financing (%)		92.5%	73.6%	1.26	72.7%	1.27	67.6%	1.37	93.6%	0.99	
Long-Term Debt to Equity Ratio		0.1	0.2	0.35	0.2	0.27	0.3	0.17	0.1	0.89	
Times Interest Earned		22.3	14.1	1.58	11.0	2.02	4.4	5.03	36.3	0.61	
Total Asset Turnover		0.7	0.7	0.95	0.9	0.77	0.6	1.12	0.8	0.87	
Average Age of Plant (Years)		19.4	9.3	2.09	5.9	3.27	9.4	2.05	17.7	1.09	
Increase (Decrease) Total Net Patient Revenue		-11.8%	3.6%	N/A	1.9%	N/A	0.5%	N/A	-2.4%	4.97	
Outpatient Gross Revenue (% of Total GPR)		86.0%	60.9%	1.41	67.5%	1.27	71.6%	1.20	84.4%	1.02	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$6,911		\$15,675	0.44	\$12,173	0.57	\$10,854	0.64	\$7,655	0.90	
Inpatient Net Revenue per Day	\$2,236		\$3,540	0.63	\$3,180	0.70	\$3,395	0.66	\$2,124	1.05	
Outpatient Net Revenue per Visit	\$527		\$654	0.81	\$551	0.96	\$743	0.71	\$722	0.73	

Income Statement			Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$56,046,445		Cash & Cash Equivalents	\$14,451,118	Current Liabilities	\$910,513
Less Deductions	\$26,659,083		Net Patient Receivables	\$4,166,342	Long-Term Debt	\$2,295,834
Net Patient Revenue	\$29,387,362		Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$790,173				Subtotal	\$3,206,347
Total Revenue	\$30,177,535		Land, Buildings & Equipment (Net)	\$23,478,050	Unrestricted Fund Balance	\$39,514,939
Less Expenses	\$29,091,758		Other Assets	\$625,776	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,738,031				Total Liabilities & Fund Balance	\$42,721,286
Net Income	\$2,823,808		Total Assets	\$42,721,286		