

**198 OakLeaf Surgical Hospital**  
 1000 OakLeaf Way  
 Altoona, WI 54720  
 715-831-8130

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Corporation

County: Eau Claire  
 Analysis Area: West Central (5A)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	33.5%	55.4%	0.60	42.7%	0.78	11.3%	2.96	34.4%	0.97
Obstetrics	0.0%	38.4%	N/A	30.0%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	33.5%	56.3%	0.60	43.6%	0.77	17.4%	1.93	34.4%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.4	26.5	0.16	11.7	0.37	1.8	2.41	4.5	0.97
Obstetrics	0.0	5.0	N/A	2.1	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	4.4	48.3	0.09	18.6	0.23	2.9	1.53	4.5	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.4	3.9	0.60	3.7	0.63	2.9	0.80	2.3	1.04
Obstetrics	0.0	2.6	N/A	2.4	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	1.9	N/A	2.9	N/A	0.0	N/A
Total Hospital	2.4	4.3	0.54	3.9	0.60	4.0	0.59	2.3	1.04
<b>Surgical Operations</b>									
Inpatient	674	1,408	0.48	496	1.36	116	5.82	720	0.94
Outpatient	11,316	4,098	2.76	1,861	6.08	1,063	10.65	9,555	1.18
Inpatient as % of All Surgeries	5.6%	25.6%	0.22	21.1%	0.27	9.8%	0.57	7.0%	0.80
<b>Outpatient Visits</b>									
Non-Emergency Visits	11,990	132,001	0.09	70,369	0.17	20,790	0.58	10,275	1.17
Emergency Visits	0	17,964	N/A	8,210	N/A	2,393	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.0	18.9	0.32	11.1	0.54	3.2	1.89	6.0	1.00
Nurses, Licensed	85.9	244.4	0.35	121.7	0.71	79.1	1.09	77.9	1.10
Ancillary Nursing Personnel	7.3	40.0	0.18	18.3	0.40	11.1	0.66	4.4	1.66
All Other Personnel	112.4	484.8	0.23	252.8	0.44	112.6	1.00	152.0	0.74
Total FTEs	211.6	788.1	0.27	404.0	0.52	205.9	1.03	240.3	0.88
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	39.6	15.1	2.62	19.3	2.05	24.4	1.62	41.7	0.95
Nurses, Licensed	566.8	195.2	2.90	211.1	2.69	608.9	0.93	540.9	1.05
Ancillary Nursing Personnel	48.0	32.0	1.50	31.8	1.51	85.1	0.56	30.4	1.58
All Other Personnel	741.5	387.3	1.91	438.4	1.69	866.4	0.86	1,055.4	0.70
Total FTEs	1,395.9	629.5	2.22	700.6	1.99	1,584.8	0.88	1,668.3	0.84

**Total Hospital:**  
 Beds Set Up & Staffed 13  
 Discharges 676  
 Inpatient Days 1,591

**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 0  
 Total Births 0  
 Newborn Days 0

**198 OakLeaf Surgical Hospital**  
Altoona, WI 54720

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	13	676	1,591	33.5%	4.4	2.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	4	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	4	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	4	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	6	0	6.0	Surgical Personnel	10	8	15.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	5	8.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	32	89	85.9	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	0	0	0.0
Ancillary Nursing Personnel	4	5	7.3	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	59	27	73.2
Pharmacy Personnel	7	5	9.4				
Clinical Laboratory Personnel	1	4	2.5				
				<b>Total</b>	<b>128</b>	<b>143</b>	<b>211.6</b>

**198 OakLeaf Surgical Hospital**

Altoona, WI 54720

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$44,671,509	31.8%	44.8%	0.71	49.2%	0.65	42.6%	0.75	29.5%	1.08
Medical Assistance	\$11,968,662	8.5%	14.4%	0.59	12.0%	0.71	12.7%	0.67	8.7%	0.98
Commercial	\$83,019,728	59.2%	36.6%	1.62	35.1%	1.69	40.5%	1.46	61.3%	0.97
All Other	\$635,860	0.5%	4.2%	0.11	3.7%	0.12	4.2%	0.11	0.5%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$31,496,099	22.4%	32.9%	0.68	32.5%	0.69	20.7%	1.08	20.3%	1.11
Medical Assistance	\$10,333,114	7.4%	10.7%	0.69	8.6%	0.86	7.9%	0.93	7.8%	0.94
Commercial	\$18,692,322	13.3%	14.8%	0.90	10.0%	1.34	11.6%	1.14	14.7%	0.91
Charity Care	\$0	0.0%	1.0%	N/A	0.9%	N/A	0.9%	N/A	0.0%	N/A
Bad Debt	\$946,381	0.7%	1.1%	0.64	1.2%	0.54	2.0%	0.34	0.0%	N/A
All Other	\$163,495	0.1%	1.9%	0.06	1.6%	0.08	1.5%	0.08	0.1%	1.07
Total Deductions	\$61,631,411	43.9%	62.4%	0.70	54.7%	0.80	44.6%	0.99	42.9%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.2%	6.3%	0.03	4.1%	0.05	3.9%	0.06	0.6%	0.39	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	48.3%	N/A	1.9%	N/A	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$17,134,454	30.7%	44.7%	0.69	53.1%	0.58	51.0%	0.60	31.5%	0.97
Supplies & Services	\$31,597,924	56.7%	47.9%	1.18	40.3%	1.41	42.2%	1.34	55.5%	1.02
Capital Component	\$7,036,602	12.6%	7.4%	1.71	6.6%	1.90	6.8%	1.85	13.0%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)	29.3%	8.9%	3.27	6.5%	4.50	6.0%	4.92	30.5%	0.96	
Total Hospital Net Income (%)	28.2%	10.1%	2.79	11.8%	2.38	6.1%	4.65	30.3%	0.93	
Return on Equity (%)	46.6%	7.6%	6.13	8.3%	5.63	8.8%	5.26	44.9%	1.04	
Current Ratio	1.9	5.6	0.33	3.7	0.51	2.8	0.68	1.8	1.03	
Days in Net Patient Accounts Receivable	66.4	51.4	1.29	54.8	1.21	58.0	1.15	72.1	0.92	
Average Payment Period	65.9	41.5	1.59	56.1	1.17	45.2	1.46	76.2	0.87	
Equity Financing (%)	54.3%	73.6%	0.74	76.5%	0.71	56.7%	0.96	46.2%	1.17	
Long-Term Debt to Equity Ratio	0.5	0.2	2.81	0.2	3.06	0.4	1.16	0.7	0.64	
Times Interest Earned	33.1	14.1	2.35	26.4	1.25	9.6	3.46	51.2	0.65	
Total Asset Turnover	1.7	0.7	2.26	0.7	2.55	1.5	1.15	1.5	1.13	
Average Age of Plant (Years)	4.6	9.3	0.49	10.3	0.44	9.2	0.50	3.9	1.18	
Increase (Decrease) Total Net Patient Revenue	11.1%	3.6%	3.05	14.9%	0.74	3.4%	3.30	16.0%	0.69	
Outpatient Gross Revenue (% of Total GPR)	71.2%	60.9%	1.17	67.9%	1.05	76.0%	0.94	68.9%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$32,041	\$15,675	2.04	\$13,969	2.29	\$19,283	1.66	\$28,482	1.12	
Inpatient Net Revenue per Day	\$13,614	\$3,540	3.85	\$3,407	4.00	\$2,854	4.77	\$12,537	1.09	
Outpatient Net Revenue per Visit	\$4,833	\$654	7.39	\$718	6.73	\$720	6.71	\$4,895	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$140,295,759	Cash & Cash Equivalents	\$747,734	Current Liabilities	\$9,588,713
Less Deductions	\$61,631,411	Net Patient Receivables	\$14,313,055	Long-Term Debt	\$11,864,291
Net Patient Revenue	\$78,664,348	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$171,666			Subtotal	\$21,453,004
Total Revenue	\$78,836,014	Land, Buildings & Equipment (Net)	\$15,725,368	Unrestricted Fund Balance	\$25,486,804
Less Expenses	\$55,768,980	Other Assets	\$16,153,651	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,209,446			Total Liabilities & Fund Balance	\$46,939,808
Net Income	\$21,857,588	Total Assets	\$46,939,808		

**001 Amery Regional Medical Center**  
 265 Griffin Street East  
 Amery, WI 54001  
 715-268-8000

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

County: Polk  
 Analysis Area: West Central (5A)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	67.7%	55.4%	1.22	42.7%	1.58	46.2%	1.47	52.0%	1.30
Obstetrics	0.0%	38.4%	N/A	30.0%	0.02	22.2%	N/A	0.0%	N/A
Pediatrics	0.8%	55.4%	0.01	1.0%	0.86	0.7%	1.13	0.0%	N/A
Total Hospital	74.4%	56.3%	1.32	43.6%	1.71	43.7%	1.70	96.4%	0.77
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.4	26.5	0.20	11.7	0.46	8.0	0.68	4.2	1.30
Obstetrics	0.5	5.0	0.11	2.1	0.25	1.0	0.56	0.8	0.70
Pediatrics	0.0	1.4	0.01	0.0	0.26	0.0	0.01	0.0	0.38
Total Hospital	12.6	48.3	0.26	18.6	0.68	10.5	1.21	12.5	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.9	0.81	3.7	0.85	3.3	0.97	2.8	1.12
Obstetrics	2.1	2.6	0.83	2.4	0.89	2.1	1.01	2.2	0.98
Pediatrics	1.0	3.5	0.29	1.9	0.52	1.9	0.51	2.0	0.50
Total Hospital	4.8	4.3	1.10	3.9	1.22	3.4	1.40	4.9	0.96
<b>Surgical Operations</b>									
Inpatient	192	1,408	0.14	496	0.39	302	0.64	195	0.98
Outpatient	1,332	4,098	0.33	1,861	0.72	1,304	1.02	1,538	0.87
Inpatient as % of All Surgeries	12.6%	25.6%	0.49	21.1%	0.60	18.8%	0.67	11.3%	1.12
<b>Outpatient Visits</b>									
Non-Emergency Visits	113,380	132,001	0.86	70,369	1.61	63,510	1.79	107,225	1.06
Emergency Visits	6,927	17,964	0.39	8,210	0.84	8,037	0.86	7,178	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.9	0.21	11.1	0.36	12.6	0.32	11.9	0.34
Nurses, Licensed	76.0	244.4	0.31	121.7	0.62	78.6	0.97	71.8	1.06
Ancillary Nursing Personnel	19.4	40.0	0.48	18.3	1.06	13.9	1.39	13.4	1.45
All Other Personnel	232.5	484.8	0.48	252.8	0.92	187.4	1.24	212.7	1.09
Total FTEs	331.9	788.1	0.42	404.0	0.82	292.5	1.13	309.9	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.1	15.1	0.40	19.3	0.31	29.3	0.21	20.7	0.29
Nurses, Licensed	115.2	195.2	0.59	211.1	0.55	183.3	0.63	124.4	0.93
Ancillary Nursing Personnel	29.4	32.0	0.92	31.8	0.93	32.5	0.91	23.3	1.26
All Other Personnel	352.5	387.3	0.91	438.4	0.80	436.8	0.81	368.8	0.96
Total FTEs	503.2	629.5	0.80	700.6	0.72	681.8	0.74	537.1	0.94

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	969	Preferred Provider Organization (PPO)	Yes	Discharges	54	Total Births	89
Inpatient Days	4,617			Inpatient Days	487	Newborn Days	171

**001 Amery Regional Medical Center**  
Amery, WI 54001

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	8	624	1,978	67.7%	5.4	3.2
Orthopedic	3	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	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	1	3	3	0.8%	0.0	1.0
<b>Obstetrics</b>	1	0	91	194	0.0%	0.5	2.1
<b>Psychiatric</b>	1	7	196	2,355	92.2%	6.5	12.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	1	52	87	23.8%	0.2	1.7
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	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			Occupation	Number		
	Full-Time	Part-Time	FTE		Full-Time	Part-Time	FTE
Administrators/Assistant Administrators	4	0	4.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	1	11.4
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	1	2.6
Registered Nurses	47	59	68.6	Occupational Therapists	2	1	2.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	2	2	2.4	Physical Therapists	8	0	8.0
Ancillary Nursing Personnel	6	21	19.4	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	34	9	38.3	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	30	9	32.8
Health Info Mgmt-Administrators/Technicians	17	1	17.6	All Other Personnel	74	43	89.4
Pharmacy Personnel	4	1	4.6				
Clinical Laboratory Personnel	13	2	14.4				
				<b>Total</b>	<b>269</b>	<b>151</b>	<b>331.9</b>

**001 Amery Regional Medical Center**

Amery, WI 54001

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$55,286,713	54.5%	44.8%	1.22	49.2%	1.11	46.2%	1.18	51.4%	1.06
Medical Assistance	\$12,516,741	12.3%	14.4%	0.86	12.0%	1.03	12.7%	0.97	12.9%	0.96
Commercial	\$30,999,623	30.5%	36.6%	0.83	35.1%	0.87	37.2%	0.82	33.3%	0.92
All Other	\$2,720,676	2.7%	4.2%	0.63	3.7%	0.73	3.9%	0.69	2.5%	1.09
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$27,468,292	27.1%	32.9%	0.82	32.5%	0.83	28.8%	0.94	23.6%	1.14
Medical Assistance	\$8,560,942	8.4%	10.7%	0.79	8.6%	0.98	8.6%	0.98	7.5%	1.13
Commercial	\$9,641,970	9.5%	14.8%	0.64	10.0%	0.95	13.1%	0.73	7.0%	1.37
Charity Care	\$654,628	0.6%	1.0%	0.65	0.9%	0.72	1.0%	0.64	0.9%	0.75
Bad Debt	\$3,547,476	3.5%	1.1%	3.31	1.2%	2.81	1.5%	2.36	2.1%	1.64
All Other	\$1,492,792	1.5%	1.9%	0.77	1.6%	0.95	1.9%	0.76	-0.4%	N/A
Total Deductions	\$51,366,100	50.6%	62.4%	0.81	54.7%	0.93	54.9%	0.92	40.6%	1.25
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		7.2%	6.3%	1.14	4.1%	1.76	6.2%	1.16	5.3%	1.35
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	48.3%	N/A	20.5%	N/A	20.4%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$36,969,738	64.1%	44.7%	1.43	53.1%	1.21	50.7%	1.27	66.2%	0.97
Supplies & Services	\$15,309,914	26.6%	47.9%	0.55	40.3%	0.66	40.1%	0.66	24.2%	1.10
Capital Component	\$5,351,829	9.3%	7.4%	1.26	6.6%	1.40	9.2%	1.00	9.5%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)		-6.6%	8.9%	N/A	6.5%	N/A	4.7%	N/A	2.5%	N/A
Total Hospital Net Income (%)		-5.9%	10.1%	N/A	11.8%	N/A	5.8%	N/A	3.1%	N/A
Return on Equity (%)		-5.7%	7.6%	N/A	8.3%	N/A	5.1%	N/A	3.1%	N/A
Current Ratio		2.1	5.6	0.37	3.7	0.57	4.9	0.43	3.5	0.60
Days in Net Patient Accounts Receivable		46.6	51.4	0.91	54.8	0.85	51.9	0.90	36.7	1.27
Average Payment Period		60.9	41.5	1.47	56.1	1.09	33.7	1.81	44.2	1.38
Equity Financing (%)		38.1%	73.6%	0.52	76.5%	0.50	70.2%	0.54	41.8%	0.91
Long-Term Debt to Equity Ratio		1.2	0.2	6.99	0.2	7.60	0.4	3.00	1.0	1.10
Times Interest Earned		-2.7	14.1	N/A	26.4	N/A	4.7	N/A	2.9	N/A
Total Asset Turnover		1.0	0.7	1.30	0.7	1.47	0.9	1.11	1.0	0.98
Average Age of Plant (Years)		9.8	9.3	1.05	10.3	0.95	7.5	1.30	9.8	1.00
Increase (Decrease) Total Net Patient Revenue		-8.4%	3.6%	N/A	14.9%	N/A	2.8%	N/A	3.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		80.5%	60.9%	1.32	67.9%	1.19	75.7%	1.06	78.1%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,566		\$15,675	0.67	\$13,969	0.76	\$12,189	0.87	\$13,553	0.78
Inpatient Net Revenue per Day	\$2,064		\$3,540	0.58	\$3,407	0.61	\$3,423	0.60	\$2,628	0.79
Outpatient Net Revenue per Visit	\$356		\$654	0.54	\$718	0.50	\$558	0.64	\$380	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$101,523,753	Cash & Cash Equivalents	\$11,590,098	Current Liabilities	\$9,036,575
Less Deductions	\$51,366,100	Net Patient Receivables	\$6,408,062	Long-Term Debt	\$24,710,359
Net Patient Revenue	\$50,157,653	Other Receivables	\$120,904	Other Liabilities	\$914,102
Plus Other Revenue	\$3,902,597			Subtotal	\$34,661,036
Total Revenue	\$54,060,250	Land, Buildings & Equipment (Net)	\$25,388,189	Unrestricted Fund Balance	\$21,370,760
Less Expenses	\$57,631,481	Other Assets	\$12,524,543	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$381,723			Total Liabilities & Fund Balance	\$56,031,796
Net Income	-\$3,189,508	Total Assets	\$56,031,796		

**002 Aspirus Langlade Hospital**  
 112 East Fifth Avenue  
 Antigo, WI 54409  
 715-623-2331

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Langlade  
 Analysis Area: North Central (6)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	48.3%	55.4%	0.87	63.3%	0.76	42.3%	1.14	50.2%	0.96
Obstetrics	56.8%	38.4%	1.48	48.9%	0.03	26.5%	2.15	49.5%	1.15
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	49.2%	56.3%	0.87	68.1%	0.72	42.3%	1.16	49.2%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	8.7	26.5	0.33	20.3	0.43	16.0	0.54	8.0	1.08
Obstetrics	1.7	5.0	0.34	3.7	0.46	2.3	0.75	1.5	1.15
Pediatrics	0.0	1.4	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.3	48.3	0.23	39.0	0.29	27.2	0.42	10.3	1.10
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.9	0.85	3.7	0.90	3.3	1.00	3.3	1.02
Obstetrics	2.2	2.6	0.84	2.6	0.84	2.2	0.96	2.2	0.98
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.73	4.1	0.76	3.6	0.88	3.1	1.00
<b>Surgical Operations</b>									
Inpatient	259	1,408	0.18	1,200	0.22	726	0.36	234	1.11
Outpatient	1,074	4,098	0.26	1,676	0.64	2,865	0.37	1,166	0.92
Inpatient as % of All Surgeries	19.4%	25.6%	0.76	41.7%	0.47	20.2%	0.96	16.7%	1.16
<b>Outpatient Visits</b>									
Non-Emergency Visits	110,163	132,001	0.83	75,867	1.45	120,134	0.92	105,049	1.05
Emergency Visits	10,631	17,964	0.59	13,255	0.80	14,406	0.74	11,609	0.92
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.9	0.05	10.2	0.10	14.0	0.07	1.0	1.00
Nurses, Licensed	115.4	244.4	0.47	142.4	0.81	144.3	0.80	100.4	1.15
Ancillary Nursing Personnel	12.0	40.0	0.30	22.2	0.54	19.5	0.62	10.0	1.20
All Other Personnel	301.6	484.8	0.62	273.7	1.10	331.1	0.91	297.5	1.01
Total FTEs	430.0	788.1	0.55	448.5	0.96	508.9	0.84	408.9	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.0	15.1	0.06	10.6	0.09	14.4	0.07	0.9	1.01
Nurses, Licensed	109.6	195.2	0.56	147.6	0.74	148.1	0.74	94.2	1.16
Ancillary Nursing Personnel	11.4	32.0	0.36	23.0	0.50	20.1	0.57	9.4	1.22
All Other Personnel	286.6	387.3	0.74	283.6	1.01	340.0	0.84	279.1	1.03
Total FTEs	408.6	629.5	0.65	464.8	0.88	522.5	0.78	383.6	1.07

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	23	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	3
Discharges	1,316	Preferred Provider Organization (PPO)	Yes	Discharges	3	Total Births	283
Inpatient Days	4,133			Inpatient Days	22	Newborn Days	553

**002 Aspirus Langlade Hospital**  
Antigo, WI 54409

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	18	955	3,174	48.3%	8.7	3.3
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	3	288	622	56.8%	1.7	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	2	73	337	46.2%	0.9	4.6
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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.

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

\*\* Transfers, which may be estimated, refer only to those between units.

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	1	0	1.0	Surgical Personnel	3	3	5.1
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	11	9	18.1
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	4.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	3	6.1
Registered Nurses	49	73	107.1	Occupational Therapists	2	3	3.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	3	1	3.7	Physical Therapists	6	0	6.0
Ancillary Nursing Personnel	4	11	12.0	Physical Therapy Assistants/Aides	3	1	3.8
Medical Assistants	6	26	27.5	Recreational Therapists	0	1	0.7
Physician Assistants	1	1	1.3	Dietitians & Nutritionists	2	1	2.9
Nurse Practitioners	4	2	4.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	16	6	19.6
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	115	94	173.9
Pharmacy Personnel	3	6	7.3				
Clinical Laboratory Personnel	11	6	15.4				
				<b>Total</b>	<b>253</b>	<b>251</b>	<b>430.0</b>



**002 Aspirus Langlade Hospital**

Antigo, WI 54409

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$89,124,619	50.1%	44.8%	1.12	51.2%	0.98	47.9%	1.05	48.9%	1.02
Medical Assistance	\$28,491,446	16.0%	14.4%	1.11	14.0%	1.14	12.0%	1.34	17.7%	0.90
Commercial	\$52,714,471	29.6%	36.6%	0.81	30.8%	0.96	36.4%	0.81	29.9%	0.99
All Other	\$7,589,188	4.3%	4.2%	1.01	4.0%	1.07	3.7%	1.15	3.4%	1.25
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$46,953,559	26.4%	32.9%	0.80	34.8%	0.76	33.3%	0.79	25.5%	1.03
Medical Assistance	\$19,778,650	11.1%	10.7%	1.03	10.5%	1.06	8.7%	1.27	11.8%	0.94
Commercial	\$11,741,560	6.6%	14.8%	0.45	7.6%	0.87	14.8%	0.45	6.1%	1.08
Charity Care	\$3,969,292	2.2%	1.0%	2.26	1.2%	1.86	0.9%	2.56	5.0%	0.44
Bad Debt	\$1,177,525	0.7%	1.1%	0.63	0.9%	0.72	1.0%	0.67	-2.1%	N/A
All Other	\$2,304,033	1.3%	1.9%	0.68	1.6%	0.83	1.9%	0.67	0.8%	1.56
Total Deductions	\$85,924,619	48.3%	62.4%	0.77	56.5%	0.85	60.6%	0.80	47.2%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	10.1%	6.3%	1.60	12.4%	0.82	4.1%	2.48	3.6%	2.80	
Net Gains/Losses as % of Net Income	26.9%	12.7%	2.13	12.7%	2.13	11.9%	2.26	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$42,427,946	47.5%	44.7%	1.06	43.5%	1.09	46.3%	1.02	50.5%	0.94
Supplies & Services	\$40,831,718	45.7%	47.9%	0.95	50.5%	0.91	46.1%	0.99	42.2%	1.08
Capital Component	\$6,059,755	6.8%	7.4%	0.92	6.0%	1.13	7.6%	0.90	7.3%	0.93
<b>Fiscal Statistics</b>										
Operating Margin (%)	12.8%	8.9%	1.43	16.0%	0.80	8.9%	1.43	11.6%	1.10	
Total Hospital Net Income (%)	16.7%	10.1%	1.65	17.9%	0.93	10.0%	1.66	10.1%	1.65	
Return on Equity (%)	9.9%	7.6%	1.30	22.9%	0.43	6.7%	1.48	5.8%	1.69	
Current Ratio	8.1	5.6	1.44	2.8	2.89	6.0	1.36	5.6	1.45	
Days in Net Patient Accounts Receivable	53.8	51.4	1.05	44.6	1.21	54.8	0.98	51.2	1.05	
Average Payment Period	34.3	41.5	0.83	37.4	0.92	42.8	0.80	47.5	0.72	
Equity Financing (%)	81.5%	73.6%	1.11	54.2%	1.50	78.1%	1.04	77.9%	1.05	
Long-Term Debt to Equity Ratio	0.2	0.2	1.00	0.5	0.35	0.1	1.11	0.2	0.86	
Times Interest Earned	20.9	14.1	1.48	25.4	0.82	18.4	1.13	10.1	2.06	
Total Asset Turnover	0.6	0.7	0.76	1.2	0.45	0.7	0.86	0.6	0.97	
Average Age of Plant (Years)	8.7	9.3	0.93	8.3	1.05	9.0	0.97	7.7	1.13	
Increase (Decrease) Total Net Patient Revenue	5.6%	3.6%	1.55	2.3%	2.45	2.6%	2.17	-2.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	85.8%	60.9%	1.41	59.5%	1.44	71.9%	1.19	87.2%	0.98	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,498	\$15,675	0.86	\$13,883	0.97	\$11,179	1.21	\$8,725	1.55	
Inpatient Net Revenue per Day	\$3,253	\$3,540	0.92	\$3,352	0.97	\$3,101	1.05	\$2,114	1.54	
Outpatient Net Revenue per Visit	\$624	\$654	0.95	\$806	0.77	\$561	1.11	\$682	0.92	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$177,919,724	Cash & Cash Equivalents	\$46,750,282	Current Liabilities	\$7,925,971
Less Deductions	\$85,924,619	Net Patient Receivables	\$13,567,894	Long-Term Debt	\$24,409,224
Net Patient Revenue	\$91,995,105	Other Receivables	\$1,506,329	Other Liabilities	\$1,117,096
Plus Other Revenue	\$10,384,653			Subtotal	\$33,452,291
Total Revenue	\$102,379,758	Land, Buildings & Equipment (Net)	\$56,419,977	Unrestricted Fund Balance	\$146,927,792
Less Expenses	\$89,319,419	Other Assets	\$62,135,601	Restricted Fund Balance	\$548,250
Non-Operating Gains/Losses	\$4,813,633			Total Liabilities & Fund Balance	\$180,380,083
Net Income	\$17,873,972	Total Assets	\$180,380,083		

**004 Ascension NE Wisconsin - St. Elizabeth Campus**  
 1506 South Oneida Street  
 Appleton, WI 54915  
 920-738-2000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	51.3%	55.4%	0.93	45.8%	1.12	58.7%	0.87	46.5%	1.11
Obstetrics	36.9%	38.4%	0.96	28.4%	0.29	36.5%	1.01	37.0%	1.00
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	53.3%	56.3%	0.95	46.5%	1.15	58.0%	0.92	50.7%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	40.0	26.5	1.51	20.5	1.95	38.4	1.04	36.2	1.11
Obstetrics	8.1	5.0	1.62	4.0	2.04	7.1	1.14	8.1	1.00
Pediatrics	0.0	1.4	N/A	0.2	N/A	5.4	N/A	0.0	N/A
Total Hospital	101.3	48.3	2.10	35.0	2.89	79.6	1.27	96.4	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.6	3.9	1.17	3.5	1.28	3.8	1.20	3.7	1.25
Obstetrics	2.5	2.6	0.96	2.3	1.05	2.5	0.98	2.5	0.98
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.4	4.3	1.01	3.8	1.16	4.4	1.00	4.2	1.04
<b>Surgical Operations</b>									
Inpatient	2,408	1,408	1.71	1,285	1.87	1,955	1.23	2,300	1.05
Outpatient	11,488	4,098	2.80	5,974	1.92	5,493	2.09	11,999	0.96
Inpatient as % of All Surgeries	17.3%	25.6%	0.68	17.7%	0.98	26.2%	0.66	16.1%	1.08
<b>Outpatient Visits</b>									
Non-Emergency Visits	206,243	132,001	1.56	121,848	1.69	208,790	0.99	187,010	1.10
Emergency Visits	33,905	17,964	1.89	15,548	2.18	31,589	1.07	32,594	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.8	18.9	0.83	26.3	0.60	28.7	0.55	15.8	1.00
Nurses, Licensed	334.2	244.4	1.37	187.4	1.78	343.5	0.97	337.7	0.99
Ancillary Nursing Personnel	69.5	40.0	1.74	30.9	2.25	56.6	1.23	70.4	0.99
All Other Personnel	426.8	484.8	0.88	331.4	1.29	642.7	0.66	429.2	0.99
Total FTEs	846.3	788.1	1.07	576.0	1.47	1,071.5	0.79	853.1	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.8	15.1	0.45	24.4	0.28	14.6	0.46	7.1	0.95
Nurses, Licensed	143.4	195.2	0.73	174.3	0.82	174.3	0.82	151.7	0.95
Ancillary Nursing Personnel	29.8	32.0	0.93	28.7	1.04	28.7	1.04	31.6	0.94
All Other Personnel	183.1	387.3	0.47	308.2	0.59	326.0	0.56	192.7	0.95
Total FTEs	363.2	629.5	0.58	535.6	0.68	543.5	0.67	383.1	0.95

**Total Hospital:**  
 Beds Set Up & Staffed 190  
 Discharges 8,469  
 Inpatient Days 36,958

**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 25  
 Total Births 1,216  
 Newborn Days 2,353

**004 Ascension NE Wisconsin - St. Elizabeth Campus**  
 Appleton, WI 54915

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	78	3,211	14,617	51.3%	40.0	4.6
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	5	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	22	1,205	2,962	36.9%	8.1	2.5
<b>Psychiatric</b>	1	45	2,111	9,038	55.0%	24.8	4.3
<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	30	1,376	7,855	71.7%	21.5	5.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	15	139	2,486	45.4%	6.8	17.9
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	15	1	15.8	Surgical Personnel	24	12	29.1
Physicians & Dentists	2	1	2.5	Radiological Services Personnel	31	34	51.6
Medical & Dental Residents	0	0	0.0	Sonographers	3	3	4.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	5	10.5
Registered Nurses	200	210	318.9	Occupational Therapists	8	27	17.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	6	2.0
Licensed Practical Nurses	2	1	2.5	Physical Therapists	21	14	28.0
Ancillary Nursing Personnel	37	80	69.5	Physical Therapy Assistants/Aides	4	2	4.0
Medical Assistants	3	0	3.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	2	1.5
Nurse Practitioners	0	0	0.0	Psychologists	0	1	0.9
Certified Registered Nurse Anesthetists	1	1	1.9	Social Workers	0	0	0.0
Clinical Nurse Specialists	6	6	11.0	All Other Health Professionals	29	27	42.1
Health Info Mgmt-Administrators/Technicians	1	1	1.8	All Other Personnel	127	49	147.5
Pharmacy Personnel	27	7	27.5				
Clinical Laboratory Personnel	47	15	52.8				
				<b>Total</b>	<b>601</b>	<b>505</b>	<b>846.3</b>

**004 Ascension NE Wisconsin - St. Elizabeth Campus**  
 Appleton, WI 54915

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$232,059,651	48.2%	44.8%	1.08	46.1%	1.05	40.7%	1.18	47.6%	1.01
Medical Assistance	\$64,033,773	13.3%	14.4%	0.92	10.9%	1.22	19.9%	0.67	13.7%	0.97
Commercial	\$174,113,793	36.1%	36.6%	0.99	40.7%	0.89	35.3%	1.02	36.0%	1.00
All Other	\$11,456,370	2.4%	4.2%	0.56	2.3%	1.02	4.1%	0.58	2.7%	0.89
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$154,365,138	32.0%	32.9%	0.97	31.7%	1.01	30.5%	1.05	31.4%	1.02
Medical Assistance	\$41,457,890	8.6%	10.7%	0.80	7.8%	1.10	14.4%	0.60	8.9%	0.97
Commercial	\$59,959,564	12.4%	14.8%	0.84	14.4%	0.86	13.0%	0.96	10.5%	1.18
Charity Care	\$4,969,758	1.0%	1.0%	1.04	0.6%	1.68	1.0%	1.00	0.1%	7.06
Bad Debt	\$6,045,286	1.3%	1.1%	1.19	1.5%	0.84	1.0%	1.22	1.2%	1.07
All Other	\$12,841,440	2.7%	1.9%	1.39	1.5%	1.74	2.2%	1.19	2.8%	0.96
Total Deductions	\$279,639,076	58.1%	62.4%	0.93	57.6%	1.01	62.2%	0.93	54.9%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.2%	6.3%	0.34	1.9%	1.16	9.8%	0.22	3.3%	0.66	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	10.2%	N/A	4.7%	N/A	0.6%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$64,712,180	37.8%	44.7%	0.85	44.4%	0.85	42.9%	0.88	48.5%	0.78
Supplies & Services	\$89,526,197	52.3%	47.9%	1.09	43.1%	1.21	48.6%	1.08	41.2%	1.27
Capital Component	\$16,855,464	9.9%	7.4%	1.34	12.5%	0.79	8.5%	1.16	10.4%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)	17.1%	8.9%	1.92	10.0%	1.72	13.6%	1.26	15.6%	1.10	
Total Hospital Net Income (%)	16.9%	10.1%	1.68	11.0%	1.55	14.1%	1.20	15.6%	1.08	
Return on Equity (%)	16.3%	7.6%	2.14	10.2%	1.59	10.4%	1.57	13.9%	1.17	
Current Ratio	2.4	5.6	0.43	5.8	0.42	6.4	0.38	1.8	1.35	
Days in Net Patient Accounts Receivable	56.1	51.4	1.09	55.7	1.01	47.5	1.18	55.0	1.02	
Average Payment Period	40.1	41.5	0.97	25.7	1.56	36.9	1.09	61.2	0.65	
Equity Financing (%)	55.5%	73.6%	0.75	72.7%	0.76	68.5%	0.81	60.3%	0.92	
Long-Term Debt to Equity Ratio	0.5	0.2	3.14	0.2	2.39	0.2	3.36	0.5	1.14	
Times Interest Earned	16.8	14.1	1.19	11.0	1.52	17.7	0.95	28.3	0.59	
Total Asset Turnover	1.0	0.7	1.30	0.9	1.05	0.7	1.32	0.9	1.08	
Average Age of Plant (Years)	3.4	9.3	0.37	5.9	0.58	7.9	0.44	1.9	1.76	
Increase (Decrease) Total Net Patient Revenue	3.1%	3.6%	0.85	1.9%	1.67	2.0%	1.54	0.3%	9.47	
Outpatient Gross Revenue (% of Total GPR)	58.6%	60.9%	0.96	67.5%	0.87	59.1%	0.99	56.6%	1.04	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,151	\$15,675	0.71	\$12,173	0.92	\$14,805	0.75	\$11,460	0.97	
Inpatient Net Revenue per Day	\$2,684	\$3,540	0.76	\$3,180	0.84	\$3,359	0.80	\$2,727	0.98	
Outpatient Net Revenue per Visit	\$473	\$654	0.72	\$551	0.86	\$542	0.87	\$476	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$481,663,587	Cash & Cash Equivalents	\$459,908	Current Liabilities	\$17,389,935
Less Deductions	\$279,639,076	Net Patient Receivables	\$31,032,880	Long-Term Debt	\$61,735,553
Net Patient Revenue	\$202,024,511	Other Receivables	\$14,730	Other Liabilities	\$16,281,487
Plus Other Revenue	\$4,475,569			Subtotal	\$95,406,975
Total Revenue	\$206,500,080	Land, Buildings & Equipment (Net)	\$168,462,067	Unrestricted Fund Balance	\$118,763,047
Less Expenses	\$171,093,841	Other Assets	\$14,200,437	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$506,013			Total Liabilities & Fund Balance	\$214,170,022
Net Income	\$34,900,226	Total Assets	\$214,170,022		

**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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2017 vs. 2016	
		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

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	156	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	7,812	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,048
Inpatient Days	27,907			Inpatient Days	0	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

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
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
<b>Deductions as % of Total Gross Patient Revenue</b>										
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
<b>Other Revenue &amp; Net Gains or Losses</b>										
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
<b>Expenses as % of Total Expenses</b>										
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
<b>Fiscal Statistics</b>										
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
<b>Net Revenue Statistics</b>										
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		

**006 Memorial Medical Center**  
 1615 Maple Lane  
 Ashland, WI 54806  
 715-685-5500

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Ashland  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	45.8%	55.4%	0.83	20.9%	2.19	42.3%	1.08	49.4%	0.93
Obstetrics	23.7%	38.4%	0.62	19.4%	0.06	26.5%	0.89	25.6%	0.92
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	50.5%	56.3%	0.90	22.7%	2.23	42.3%	1.19	53.7%	0.94
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.2	26.5	0.35	4.0	2.27	16.0	0.57	9.9	0.93
Obstetrics	1.2	5.0	0.24	0.7	1.66	2.3	0.52	1.3	0.92
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	17.7	48.3	0.37	5.5	3.23	27.2	0.65	18.8	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.9	0.73	2.9	0.98	3.3	0.85	2.5	1.11
Obstetrics	2.1	2.6	0.81	2.2	0.96	2.2	0.92	2.3	0.89
Pediatrics	0.0	3.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.77	3.1	1.09	3.6	0.93	3.4	0.97
<b>Surgical Operations</b>									
Inpatient	245	1,408	0.17	57	4.29	726	0.34	249	0.98
Outpatient	2,491	4,098	0.61	963	2.59	2,865	0.87	1,221	2.04
Inpatient as % of All Surgeries	9.0%	25.6%	0.35	5.6%	1.60	20.2%	0.44	16.9%	0.53
<b>Outpatient Visits</b>									
Non-Emergency Visits	7,629	132,001	0.06	18,612	0.41	120,134	0.06	9,799	0.78
Emergency Visits	8,585	17,964	0.48	7,144	1.20	14,406	0.60	7,953	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.9	0.21	3.9	1.04	14.0	0.28	3.0	1.33
Nurses, Licensed	99.1	244.4	0.41	55.2	1.80	144.3	0.69	106.1	0.93
Ancillary Nursing Personnel	14.0	40.0	0.35	9.0	1.56	19.5	0.72	18.2	0.77
All Other Personnel	309.1	484.8	0.64	137.0	2.26	331.1	0.93	288.0	1.07
Total FTEs	426.1	788.1	0.54	205.0	2.08	508.9	0.84	415.2	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.5	15.1	0.30	11.1	0.40	14.4	0.31	3.8	1.18
Nurses, Licensed	110.6	195.2	0.57	158.7	0.70	148.1	0.75	133.7	0.83
Ancillary Nursing Personnel	15.6	32.0	0.49	25.8	0.61	20.1	0.78	22.9	0.68
All Other Personnel	345.1	387.3	0.89	394.2	0.88	340.0	1.02	363.0	0.95
Total FTEs	475.8	629.5	0.76	589.9	0.81	522.5	0.91	523.4	0.91

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	35	Health Maintenance Organization (HMO)	No	Average Beds Used	0	Bassinets	7
Discharges	1,948	Preferred Provider Organization (PPO)	No	Discharges	0	Total Births	212
Inpatient Days	6,454			Inpatient Days	0	Newborn Days	443



**006 Memorial Medical Center**  
Ashland, WI 54806

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	20	1,183	3,343	45.8%	9.2	2.8
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	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	209	432	23.7%	1.2	2.1
<b>Psychiatric</b>	1	10	555	2,679	73.4%	7.3	4.8
<b>Alcoholism/chemical dependency</b>	1	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	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	4	0	4.0	Surgical Personnel	5	0	5.0
Physicians & Dentists	5	0	5.0	Radiological Services Personnel	14	1	14.5
Medical & Dental Residents	0	0	0.0	Sonographers	3	2	3.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	2	5.1
Registered Nurses	69	40	88.1	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	0	3.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	6	1	6.6
Ancillary Nursing Personnel	12	4	14.0	Physical Therapy Assistants/Aides	2	2	3.1
Medical Assistants	1	1	1.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	5	0	5.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	3	1	3.6
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	98	14	111.3
Health Info Mgmt-Administrators/Technicians	9	1	9.6	All Other Personnel	97	24	110.5
Pharmacy Personnel	7	1	7.7				
Clinical Laboratory Personnel	13	4	13.9				
				<b>Total</b>	<b>371</b>	<b>98</b>	<b>426.1</b>

**006 Memorial Medical Center**

Ashland, WI 54806

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$64,372,604	46.4%	44.8%	1.04	48.8%	0.95	47.9%	0.97	44.0%	1.05
Medical Assistance	\$29,715,264	21.4%	14.4%	1.49	18.2%	1.18	12.0%	1.79	22.8%	0.94
Commercial	\$41,658,685	30.0%	36.6%	0.82	29.1%	1.03	36.4%	0.82	30.0%	1.00
All Other	\$3,113,563	2.2%	4.2%	0.53	3.9%	0.57	3.7%	0.60	3.2%	0.70
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$36,068,147	26.0%	32.9%	0.79	27.1%	0.96	33.3%	0.78	23.0%	1.13
Medical Assistance	\$17,091,309	12.3%	10.7%	1.15	11.3%	1.09	8.7%	1.41	12.0%	1.03
Commercial	\$4,730,306	3.4%	14.8%	0.23	4.4%	0.77	14.8%	0.23	2.4%	1.42
Charity Care	\$931,052	0.7%	1.0%	0.68	0.8%	0.81	0.9%	0.77	0.1%	4.62
Bad Debt	\$2,335,528	1.7%	1.1%	1.59	2.2%	0.78	1.0%	1.71	2.9%	0.58
All Other	\$1,249,621	0.9%	1.9%	0.47	1.0%	0.90	1.9%	0.47	1.3%	0.72
Total Deductions	\$62,405,963	44.9%	62.4%	0.72	46.8%	0.96	60.6%	0.74	41.7%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.4%	6.3%	0.22		1.4%	1.01	4.1%	0.35	1.6%	0.89
Net Gains/Losses as % of Net Income	18.3%	12.7%	1.45		29.4%	0.62	11.9%	1.54	10.7%	1.72
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$33,944,643	48.9%	44.7%	1.09	53.0%	0.92	46.3%	1.06	50.7%	0.96
Supplies & Services	\$30,257,064	43.6%	47.9%	0.91	39.2%	1.11	46.1%	0.95	42.9%	1.02
Capital Component	\$5,202,618	7.5%	7.4%	1.02	7.8%	0.96	7.6%	0.99	6.4%	1.17
<b>Fiscal Statistics</b>										
Operating Margin (%)	10.5%	8.9%	1.17		8.3%	1.27	8.9%	1.17	13.3%	0.79
Total Hospital Net Income (%)	12.6%	10.1%	1.24		11.3%	1.11	10.0%	1.25	14.6%	0.86
Return on Equity (%)	7.0%	7.6%	0.93		7.2%	0.97	6.7%	1.05	8.1%	0.87
Current Ratio	6.1	5.6	1.07		5.9	1.02	6.0	1.01	7.2	0.84
Days in Net Patient Accounts Receivable	61.6	51.4	1.20		53.6	1.15	54.8	1.13	63.8	0.97
Average Payment Period	72.2	41.5	1.74		50.0	1.44	42.8	1.69	59.2	1.22
Equity Financing (%)	80.5%	73.6%	1.09		77.1%	1.04	78.1%	1.03	79.9%	1.01
Long-Term Debt to Equity Ratio	0.1	0.2	0.51		0.2	0.46	0.1	0.57	0.1	0.75
Times Interest Earned	31.0	14.1	2.20		15.0	2.06	18.4	1.68	69.7	0.44
Total Asset Turnover	0.5	0.7	0.74		0.6	0.89	0.7	0.83	0.5	1.00
Average Age of Plant (Years)	8.4	9.3	0.91		9.9	0.85	9.0	0.94	9.7	0.87
Increase (Decrease) Total Net Patient Revenue	9.4%	3.6%	2.59		8.8%	1.07	2.6%	3.61	9.8%	0.95
Outpatient Gross Revenue (% of Total GPR)	79.1%	60.9%	1.30		83.8%	0.94	71.9%	1.10	76.1%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,028	\$15,675	0.70		\$11,112	0.99	\$11,179	0.99	\$10,796	1.02
Inpatient Net Revenue per Day	\$3,141	\$3,540	0.89		\$2,936	1.07	\$3,101	1.01	\$3,142	1.00
Outpatient Net Revenue per Visit	\$3,534	\$654	5.41		\$1,072	3.30	\$561	6.31	\$2,904	1.22

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$138,860,116	Cash & Cash Equivalents	\$59,964,978	Current Liabilities	\$12,767,716
Less Deductions	\$62,405,963	Net Patient Receivables	\$12,906,832	Long-Term Debt	\$9,668,703
Net Patient Revenue	\$76,454,153	Other Receivables	\$727,237	Other Liabilities	\$5,150,000
Plus Other Revenue	\$1,093,382			Subtotal	\$27,586,419
Total Revenue	\$77,547,535	Land, Buildings & Equipment (Net)	\$42,345,825	Unrestricted Fund Balance	\$113,940,709
Less Expenses	\$69,404,325	Other Assets	\$25,582,256	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,828,265			Total Liabilities & Fund Balance	\$141,527,128
Net Income	\$9,971,475	Total Assets	\$141,527,128		

**007 Western Wisconsin Health**  
 1100 Bergslien St  
 Baldwin, WI 54002  
 715-684-3311

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Saint Croix  
 Analysis Area: West Central (5A)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	26.5%	55.4%	0.48	42.7%	0.62	46.2%	0.57	25.3%	1.05
Obstetrics	22.8%	38.4%	0.59	30.0%	0.03	22.2%	1.03	12.8%	1.79
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	25.5%	56.3%	0.45	43.6%	0.58	43.7%	0.58	22.0%	1.16
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.9	26.5	0.11	11.7	0.25	8.0	0.36	2.8	1.05
Obstetrics	0.9	5.0	0.18	2.1	0.43	1.0	0.96	0.5	1.79
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	48.3	0.08	18.6	0.21	10.5	0.36	3.3	1.16
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.77	3.7	0.80	3.3	0.92	2.8	1.05
Obstetrics	2.0	2.6	0.79	2.4	0.85	2.1	0.96	2.0	1.01
Pediatrics	0.0	3.5	N/A	1.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.62	3.9	0.69	3.4	0.79	3.4	0.78
<b>Surgical Operations</b>									
Inpatient	85	1,408	0.06	496	0.17	302	0.28	60	1.42
Outpatient	481	4,098	0.12	1,861	0.26	1,304	0.37	398	1.21
Inpatient as % of All Surgeries	15.0%	25.6%	0.59	21.1%	0.71	18.8%	0.80	13.1%	1.15
<b>Outpatient Visits</b>									
Non-Emergency Visits	56,904	132,001	0.43	70,369	0.81	63,510	0.90	54,363	1.05
Emergency Visits	4,591	17,964	0.26	8,210	0.56	8,037	0.57	4,409	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.0	18.9	0.53	11.1	0.90	12.6	0.80	12.0	0.83
Nurses, Licensed	55.7	244.4	0.23	121.7	0.46	78.6	0.71	58.5	0.95
Ancillary Nursing Personnel	5.0	40.0	0.13	18.3	0.27	13.9	0.36	6.1	0.83
All Other Personnel	190.4	484.8	0.39	252.8	0.75	187.4	1.02	170.4	1.12
Total FTEs	261.1	788.1	0.33	404.0	0.65	292.5	0.89	247.0	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	33.6	15.1	2.23	19.3	1.74	29.3	1.15	58.4	0.57
Nurses, Licensed	186.9	195.2	0.96	211.1	0.89	183.3	1.02	284.8	0.66
Ancillary Nursing Personnel	16.9	32.0	0.53	31.8	0.53	32.5	0.52	29.7	0.57
All Other Personnel	639.5	387.3	1.65	438.4	1.46	436.8	1.46	829.5	0.77
Total FTEs	876.9	629.5	1.39	700.6	1.25	681.8	1.29	1,202.4	0.73

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	No	Average Beds Used	1	Bassinets	5
Discharges	518	Preferred Provider Organization (PPO)	Yes	Discharges	16	Total Births	168
Inpatient Days	1,396			Inpatient Days	124	Newborn Days	283

**007 Western Wisconsin Health**  
Baldwin, WI 54002

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	11	354	1,063	26.5%	2.9	3.0
Orthopedic	1	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	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	4	164	333	22.8%	0.9	2.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	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
<b>Subacute care</b>	5	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	9	1	10.0	Surgical Personnel	2	2	2.4
Physicians & Dentists	10	7	16.9	Radiological Services Personnel	5	2	5.8
Medical & Dental Residents	0	0	0.0	Sonographers	1	4	2.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	4	2.3
Registered Nurses	14	59	45.7	Occupational Therapists	0	1	1.0
Certified Nurse Midwives	2	0	2.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	1	9	5.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	20	9	26.7	Recreational Therapists	0	0	0.0
Physician Assistants	1	1	1.9	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	7	0	7.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	9	9.2
Health Info Mgmt-Administrators/Technicians	12	2	14.0	All Other Personnel	71	31	89.5
Pharmacy Personnel	1	1	1.4				
Clinical Laboratory Personnel	4	9	8.3				
				<b>Total</b>	<b>178</b>	<b>151</b>	<b>261.1</b>

**007 Western Wisconsin Health**  
Baldwin, WI 54002

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$24,084,901	37.3%	44.8%	0.83	49.2%	0.76	46.2%	0.81	42.2%	0.88
Medical Assistance	\$9,556,301	14.8%	14.4%	1.03	12.0%	1.23	12.7%	1.16	11.6%	1.28
Commercial	\$29,873,002	46.2%	36.6%	1.26	35.1%	1.32	37.2%	1.24	44.5%	1.04
All Other	\$1,128,649	1.7%	4.2%	0.41	3.7%	0.48	3.9%	0.45	1.7%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$8,786,818	13.6%	32.9%	0.41	32.5%	0.42	28.8%	0.47	14.3%	0.95
Medical Assistance	\$1,683,355	2.6%	10.7%	0.24	8.6%	0.30	8.6%	0.30	3.0%	0.87
Commercial	\$10,866,422	16.8%	14.8%	1.14	10.0%	1.69	13.1%	1.29	15.0%	1.12
Charity Care	\$184,756	0.3%	1.0%	0.29	0.9%	0.32	1.0%	0.28	0.3%	1.05
Bad Debt	\$2,094,531	3.2%	1.1%	3.07	1.2%	2.61	1.5%	2.18	2.6%	1.25
All Other	\$166,251	0.3%	1.9%	0.13	1.6%	0.17	1.9%	0.13	0.0%	N/A
Total Deductions	\$23,782,133	36.8%	62.4%	0.59	54.7%	0.67	54.9%	0.67	35.2%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.4%	6.3%	0.54	4.1%	0.84	6.2%	0.55	2.1%	1.64
Net Gains/Losses as % of Net Income		69.2%	12.7%	5.46	48.3%	1.43	20.5%	3.37	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$21,951,221	52.2%	44.7%	1.17	53.1%	0.98	50.7%	1.03	55.8%	0.94
Supplies & Services	\$15,071,218	35.8%	47.9%	0.75	40.3%	0.89	40.1%	0.89	35.3%	1.02
Capital Component	\$5,029,059	12.0%	7.4%	1.62	6.6%	1.80	9.2%	1.29	9.0%	1.33
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.6%	8.9%	0.07	6.5%	0.10	4.7%	0.13	-6.1%	N/A
Total Hospital Net Income (%)		2.0%	10.1%	0.20	11.8%	0.17	5.8%	0.35	-3.2%	N/A
Return on Equity (%)		1.3%	7.6%	0.17	8.3%	0.16	5.1%	0.26	-2.0%	N/A
Current Ratio		2.9	5.6	0.51	3.7	0.78	4.9	0.58	2.2	1.30
Days in Net Patient Accounts Receivable		62.1	51.4	1.21	54.8	1.13	51.9	1.20	50.3	1.23
Average Payment Period		54.0	41.5	1.30	56.1	0.96	33.7	1.60	54.3	0.99
Equity Financing (%)		38.7%	73.6%	0.53	76.5%	0.51	70.2%	0.55	40.5%	0.96
Long-Term Debt to Equity Ratio		1.3	0.2	8.06	0.2	8.78	0.4	3.46	1.2	1.12
Times Interest Earned		2.0	14.1	0.14	26.4	0.07	4.7	0.42	-8.8	N/A
Total Asset Turnover		0.7	0.7	0.88	0.7	0.99	0.9	0.75	0.6	1.10
Average Age of Plant (Years)		6.2	9.3	0.66	10.3	0.60	7.5	0.82	6.4	0.97
Increase (Decrease) Total Net Patient Revenue		16.5%	3.6%	4.55	14.9%	1.11	2.8%	5.82	2.9%	5.79
Outpatient Gross Revenue (% of Total GPR)		87.2%	60.9%	1.43	67.9%	1.28	75.7%	1.15	86.4%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$11,896	\$15,675	0.76	\$13,969	0.85	\$12,189	0.98	\$18,841	0.63
Inpatient Net Revenue per Day		\$4,195	\$3,540	1.19	\$3,407	1.23	\$3,423	1.23	\$5,955	0.70
Outpatient Net Revenue per Visit		\$595	\$654	0.91	\$718	0.83	\$558	1.07	\$503	1.18

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$64,642,853	Cash & Cash Equivalents	\$7,492,105	Current Liabilities	\$5,649,483
Less Deductions	\$23,782,133	Net Patient Receivables	\$6,951,252	Long-Term Debt	\$33,468,273
Net Patient Revenue	\$40,860,720	Other Receivables	\$711,383	Other Liabilities	\$569,514
Plus Other Revenue	\$1,455,578			Subtotal	\$39,687,270
Total Revenue	\$42,316,298	Land, Buildings & Equipment (Net)	\$43,436,454	Unrestricted Fund Balance	\$25,080,485
Less Expenses	\$42,051,498	Other Assets	\$6,176,561	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$596,159			Total Liabilities & Fund Balance	\$64,767,755
Net Income	\$860,959	Total Assets	\$64,767,755		

**008 St Clare Hospital & Health Services**  
 707 Fourteenth Street  
 Baraboo, WI 53913  
 608-356-1400

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Sauk  
 Analysis Area: Southern (1)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	49.4%	55.4%	0.89	57.1%	0.87	38.8%	1.27	33.6%	1.47
Obstetrics	14.1%	38.4%	0.37	41.6%	0.04	31.2%	0.45	18.8%	0.75
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	33.2%	56.3%	0.59	58.9%	0.56	40.5%	0.82	28.0%	1.18
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	12.8	26.5	0.48	24.0	0.54	10.1	1.27	11.4	1.13
Obstetrics	1.5	5.0	0.31	4.7	0.33	2.1	0.73	1.9	0.82
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.1	N/A	0.0	N/A
Total Hospital	17.9	48.3	0.37	50.8	0.35	15.5	1.16	16.8	1.06
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.9	0.81	3.9	0.82	2.9	1.08	3.6	0.88
Obstetrics	2.4	2.6	0.93	2.7	0.89	2.3	1.03	2.9	0.83
Pediatrics	0.0	3.5	N/A	3.5	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.75	4.3	0.76	3.0	1.07	3.3	0.99
<b>Surgical Operations</b>									
Inpatient	281	1,408	0.20	2,094	0.13	502	0.56	251	1.12
Outpatient	1,232	4,098	0.30	7,088	0.17	2,146	0.57	1,065	1.16
Inpatient as % of All Surgeries	18.6%	25.6%	0.73	22.8%	0.81	19.0%	0.98	19.1%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	82,170	132,001	0.62	161,897	0.51	53,087	1.55	80,379	1.02
Emergency Visits	22,248	17,964	1.24	17,257	1.29	13,724	1.62	22,461	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	27.4	18.9	1.45	25.5	1.08	11.1	2.48	20.8	1.32
Nurses, Licensed	82.2	244.4	0.34	290.0	0.28	104.4	0.79	87.7	0.94
Ancillary Nursing Personnel	10.0	40.0	0.25	47.6	0.21	20.7	0.48	11.8	0.85
All Other Personnel	181.7	484.8	0.37	681.8	0.27	226.8	0.80	200.2	0.91
Total FTEs	301.3	788.1	0.38	1,045.0	0.29	362.9	0.83	320.5	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	44.7	15.1	2.96	20.7	2.16	19.8	2.26	36.0	1.24
Nurses, Licensed	133.9	195.2	0.69	235.4	0.57	187.1	0.72	151.7	0.88
Ancillary Nursing Personnel	16.3	32.0	0.51	38.7	0.42	37.1	0.44	20.4	0.80
All Other Personnel	296.1	387.3	0.76	553.4	0.54	406.6	0.73	346.1	0.86
Total FTEs	491.1	629.5	0.78	848.1	0.58	650.6	0.75	554.3	0.89

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	54	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	11
Discharges	2,013	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	210
Inpatient Days	6,536			Inpatient Days	0	Newborn Days	413

**008 St Clare Hospital & Health Services**  
Baraboo, WI 53913

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	26	1,479	4,688	49.4%	12.8	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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	1	11	203	413	0.0%	1.1	2.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	11	237	565	14.1%	1.5	2.4
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	6	126	870	39.7%	2.4	6.9
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	25	3	27.4	Surgical Personnel	5	0	5.0
Physicians & Dentists	5	1	5.3	Radiological Services Personnel	13	1	13.8
Medical & Dental Residents	0	0	0.0	Sonographers	3	1	3.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	1	3.8
Registered Nurses	47	41	74.6	Occupational Therapists	0	2	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.9	Physical Therapists	6	3	8.0
Ancillary Nursing Personnel	6	6	10.0	Physical Therapy Assistants/Aides	2	1	2.9
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	1	5.7	Social Workers	0	3	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	24	18	37.8
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	54	39	77.3
Pharmacy Personnel	3	1	3.6				
Clinical Laboratory Personnel	9	2	10.1				
				<b>Total</b>	<b>218</b>	<b>125</b>	<b>301.3</b>

**008 St Clare Hospital & Health Services**  
Baraboo, WI 53913

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>4</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$91,699,562	51.0%	44.8%	1.14	41.1%	1.24	48.9%	1.04	47.8%	1.07
Medical Assistance	\$26,692,590	14.8%	14.4%	1.03	11.8%	1.26	11.7%	1.27	16.7%	0.89
Commercial	\$54,732,745	30.4%	36.6%	0.83	39.9%	0.76	35.9%	0.85	31.7%	0.96
All Other	\$6,699,272	3.7%	4.2%	0.88	7.2%	0.52	3.5%	1.08	3.8%	0.98
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$71,566,869	39.8%	32.9%	1.21	30.1%	1.32	35.0%	1.14	36.6%	1.09
Medical Assistance	\$19,658,664	10.9%	10.7%	1.02	8.7%	1.25	8.5%	1.29	11.6%	0.94
Commercial	\$20,392,293	11.3%	14.8%	0.77	18.1%	0.63	12.4%	0.92	11.5%	0.98
Charity Care	\$5,268,580	2.9%	1.0%	2.96	0.9%	3.33	1.4%	2.05	1.6%	1.89
Bad Debt	\$3,646,837	2.0%	1.1%	1.92	1.1%	1.83	1.3%	1.60	1.9%	1.10
All Other	\$1,697,677	0.9%	1.9%	0.49	3.4%	0.28	1.3%	0.71	1.0%	0.91
Total Deductions	\$122,230,920	68.0%	62.4%	1.09	62.3%	1.09	59.8%	1.14	64.2%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.8%	6.3%	0.60	7.1%	0.54	3.3%	1.14	4.9%	0.78
Net Gains/Losses as % of Net Income		45.2%	12.7%	3.57	48.2%	0.94	29.9%	1.51	22.9%	1.97
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$28,357,075	49.5%	44.7%	1.11	48.0%	1.03	47.5%	1.04	51.3%	0.96
Supplies & Services	\$24,654,717	43.0%	47.9%	0.90	44.6%	0.97	42.7%	1.01	41.4%	1.04
Capital Component	\$4,313,623	7.5%	7.4%	1.02	7.5%	1.01	9.8%	0.77	7.3%	1.03
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.2%	8.9%	0.47	3.0%	1.40	4.5%	0.94	13.9%	0.30
Total Hospital Net Income (%)		7.5%	10.1%	0.74	5.7%	1.32	6.3%	1.19	17.3%	0.43
Return on Equity (%)		5.0%	7.6%	0.65	4.4%	1.13	4.0%	1.23	16.6%	0.30
Current Ratio		2.7	5.6	0.48	2.1	1.30	5.4	0.51	1.0	2.78
Days in Net Patient Accounts Receivable		40.7	51.4	0.79	49.0	0.83	50.1	0.81	47.2	0.86
Average Payment Period		37.1	41.5	0.89	54.8	0.68	41.4	0.90	139.1	0.27
Equity Financing (%)		89.7%	73.6%	1.22	60.8%	1.48	67.6%	1.33	100.4%	0.89
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.3	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		9.2	14.1	0.65	5.3	1.73	4.4	2.08	31.8	0.29
Total Asset Turnover		0.6	0.7	0.86	0.8	0.85	0.6	1.02	0.9	0.70
Average Age of Plant (Years)		12.3	9.3	1.32	10.6	1.16	9.4	1.30	12.8	0.96
Increase (Decrease) Total Net Patient Revenue		-3.5%	3.6%	N/A	3.3%	N/A	0.5%	N/A	-2.5%	1.37
Outpatient Gross Revenue (% of Total GPR)		72.6%	60.9%	1.19	59.0%	1.23	71.6%	1.01	73.5%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,667	\$15,675	0.62	\$17,327	0.56	\$10,854	0.89	\$9,746	0.99
Inpatient Net Revenue per Day		\$3,177	\$3,540	0.90	\$4,029	0.79	\$3,395	0.94	\$3,264	0.97
Outpatient Net Revenue per Visit		\$400	\$654	0.61	\$588	0.68	\$743	0.54	\$432	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$179,824,169	Cash & Cash Equivalents	\$6,224,656	Current Liabilities	\$5,501,869
Less Deductions	\$122,230,920	Net Patient Receivables	\$6,414,467	Long-Term Debt	\$0
Net Patient Revenue	\$57,593,249	Other Receivables	\$700,052	Other Liabilities	\$4,065,704
Plus Other Revenue	\$2,268,746			Subtotal	\$9,567,573
Total Revenue	\$59,861,995	Land, Buildings & Equipment (Net)	\$33,919,820	Unrestricted Fund Balance	\$83,690,683
Less Expenses	\$57,325,415	Other Assets	\$45,999,261	Restricted Fund Balance	\$1,636,527
Non-Operating Gains/Losses	\$2,092,202			Total Liabilities & Fund Balance	\$93,258,256
Net Income	\$4,628,782	Total Assets	\$93,258,256		



**009 Mayo Clinic Health System - Northland in Barron**  
 1222 E Woodland Avenue  
 Barron, WI 54812  
 715-537-3186

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

County: Barron  
 Analysis Area: West Central (5A)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	31.6%	55.4%	0.57	42.7%	0.74	46.2%	0.68	29.0%	1.09
Obstetrics	30.0%	38.4%	0.78	30.0%	0.02	22.2%	1.35	38.1%	0.79
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	31.5%	56.3%	0.56	43.6%	0.72	43.7%	0.72	29.8%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.7	26.5	0.21	11.7	0.49	8.0	0.71	6.1	0.94
Obstetrics	0.6	5.0	0.12	2.1	0.29	1.0	0.63	0.8	0.79
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.3	48.3	0.13	18.6	0.34	10.5	0.60	6.8	0.92
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.93	3.7	0.97	3.3	1.11	3.6	1.01
Obstetrics	2.0	2.6	0.76	2.4	0.82	2.1	0.93	2.0	0.97
Pediatrics	0.0	3.5	N/A	1.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.77	3.9	0.86	3.4	0.98	3.3	1.01
<b>Surgical Operations</b>									
Inpatient	59	1,408	0.04	496	0.12	302	0.20	102	0.58
Outpatient	429	4,098	0.10	1,861	0.23	1,304	0.33	457	0.94
Inpatient as % of All Surgeries	12.1%	25.6%	0.47	21.1%	0.57	18.8%	0.64	18.2%	0.66
<b>Outpatient Visits</b>									
Non-Emergency Visits	56,561	132,001	0.43	70,369	0.80	63,510	0.89	55,028	1.03
Emergency Visits	7,821	17,964	0.44	8,210	0.95	8,037	0.97	8,473	0.92
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.5	18.9	0.13	11.1	0.22	12.6	0.20	4.0	0.63
Nurses, Licensed	98.4	244.4	0.40	121.7	0.81	78.6	1.25	94.6	1.04
Ancillary Nursing Personnel	8.4	40.0	0.21	18.3	0.46	13.9	0.60	8.9	0.94
All Other Personnel	193.4	484.8	0.40	252.8	0.77	187.4	1.03	210.7	0.92
Total FTEs	302.7	788.1	0.38	404.0	0.75	292.5	1.03	318.2	0.95
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.5	15.1	0.36	19.3	0.28	29.3	0.19	9.8	0.56
Nurses, Licensed	215.7	195.2	1.11	211.1	1.02	183.3	1.18	230.9	0.93
Ancillary Nursing Personnel	18.3	32.0	0.57	31.8	0.58	32.5	0.56	21.8	0.84
All Other Personnel	423.9	387.3	1.09	438.4	0.97	436.8	0.97	514.6	0.82
Total FTEs	663.4	629.5	1.05	700.6	0.95	681.8	0.97	777.1	0.85

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	20	Health Maintenance Organization (HMO)	Yes	Average Beds Used	5	Bassinets	2
Discharges	687	Preferred Provider Organization (PPO)	Yes	Discharges	201	Total Births	108
Inpatient Days	2,297			Inpatient Days	1,812	Newborn Days	182

**009 Mayo Clinic Health System - Northland in Barron**  
 Barron, WI 54812

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	18	575	2,078	31.6%	5.7	3.6
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	2	112	219	30.0%	0.6	2.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	2	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	2	1	2.5	Surgical Personnel	1	5	5.0
Physicians & Dentists	15	40	21.6	Radiological Services Personnel	7	13	13.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	2	4.9
Registered Nurses	43	65	82.8	Occupational Therapists	1	2	2.5
Certified Nurse Midwives	2	0	2.0	Occupational Therapy Assistants/Aides	0	1	0.7
Licensed Practical Nurses	4	3	5.2	Physical Therapists	8	2	9.6
Ancillary Nursing Personnel	3	9	8.4	Physical Therapy Assistants/Aides	3	4	3.9
Medical Assistants	13	20	25.1	Recreational Therapists	0	0	0.0
Physician Assistants	16	9	19.5	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	5	4.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	2	4.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	9	8.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	39	36	58.3
Pharmacy Personnel	3	5	4.4				
Clinical Laboratory Personnel	12	5	16.0				
				<b>Total</b>	<b>188</b>	<b>238</b>	<b>302.7</b>

**009 Mayo Clinic Health System - Northland in Barron**

Barron, WI 54812

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$60,230,595	51.4%	44.8%	1.15	49.2%	1.05	46.2%	1.11	51.6%	1.00
Medical Assistance	\$14,920,809	12.7%	14.4%	0.89	12.0%	1.06	12.7%	1.00	12.7%	1.00
Commercial	\$37,499,371	32.0%	36.6%	0.87	35.1%	0.91	37.2%	0.86	31.6%	1.01
All Other	\$4,422,681	3.8%	4.2%	0.90	3.7%	1.03	3.9%	0.98	4.0%	0.94
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$31,410,967	26.8%	32.9%	0.81	32.5%	0.83	28.8%	0.93	25.8%	1.04
Medical Assistance	\$11,690,679	10.0%	10.7%	0.93	8.6%	1.16	8.6%	1.16	9.9%	1.01
Commercial	\$9,162,339	7.8%	14.8%	0.53	10.0%	0.79	13.1%	0.60	7.2%	1.09
Charity Care	\$1,338,562	1.1%	1.0%	1.16	0.9%	1.28	1.0%	1.14	1.6%	0.72
Bad Debt	\$2,400,948	2.1%	1.1%	1.94	1.2%	1.65	1.5%	1.38	2.4%	0.85
All Other	\$1,366,003	1.2%	1.9%	0.61	1.6%	0.75	1.9%	0.60	0.9%	1.27
Total Deductions	\$57,369,498	49.0%	62.4%	0.78	54.7%	0.90	54.9%	0.89	47.9%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.8%		6.3%	0.28	4.1%	0.43	6.2%	0.28	0.8%	2.18
Net Gains/Losses as % of Net Income	715.0%		12.7%	56.42	48.3%	14.80	20.5%	34.83	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$35,188,431	56.5%	44.7%	1.26	53.1%	1.06	50.7%	1.11	56.3%	1.00
Supplies & Services	\$22,679,248	36.4%	47.9%	0.76	40.3%	0.90	40.1%	0.91	36.1%	1.01
Capital Component	\$4,449,490	7.1%	7.4%	0.97	6.6%	1.08	9.2%	0.77	7.7%	0.93
<b>Fiscal Statistics</b>										
Operating Margin (%)	-2.5%		8.9%	N/A	6.5%	N/A	4.7%	N/A	-3.3%	0.76
Total Hospital Net Income (%)	0.4%		10.1%	0.04	11.8%	0.03	5.8%	0.07	-2.0%	N/A
Return on Equity (%)	0.5%		7.6%	0.06	8.3%	0.06	5.1%	0.10	-2.3%	N/A
Current Ratio	6.2		5.6	1.10	3.7	1.71	4.9	1.27	6.3	0.98
Days in Net Patient Accounts Receivable	74.3		51.4	1.45	54.8	1.36	51.9	1.43	42.7	1.74
Average Payment Period	15.2		41.5	0.37	56.1	0.27	33.7	0.45	13.5	1.12
Equity Financing (%)	81.3%		73.6%	1.10	76.5%	1.06	70.2%	1.16	82.6%	0.98
Long-Term Debt to Equity Ratio	0.0		0.2	N/A	0.2	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	25.1		14.1	1.78	26.4	0.95	4.7	5.32	-415.2	N/A
Total Asset Turnover	1.2		0.7	1.59	0.7	1.79	0.9	1.36	1.2	1.02
Average Age of Plant (Years)	6.7		9.3	0.72	10.3	0.65	7.5	0.90	6.4	1.06
Increase (Decrease) Total Net Patient Revenue	0.3%		3.6%	0.10	14.9%	0.02	2.8%	0.12	-2.8%	N/A
Outpatient Gross Revenue (% of Total GPR)	86.2%		60.9%	1.42	67.9%	1.27	75.7%	1.14	83.3%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,626		\$15,675	0.81	\$13,969	0.90	\$12,189	1.04	\$13,750	0.92
Inpatient Net Revenue per Day	\$2,545		\$3,540	0.72	\$3,407	0.75	\$3,423	0.74	\$2,743	0.93
Outpatient Net Revenue per Visit	\$785		\$654	1.20	\$718	1.09	\$558	1.41	\$736	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$117,073,456	Cash & Cash Equivalents	\$4,900	Current Liabilities	\$2,451,289
Less Deductions	\$57,369,498	Net Patient Receivables	\$12,154,103	Long-Term Debt	\$0
Net Patient Revenue	\$59,703,958	Other Receivables	\$13,715	Other Liabilities	\$7,192,671
Plus Other Revenue	\$1,078,043			Subtotal	\$9,643,960
Total Revenue	\$60,782,001	Land, Buildings & Equipment (Net)	\$20,724,361	Unrestricted Fund Balance	\$41,798,886
Less Expenses	\$62,317,169	Other Assets	\$18,545,767	Restricted Fund Balance	\$72,191
Non-Operating Gains/Losses	\$1,784,795			Total Liabilities & Fund Balance	\$51,442,846
Net Income	\$249,627	Total Assets	\$51,442,846		

**010 Beaver Dam Community Hospitals Inc**  
 707 South University Avenue  
 Beaver Dam, WI 53916  
 920-887-7181

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Dodge  
 Analysis Area: Southern (1)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	20.9%	55.4%	0.38	57.1%	0.37	38.8%	0.54	20.9%	1.00
Obstetrics	34.2%	38.4%	0.89	41.6%	0.05	31.2%	1.10	34.4%	0.99
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	21.8%	56.3%	0.39	58.9%	0.37	40.5%	0.54	22.3%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.5	26.5	0.28	24.0	0.31	10.1	0.74	7.5	1.00
Obstetrics	2.1	5.0	0.41	4.7	0.44	2.1	0.97	2.1	0.99
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.1	N/A	0.0	N/A
Total Hospital	10.4	48.3	0.22	50.8	0.21	15.5	0.67	10.7	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.9	0.67	3.9	0.67	2.9	0.89	2.5	1.05
Obstetrics	2.4	2.6	0.92	2.7	0.88	2.3	1.02	2.3	1.02
Pediatrics	0.0	3.5	N/A	3.5	N/A	2.1	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.62	4.3	0.62	3.0	0.88	2.6	1.03
<b>Surgical Operations</b>									
Inpatient	364	1,408	0.26	2,094	0.17	502	0.72	472	0.77
Outpatient	1,937	4,098	0.47	7,088	0.27	2,146	0.90	2,067	0.94
Inpatient as % of All Surgeries	15.8%	25.6%	0.62	22.8%	0.69	19.0%	0.83	18.6%	0.85
<b>Outpatient Visits</b>									
Non-Emergency Visits	74,623	132,001	0.57	161,897	0.46	53,087	1.41	78,076	0.96
Emergency Visits	20,988	17,964	1.17	17,257	1.22	13,724	1.53	20,366	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	18.9	0.26	25.5	0.20	11.1	0.45	6.0	0.83
Nurses, Licensed	93.5	244.4	0.38	290.0	0.32	104.4	0.90	109.3	0.86
Ancillary Nursing Personnel	37.8	40.0	0.94	47.6	0.79	20.7	1.83	31.0	1.22
All Other Personnel	381.9	484.8	0.79	681.8	0.56	226.8	1.68	410.1	0.93
Total FTEs	518.1	788.1	0.66	1,045.0	0.50	362.9	1.43	556.4	0.93
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.4	15.1	0.56	20.7	0.41	19.8	0.42	10.7	0.78
Nurses, Licensed	157.3	195.2	0.81	235.4	0.67	187.1	0.84	195.4	0.80
Ancillary Nursing Personnel	63.6	32.0	1.99	38.7	1.64	37.1	1.71	55.5	1.15
All Other Personnel	642.4	387.3	1.66	553.4	1.16	406.6	1.58	733.2	0.88
Total FTEs	871.7	629.5	1.38	848.1	1.03	650.6	1.34	994.9	0.88

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	48	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	6
Discharges	1,428	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	315
Inpatient Days	3,811			Inpatient Days	0	Newborn Days	664

**010 Beaver Dam Community Hospitals Inc**  
 Beaver Dam, WI 53916

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	36	1,059	2,751	20.9%	7.5	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	6	318	750	34.2%	2.1	2.4
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	5	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	6	52	310	14.2%	0.8	6.0
Step-Down (Special Care)	2	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
<b>Subacute care</b>	5	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	5	0	5.0	Surgical Personnel	4	2	5.7
Physicians & Dentists	8	2	9.3	Radiological Services Personnel	18	25	30.8
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	2.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	5	6.2
Registered Nurses	42	74	84.0	Occupational Therapists	1	4	3.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	4	2.2	Physical Therapists	5	4	6.7
Ancillary Nursing Personnel	23	29	37.8	Physical Therapy Assistants/Aides	1	4	3.3
Medical Assistants	7	4	9.5	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.2	Dietitians & Nutritionists	2	1	2.6
Nurse Practitioners	5	2	6.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.7
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	16	3	17.7
Health Info Mgmt-Administrators/Technicians	19	5	22.2	All Other Personnel	206	78	239.0
Pharmacy Personnel	15	7	19.1				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>387</b>	<b>257</b>	<b>518.1</b>

**010 Beaver Dam Community Hospitals Inc**

Beaver Dam, WI 53916

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>4</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$94,707,979	42.3%	44.8%	0.94	41.1%	1.03	48.9%	0.86	39.9%	1.06
Medical Assistance	\$29,272,718	13.1%	14.4%	0.91	11.8%	1.11	11.7%	1.11	13.5%	0.97
Commercial	\$90,792,893	40.5%	36.6%	1.11	39.9%	1.01	35.9%	1.13	41.6%	0.97
All Other	\$9,170,071	4.1%	4.2%	0.97	7.2%	0.57	3.5%	1.19	5.0%	0.82
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$75,795,288	33.8%	32.9%	1.03	30.1%	1.13	35.0%	0.97	32.1%	1.05
Medical Assistance	\$23,857,710	10.7%	10.7%	0.99	8.7%	1.22	8.5%	1.26	10.8%	0.99
Commercial	\$37,891,613	16.9%	14.8%	1.14	18.1%	0.93	12.4%	1.37	16.3%	1.04
Charity Care	\$5,507,904	2.5%	1.0%	2.49	0.9%	2.80	1.4%	1.72	2.2%	1.09
Bad Debt	\$2,468,388	1.1%	1.1%	1.04	1.1%	1.00	1.3%	0.87	1.0%	1.08
All Other	\$548,598	0.2%	1.9%	0.13	3.4%	0.07	1.3%	0.19	0.3%	0.77
Total Deductions	\$146,069,501	65.2%	62.4%	1.04	62.3%	1.05	59.8%	1.09	62.8%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	10.1%	6.3%	1.59	7.1%	1.43	3.3%	3.02	9.3%	1.08	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	48.2%	N/A	29.9%	N/A	185.6%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$42,302,062	44.7%	44.7%	1.00	48.0%	0.93	47.5%	0.94	44.7%	1.00
Supplies & Services	\$41,172,740	43.5%	47.9%	0.91	44.6%	0.98	42.7%	1.02	43.5%	1.00
Capital Component	\$11,242,750	11.9%	7.4%	1.61	7.5%	1.59	9.8%	1.21	11.9%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)	-9.4%	8.9%	N/A	3.0%	N/A	4.5%	N/A	-1.7%	5.45	
Total Hospital Net Income (%)	-6.3%	10.1%	N/A	5.7%	N/A	6.3%	N/A	1.9%	N/A	
Return on Equity (%)	-3.4%	7.6%	N/A	4.4%	N/A	4.0%	N/A	1.1%	N/A	
Current Ratio	1.8	5.6	0.31	2.1	0.85	5.4	0.33	1.7	1.02	
Days in Net Patient Accounts Receivable	51.3	51.4	1.00	49.0	1.05	50.1	1.02	53.0	0.97	
Average Payment Period	50.0	41.5	1.21	54.8	0.91	41.4	1.21	57.5	0.87	
Equity Financing (%)	53.6%	73.6%	0.73	60.8%	0.88	67.6%	0.79	50.1%	1.07	
Long-Term Debt to Equity Ratio	0.6	0.2	3.80	0.3	2.05	0.3	1.89	0.7	0.92	
Times Interest Earned	-1.2	14.1	N/A	5.3	N/A	4.4	N/A	1.6	N/A	
Total Asset Turnover	0.5	0.7	0.70	0.8	0.68	0.6	0.82	0.5	0.99	
Average Age of Plant (Years)	12.1	9.3	1.30	10.6	1.15	9.4	1.28	11.4	1.06	
Increase (Decrease) Total Net Patient Revenue	-3.8%	3.6%	N/A	3.3%	N/A	0.5%	N/A	4.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.4%	60.9%	1.35	59.0%	1.40	71.6%	1.15	80.9%	1.02	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,953	\$15,675	0.51	\$17,327	0.46	\$10,854	0.73	\$8,183	0.97	
Inpatient Net Revenue per Day	\$2,982	\$3,540	0.84	\$4,029	0.74	\$3,395	0.88	\$3,180	0.94	
Outpatient Net Revenue per Visit	\$722	\$654	1.10	\$588	1.23	\$743	0.97	\$719	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$223,943,661	Cash & Cash Equivalents	\$5,419,678	Current Liabilities	\$11,956,158
Less Deductions	\$146,069,501	Net Patient Receivables	\$10,945,993	Long-Term Debt	\$56,482,523
Net Patient Revenue	\$77,874,160	Other Receivables	\$1,010,197	Other Liabilities	\$9,416,979
Plus Other Revenue	\$8,725,139			Subtotal	\$77,855,660
Total Revenue	\$86,599,299	Land, Buildings & Equipment (Net)	\$69,713,469	Unrestricted Fund Balance	\$89,859,289
Less Expenses	\$94,717,552	Other Assets	\$80,625,612	Restricted Fund Balance	\$2,075,122
Non-Operating Gains/Losses	\$2,477,776			Total Liabilities & Fund Balance	\$167,714,949
Net Income	-\$5,640,477	Total Assets	\$167,714,949		

**011 Beloit Health System**  
 1969 West Hart Road  
 Beloit, WI 53511  
 608-324-5011

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

County: Rock  
 Analysis Area: Southern (1)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	48.3%	55.4%	0.87	57.1%	0.85	58.7%	0.82	53.1%	0.91
Obstetrics	16.8%	38.4%	0.44	41.6%	0.08	36.5%	0.46	19.3%	0.87
Pediatrics	4.6%	55.4%	0.08	55.3%	0.08	90.2%	0.05	7.7%	0.60
Total Hospital	38.1%	56.3%	0.68	58.9%	0.65	58.0%	0.66	45.4%	0.84
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	13.5	26.5	0.51	24.0	0.56	38.4	0.35	14.9	0.91
Obstetrics	3.2	5.0	0.63	4.7	0.68	7.1	0.45	3.7	0.87
Pediatrics	0.3	1.4	0.19	2.4	0.11	5.4	0.19	0.5	0.60
Total Hospital	39.3	48.3	0.81	50.8	0.77	79.6	0.49	46.7	0.84
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.9	0.96	3.9	0.97	3.8	0.98	4.3	0.86
Obstetrics	2.2	2.6	0.84	2.7	0.81	2.5	0.86	2.3	0.95
Pediatrics	1.8	3.5	0.50	3.5	0.50	3.6	0.48	2.5	0.70
Total Hospital	3.5	4.3	0.82	4.3	0.82	4.4	0.81	4.1	0.86
<b>Surgical Operations</b>									
Inpatient	1,091	1,408	0.77	2,094	0.52	1,955	0.56	1,072	1.02
Outpatient	3,782	4,098	0.92	7,088	0.53	5,493	0.69	3,177	1.19
Inpatient as % of All Surgeries	22.4%	25.6%	0.88	22.8%	0.98	26.2%	0.85	25.2%	0.89
<b>Outpatient Visits</b>									
Non-Emergency Visits	312,796	132,001	2.37	161,897	1.93	208,790	1.50	318,981	0.98
Emergency Visits	35,184	17,964	1.96	17,257	2.04	31,589	1.11	35,912	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.0	18.9	0.32	25.5	0.24	28.7	0.21	10.5	0.57
Nurses, Licensed	222.6	244.4	0.91	290.0	0.77	343.5	0.65	312.1	0.71
Ancillary Nursing Personnel	64.6	40.0	1.61	47.6	1.35	56.6	1.14	36.6	1.76
All Other Personnel	910.2	484.8	1.88	681.8	1.33	642.7	1.42	888.9	1.02
Total FTEs	1,203.3	788.1	1.53	1,045.0	1.15	1,071.5	1.12	1,248.1	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.7	15.1	0.24	20.7	0.18	14.6	0.25	5.6	0.66
Nurses, Licensed	136.8	195.2	0.70	235.4	0.58	174.3	0.79	166.2	0.82
Ancillary Nursing Personnel	39.7	32.0	1.24	38.7	1.03	28.7	1.38	19.5	2.04
All Other Personnel	559.5	387.3	1.44	553.4	1.01	326.0	1.72	473.5	1.18
Total FTEs	739.7	629.5	1.18	848.1	0.87	543.5	1.36	664.8	1.11

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	103	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	3
Discharges	4,045	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	459
Inpatient Days	14,339			Inpatient Days	0	Newborn Days	1,010

**011 Beloit Health System**  
Beloit, WI 53511

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	28	1,318	4,936	48.3%	13.5	3.7
Orthopedic	1	9	253	516	15.7%	1.4	2.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	3	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	1	8	424	2,025	0.0%	5.5	4.8
<b>Pediatric, acute</b>	1	6	57	100	4.6%	0.3	1.8
<b>Obstetrics</b>	1	19	538	1,162	16.8%	3.2	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	1	4	38	176	12.1%	0.5	4.6
Pediatric Intensive Care	4	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	8	202	823	28.2%	2.3	4.1
Step-Down (Special Care)	1	21	1,215	4,601	60.0%	12.6	3.8
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	4	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	6	0	6.0	Surgical Personnel	8	5	9.6
Physicians & Dentists	70	6	71.3	Radiological Services Personnel	13	28	28.3
Medical & Dental Residents	0	0	0.0	Sonographers	7	9	10.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	11	8.7
Registered Nurses	142	85	178.1	Occupational Therapists	1	6	2.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	1	6	33.5	Physical Therapists	10	3	10.8
Ancillary Nursing Personnel	16	126	64.6	Physical Therapy Assistants/Aides	4	3	6.1
Medical Assistants	70	65	108.4	Recreational Therapists	0	0	0.0
Physician Assistants	12	1	12.6	Dietitians & Nutritionists	2	4	3.0
Nurse Practitioners	11	0	11.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	12	7	16.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	441	215	514.7
Health Info Mgmt-Administrators/Technicians	34	5	35.4	All Other Personnel	0	0	0.0
Pharmacy Personnel	14	9	16.7				
Clinical Laboratory Personnel	41	29	54.9				
				<b>Total</b>	<b>920</b>	<b>624</b>	<b>1,203.3</b>



**011 Beloit Health System**

Beloit, WI 53511

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>6</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$375,373,119	47.3%	44.8%	1.06	41.1%	1.15	40.7%	1.16	47.0%	1.01
Medical Assistance	\$129,467,811	16.3%	14.4%	1.14	11.8%	1.39	19.9%	0.82	16.6%	0.98
Commercial	\$266,442,560	33.6%	36.6%	0.92	39.9%	0.84	35.3%	0.95	33.9%	0.99
All Other	\$21,748,295	2.7%	4.2%	0.65	7.2%	0.38	4.1%	0.67	2.5%	1.08
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$305,538,204	38.5%	32.9%	1.17	30.1%	1.28	30.5%	1.26	38.1%	1.01
Medical Assistance	\$106,698,090	13.5%	10.7%	1.25	8.7%	1.54	14.4%	0.93	13.5%	0.99
Commercial	\$138,351,369	17.4%	14.8%	1.18	18.1%	0.96	13.0%	1.34	16.4%	1.06
Charity Care	\$892,174	0.1%	1.0%	0.11	0.9%	0.13	1.0%	0.11	0.2%	0.57
Bad Debt	\$9,856,332	1.2%	1.1%	1.18	1.1%	1.12	1.0%	1.21	1.7%	0.72
All Other	\$0	0.0%	1.9%	N/A	3.4%	N/A	2.2%	N/A	0.0%	N/A
Total Deductions	\$561,336,169	70.8%	62.4%	1.13	62.3%	1.14	62.2%	1.14	70.0%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.3%	6.3%	0.51	7.1%	0.46	9.8%	0.33	3.7%	0.89
Net Gains/Losses as % of Net Income		70.3%	12.7%	5.55	48.2%	1.46	4.7%	15.06	28.9%	2.43
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$137,582,385	58.2%	44.7%	1.30	48.0%	1.21	42.9%	1.36	59.7%	0.97
Supplies & Services	\$81,687,488	34.6%	47.9%	0.72	44.6%	0.78	48.6%	0.71	33.4%	1.04
Capital Component	\$17,067,061	7.2%	7.4%	0.98	7.5%	0.97	8.5%	0.85	6.9%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.3%	8.9%	0.15	3.0%	0.44	13.6%	0.10	3.2%	0.42
Total Hospital Net Income (%)		4.3%	10.1%	0.43	5.7%	0.76	14.1%	0.30	4.4%	0.98
Return on Equity (%)		3.8%	7.6%	0.50	4.4%	0.86	10.4%	0.36	3.8%	0.98
Current Ratio		2.2	5.6	0.38	2.1	1.04	6.4	0.33	2.0	1.06
Days in Net Patient Accounts Receivable		60.9	51.4	1.18	49.0	1.24	47.5	1.28	58.1	1.05
Average Payment Period		50.7	41.5	1.22	54.8	0.92	36.9	1.37	56.0	0.91
Equity Financing (%)		49.2%	73.6%	0.67	60.8%	0.81	68.5%	0.72	45.9%	1.07
Long-Term Debt to Equity Ratio		0.6	0.2	3.57	0.3	1.93	0.2	3.82	0.7	0.87
Times Interest Earned		3.8	14.1	0.27	5.3	0.72	17.7	0.22	4.0	0.95
Total Asset Turnover		0.9	0.7	1.15	0.8	1.13	0.7	1.16	0.9	0.98
Average Age of Plant (Years)		12.7	9.3	1.37	10.6	1.21	7.9	1.62	12.9	0.99
Increase (Decrease) Total Net Patient Revenue		2.9%	3.6%	0.79	3.3%	0.88	2.0%	1.43	7.5%	0.38
Outpatient Gross Revenue (% of Total GPR)		75.8%	60.9%	1.25	59.0%	1.28	59.1%	1.28	75.1%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,140		\$15,675	0.84	\$17,327	0.76	\$14,805	0.89	\$13,024	1.01
Inpatient Net Revenue per Day	\$3,707		\$3,540	1.05	\$4,029	0.92	\$3,359	1.10	\$3,161	1.17
Outpatient Net Revenue per Visit	\$541		\$654	0.83	\$588	0.92	\$542	1.00	\$519	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$793,031,785	Cash & Cash Equivalents	\$17,265,825	Current Liabilities	\$31,259,350
Less Deductions	\$561,336,169	Net Patient Receivables	\$38,632,456	Long-Term Debt	\$81,829,461
Net Patient Revenue	\$231,695,616	Other Receivables	\$3,487,430	Other Liabilities	\$30,028,349
Plus Other Revenue	\$7,793,126			Subtotal	\$143,117,160
Total Revenue	\$239,488,742	Land, Buildings & Equipment (Net)	\$131,764,846	Unrestricted Fund Balance	\$138,406,176
Less Expenses	\$236,336,934	Other Assets	\$90,372,779	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$7,464,258			Total Liabilities & Fund Balance	\$281,523,336
Net Income	\$10,616,066	Total Assets	\$281,523,336		

**013 ThedaCare Medical Center - Berlin, Inc.**  
 225 Memorial Drive  
 Berlin, WI 54923  
 920-361-1313

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

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	50.3%	55.4%	0.91	45.8%	1.10	46.2%	1.09	45.4%	1.11
Obstetrics	23.2%	38.4%	0.60	28.4%	0.02	22.2%	1.05	20.1%	1.15
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	41.5%	56.3%	0.74	46.5%	0.89	43.7%	0.95	38.9%	1.07
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	8.5	26.5	0.32	20.5	0.42	8.0	1.07	7.7	1.11
Obstetrics	0.7	5.0	0.14	4.0	0.17	1.0	0.73	0.6	1.15
Pediatrics	0.0	1.4	N/A	0.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.4	48.3	0.21	35.0	0.30	10.5	0.99	9.7	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.76	3.5	0.84	3.3	0.91	3.1	0.95
Obstetrics	2.2	2.6	0.84	2.3	0.92	2.1	1.02	2.2	0.98
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.4	4.3	0.79	3.8	0.90	3.4	1.00	3.0	1.14
<b>Surgical Operations</b>									
Inpatient	533	1,408	0.38	1,285	0.41	302	1.76	608	0.88
Outpatient	3,207	4,098	0.78	5,974	0.54	1,304	2.46	3,604	0.89
Inpatient as % of All Surgeries	14.3%	25.6%	0.56	17.7%	0.81	18.8%	0.76	14.4%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	44,559	132,001	0.34	121,848	0.37	63,510	0.70	37,878	1.18
Emergency Visits	7,796	17,964	0.43	15,548	0.50	8,037	0.97	7,660	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	14.0	18.9	0.74	26.3	0.53	12.6	1.12	22.2	0.63
Nurses, Licensed	81.1	244.4	0.33	187.4	0.43	78.6	1.03	95.6	0.85
Ancillary Nursing Personnel	26.6	40.0	0.67	30.9	0.86	13.9	1.91	13.0	2.05
All Other Personnel	179.2	484.8	0.37	331.4	0.54	187.4	0.96	212.1	0.84
Total FTEs	300.9	788.1	0.38	576.0	0.52	292.5	1.03	342.9	0.88
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	34.5	15.1	2.29	24.4	1.41	29.3	1.18	47.3	0.73
Nurses, Licensed	200.0	195.2	1.02	174.3	1.15	183.3	1.09	204.1	0.98
Ancillary Nursing Personnel	65.6	32.0	2.05	28.7	2.29	32.5	2.02	27.8	2.36
All Other Personnel	441.7	387.3	1.14	308.2	1.43	436.8	1.01	453.1	0.97
Total FTEs	741.8	629.5	1.18	535.6	1.39	681.8	1.09	732.3	1.01

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance		Average Beds Used	0	Bassinets	6
Discharges	1,115	Organization (HMO)	Yes	Discharges	0	Total Births	110
Inpatient Days	3,789	Preferred Provider		Inpatient Days	0	Newborn Days	219
		Organization (PPO)	Yes				

**013 ThedaCare Medical Center - Berlin, Inc.**  
Berlin, WI 54923

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	17	1,051	3,119	50.3%	8.5	3.0
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	3	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	3	118	254	23.2%	0.7	2.2
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	5	187	416	22.8%	1.1	2.2
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
<b>Subacute care</b>	5	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	14	0	14.0	Surgical Personnel	7	3	8.4
Physicians & Dentists	6	0	6.0	Radiological Services Personnel	11	4	13.7
Medical & Dental Residents	0	0	0.0	Sonographers	2	2	2.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	0	7.0
Registered Nurses	22	73	68.0	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	3	2	3.8	Physical Therapists	7	1	7.3
Ancillary Nursing Personnel	15	27	26.6	Physical Therapy Assistants/Aides	10	3	11.9
Medical Assistants	3	6	6.3	Recreational Therapists	3	0	3.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	3	6.4	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	6	17.4
Health Info Mgmt-Administrators/Technicians	6	1	6.8	All Other Personnel	43	40	64.5
Pharmacy Personnel	7	0	7.0				
Clinical Laboratory Personnel	7	6	10.2				
				<b>Total</b>	<b>202</b>	<b>178</b>	<b>300.9</b>

**013 ThedaCare Medical Center - Berlin, Inc.**

Berlin, WI 54923

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$64,194,841	52.3%	44.8%	1.17	46.1%	1.14	46.2%	1.13	43.4%	1.21
Medical Assistance	\$13,028,444	10.6%	14.4%	0.74	10.9%	0.97	12.7%	0.83	10.4%	1.02
Commercial	\$42,796,947	34.9%	36.6%	0.95	40.7%	0.86	37.2%	0.94	44.6%	0.78
All Other	\$2,734,288	2.2%	4.2%	0.53	2.3%	0.96	3.9%	0.58	1.7%	1.31
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$42,479,595	34.6%	32.9%	1.05	31.7%	1.09	28.8%	1.20	28.0%	1.24
Medical Assistance	\$9,005,537	7.3%	10.7%	0.68	7.8%	0.93	8.6%	0.85	7.4%	1.00
Commercial	\$16,043,199	13.1%	14.8%	0.88	14.4%	0.91	13.1%	1.00	22.8%	0.57
Charity Care	\$621,132	0.5%	1.0%	0.51	0.6%	0.82	1.0%	0.50	0.4%	1.14
Bad Debt	\$1,377,864	1.1%	1.1%	1.06	1.5%	0.75	1.5%	0.76	2.3%	0.48
All Other	\$1,731,237	1.4%	1.9%	0.74	1.5%	0.92	1.9%	0.73	1.1%	1.27
Total Deductions	\$71,258,564	58.0%	62.4%	0.93	57.6%	1.01	54.9%	1.06	62.0%	0.94
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.3%	6.3%	0.04		1.9%	0.15	6.2%	0.04	0.5%	0.60
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		10.2%	N/A	20.5%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$20,109,324	51.2%	44.7%	1.14	44.4%	1.15	50.7%	1.01	52.5%	0.97
Supplies & Services	\$14,021,299	35.7%	47.9%	0.75	43.1%	0.83	40.1%	0.89	37.5%	0.95
Capital Component	\$5,153,882	13.1%	7.4%	1.78	12.5%	1.05	9.2%	1.42	10.0%	1.32
<b>Fiscal Statistics</b>										
Operating Margin (%)	23.9%	8.9%	2.68		10.0%	2.40	4.7%	5.13	8.3%	2.89
Total Hospital Net Income (%)	23.3%	10.1%	2.30		11.0%	2.12	5.8%	4.01	7.3%	3.20
Return on Equity (%)	33.8%	7.6%	4.45		10.2%	3.31	5.1%	6.64	8.2%	4.13
Current Ratio	12.6	5.6	2.23		5.8	2.17	4.9	2.57	5.2	2.41
Days in Net Patient Accounts Receivable	69.1	51.4	1.34		55.7	1.24	51.9	1.33	51.7	1.34
Average Payment Period	8.3	41.5	0.20		25.7	0.32	33.7	0.25	13.5	0.62
Equity Financing (%)	97.7%	73.6%	1.33		72.7%	1.34	70.2%	1.39	82.8%	1.18
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.2	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	64.8	14.1	4.60		11.0	5.88	4.7	13.74	23.9	2.72
Total Asset Turnover	1.5	0.7	1.97		0.9	1.59	0.9	1.69	1.1	1.29
Average Age of Plant (Years)	11.4	9.3	1.23		5.9	1.92	7.5	1.52	11.7	0.98
Increase (Decrease) Total Net Patient Revenue	8.4%	3.6%	2.32		1.9%	4.55	2.8%	2.97	-29.4%	N/A
Outpatient Gross Revenue (% of Total GPR)	76.3%	60.9%	1.25		67.5%	1.13	75.7%	1.01	76.9%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,267	\$15,675	0.72		\$12,173	0.93	\$12,189	0.92	\$11,105	1.01
Inpatient Net Revenue per Day	\$3,583	\$3,540	1.01		\$3,180	1.13	\$3,423	1.05	\$3,335	1.07
Outpatient Net Revenue per Visit	\$770	\$654	1.18		\$551	1.40	\$558	1.38	\$817	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$122,754,520	Cash & Cash Equivalents	\$68,906	Current Liabilities	\$805,648
Less Deductions	\$71,258,564	Net Patient Receivables	\$9,745,347	Long-Term Debt	\$0
Net Patient Revenue	\$51,495,956	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$143,833			Subtotal	\$805,648
Total Revenue	\$51,639,789	Land, Buildings & Equipment (Net)	\$25,104,214	Unrestricted Fund Balance	\$34,456,151
Less Expenses	\$39,284,505	Other Assets	\$343,333	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$430,203			Total Liabilities & Fund Balance	\$35,261,799
Net Income	\$11,925,081	Total Assets	\$35,261,800		

**014 Black River Memorial Hospital**  
 711 West Adams Street  
 Black River Falls, WI 54615  
 715-284-5361

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

County: Jackson  
 Analysis Area: Southwestern (5B)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	25.1%	55.4%	0.45	49.4%	0.51	46.2%	0.54	31.1%	0.81
Obstetrics	31.3%	38.4%	0.82	56.6%	0.03	22.2%	1.41	32.2%	0.97
Pediatrics	0.3%	55.4%	0.00	29.0%	0.01	0.7%	0.38	18.6%	0.01
Total Hospital	24.6%	56.3%	0.44	56.0%	0.44	43.7%	0.56	30.2%	0.82
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.5	26.5	0.17	15.5	0.29	8.0	0.57	5.6	0.81
Obstetrics	1.6	5.0	0.31	3.5	0.44	1.0	1.65	1.6	0.97
Pediatrics	0.0	1.4	0.00	0.5	0.01	0.0	0.00	0.2	0.01
Total Hospital	6.2	48.3	0.13	28.8	0.21	10.5	0.59	7.5	0.82
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.9	0.66	4.0	0.64	3.3	0.78	2.8	0.92
Obstetrics	2.0	2.6	0.78	2.6	0.77	2.1	0.95	2.4	0.83
Pediatrics	1.0	3.5	0.29	2.6	0.38	1.9	0.51	3.8	0.26
Total Hospital	2.7	4.3	0.62	4.5	0.60	3.4	0.79	3.0	0.88
<b>Surgical Operations</b>									
Inpatient	172	1,408	0.12	938	0.18	302	0.57	182	0.95
Outpatient	738	4,098	0.18	2,728	0.27	1,304	0.57	829	0.89
Inpatient as % of All Surgeries	18.9%	25.6%	0.74	25.6%	0.74	18.8%	1.00	18.0%	1.05
<b>Outpatient Visits</b>									
Non-Emergency Visits	6,420	132,001	0.05	92,956	0.07	63,510	0.10	6,166	1.04
Emergency Visits	5,339	17,964	0.30	13,295	0.40	8,037	0.66	5,670	0.94
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	26.0	18.9	1.38	8.3	3.13	12.6	2.07	27.0	0.96
Nurses, Licensed	75.5	244.4	0.31	167.9	0.45	78.6	0.96	70.3	1.07
Ancillary Nursing Personnel	21.2	40.0	0.53	24.9	0.85	13.9	1.52	21.0	1.01
All Other Personnel	194.3	484.8	0.40	382.3	0.51	187.4	1.04	183.8	1.06
Total FTEs	316.9	788.1	0.40	583.5	0.54	292.5	1.08	302.1	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	105.9	15.1	7.02	7.9	13.39	29.3	3.62	90.5	1.17
Nurses, Licensed	307.4	195.2	1.57	159.8	1.92	183.3	1.68	235.6	1.31
Ancillary Nursing Personnel	86.2	32.0	2.70	23.7	3.64	32.5	2.65	70.2	1.23
All Other Personnel	791.1	387.3	2.04	363.8	2.17	436.8	1.81	616.0	1.28
Total FTEs	1,290.6	629.5	2.05	555.1	2.32	681.8	1.89	1,012.3	1.27

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	836	Preferred Provider Organization (PPO)	Yes	Discharges	31	Total Births	146
Inpatient Days	2,245			Inpatient Days	205	Newborn Days	284

**014 Black River Memorial Hospital**  
Black River Falls, WI 54615

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	18	646	1,649	25.1%	4.5	2.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	1	1	9	24	6.6%	0.1	2.7
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
<b>Pediatric, acute</b>	1	1	1	1	0.3%	0.0	1.0
<b>Obstetrics</b>	1	5	284	571	31.3%	1.6	2.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	26	0	26.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	5	7	6.0	Radiological Services Personnel	9	4	11.8
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	2	9.4
Registered Nurses	56	26	72.2	Occupational Therapists	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	1	2.0	Physical Therapists	5	3	7.3
Ancillary Nursing Personnel	15	10	21.2	Physical Therapy Assistants/Aides	2	1	2.9
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	5	2.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	4	1.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	4.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	15	22.7
Health Info Mgmt-Administrators/Technicians	5	3	7.1	All Other Personnel	88	15	99.8
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	11	0	11.0				
				<b>Total</b>	<b>258</b>	<b>99</b>	<b>316.9</b>

**014 Black River Memorial Hospital**  
Black River Falls, WI 54615

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$34,502,618	45.1%	44.8%	1.01	45.7%	0.99	46.2%	0.98	44.4%	1.02
Medical Assistance	\$12,414,473	16.2%	14.4%	1.13	10.6%	1.53	12.7%	1.28	15.2%	1.07
Commercial	\$27,103,251	35.4%	36.6%	0.97	37.7%	0.94	37.2%	0.95	37.5%	0.94
All Other	\$2,440,360	3.2%	4.2%	0.76	5.9%	0.54	3.9%	0.82	2.8%	1.14
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$14,677,390	19.2%	32.9%	0.58	33.8%	0.57	28.8%	0.67	19.0%	1.01
Medical Assistance	\$8,272,559	10.8%	10.7%	1.01	8.9%	1.22	8.6%	1.26	9.6%	1.13
Commercial	\$4,524,303	5.9%	14.8%	0.40	13.6%	0.43	13.1%	0.45	2.9%	2.04
Charity Care	\$1,301,418	1.7%	1.0%	1.72	0.7%	2.54	1.0%	1.69	2.1%	0.81
Bad Debt	\$1,971,082	2.6%	1.1%	2.44	1.3%	1.97	1.5%	1.74	1.9%	1.38
All Other	\$168,752	0.2%	1.9%	0.12	4.0%	0.06	1.9%	0.11	3.0%	0.07
Total Deductions	\$30,915,504	40.4%	62.4%	0.65	62.3%	0.65	54.9%	0.74	38.4%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.9%	6.3%	0.45	20.5%	0.14	6.2%	0.46	2.8%	1.03
Net Gains/Losses as % of Net Income		47.1%	12.7%	3.72	6.0%	7.89	20.5%	2.29	21.3%	2.21
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$28,071,487	61.9%	44.7%	1.38	56.6%	1.10	50.7%	1.22	62.9%	0.98
Supplies & Services	\$13,831,849	30.5%	47.9%	0.64	38.6%	0.79	40.1%	0.76	28.6%	1.07
Capital Component	\$3,416,418	7.5%	7.4%	1.02	4.9%	1.55	9.2%	0.82	8.5%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.4%	8.9%	0.38	8.3%	0.41	4.7%	0.72	6.2%	0.55
Total Hospital Net Income (%)		6.2%	10.1%	0.61	8.7%	0.71	5.8%	1.07	7.7%	0.80
Return on Equity (%)		5.3%	7.6%	0.69	7.3%	0.72	5.1%	1.03	6.9%	0.76
Current Ratio		4.8	5.6	0.84	12.8	0.37	4.9	0.97	4.3	1.12
Days in Net Patient Accounts Receivable		48.0	51.4	0.93	67.7	0.71	51.9	0.93	48.7	0.99
Average Payment Period		38.6	41.5	0.93	24.3	1.59	33.7	1.14	45.5	0.85
Equity Financing (%)		72.9%	73.6%	0.99	90.3%	0.81	70.2%	1.04	70.1%	1.04
Long-Term Debt to Equity Ratio		0.2	0.2	1.40	0.0	5.33	0.4	0.60	0.3	0.89
Times Interest Earned		6.8	14.1	0.48	51.2	0.13	4.7	1.43	8.0	0.85
Total Asset Turnover		0.8	0.7	1.11	0.8	1.00	0.9	0.95	0.9	0.93
Average Age of Plant (Years)		11.3	9.3	1.22	9.3	1.21	7.5	1.51	10.6	1.07
Increase (Decrease) Total Net Patient Revenue		-5.3%	3.6%	N/A	-3.9%	1.35	2.8%	N/A	9.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.0%	60.9%	1.28	74.2%	1.05	75.7%	1.03	74.3%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$15,729		\$15,675	1.00	\$16,231	0.97	\$12,189	1.29	\$17,137	0.92
Inpatient Net Revenue per Day	\$6,220		\$3,540	1.76	\$3,609	1.72	\$3,423	1.82	\$5,517	1.13
Outpatient Net Revenue per Visit	\$2,874		\$654	4.40	\$891	3.23	\$558	5.15	\$2,859	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$76,460,702	Cash & Cash Equivalents	\$2,725,869	Current Liabilities	\$4,535,508
Less Deductions	\$30,915,504	Net Patient Receivables	\$5,991,199	Long-Term Debt	\$9,616,330
Net Patient Revenue	\$45,545,198	Other Receivables	\$1,001,587	Other Liabilities	\$1,250,364
Plus Other Revenue	\$1,353,282			Subtotal	\$15,402,202
Total Revenue	\$46,898,480	Land, Buildings & Equipment (Net)	\$20,531,351	Unrestricted Fund Balance	\$41,380,183
Less Expenses	\$45,319,754	Other Assets	\$26,532,379	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,406,171			Total Liabilities & Fund Balance	\$56,782,385
Net Income	\$2,984,897	Total Assets	\$56,782,385		

**015 Mayo Clinic Health System - Chippewa Valley in Bloomer**  
 1501 Thompson Street  
 Bloomer, WI 54724  
 715-568-2000

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

County: Chippewa  
 Analysis Area: West Central (5A)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	7.1%	55.4%	0.13	42.7%	0.17	11.3%	0.63	8.3%	0.86
Obstetrics	0.0%	38.4%	N/A	30.0%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	7.1%	56.3%	0.13	43.6%	0.16	17.4%	0.41	8.3%	0.86
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.5	26.5	0.06	11.7	0.13	1.8	0.83	1.6	0.95
Obstetrics	0.0	5.0	N/A	2.1	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.5	48.3	0.03	18.6	0.08	2.9	0.52	1.6	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.9	0.91	3.7	0.95	2.9	1.21	3.6	0.98
Obstetrics	0.0	2.6	N/A	2.4	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	1.9	N/A	2.9	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.82	3.9	0.91	4.0	0.90	3.6	0.98
<b>Surgical Operations</b>									
Inpatient	2	1,408	0.00	496	0.00	116	0.02	3	0.67
Outpatient	109	4,098	0.03	1,861	0.06	1,063	0.10	66	1.65
Inpatient as % of All Surgeries	1.8%	25.6%	0.07	21.1%	0.09	9.8%	0.18	4.3%	0.41
<b>Outpatient Visits</b>									
Non-Emergency Visits	40,574	132,001	0.31	70,369	0.58	20,790	1.95	45,741	0.89
Emergency Visits	2,364	17,964	0.13	8,210	0.29	2,393	0.99	2,250	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.5	18.9	0.03	11.1	0.04	3.2	0.16	1.0	0.50
Nurses, Licensed	63.4	244.4	0.26	121.7	0.52	79.1	0.80	62.3	1.02
Ancillary Nursing Personnel	11.4	40.0	0.28	18.3	0.62	11.1	1.03	10.8	1.06
All Other Personnel	123.5	484.8	0.25	252.8	0.49	112.6	1.10	139.1	0.89
Total FTEs	198.8	788.1	0.25	404.0	0.49	205.9	0.97	213.1	0.93
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	7.0	15.1	0.47	19.3	0.36	24.4	0.29	14.2	0.49
Nurses, Licensed	891.9	195.2	4.57	211.1	4.23	608.9	1.46	886.4	1.01
Ancillary Nursing Personnel	160.5	32.0	5.02	31.8	5.05	85.1	1.89	153.4	1.05
All Other Personnel	1,739.2	387.3	4.49	438.4	3.97	866.4	2.01	1,980.0	0.88
Total FTEs	2,798.7	629.5	4.45	700.6	3.99	1,584.8	1.77	3,034.1	0.92

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	21	Health Maintenance Organization (HMO)	Yes	Average Beds Used	9	Bassinets	0
Discharges	154	Preferred Provider Organization (PPO)	Yes	Discharges	208	Total Births	0
Inpatient Days	546			Inpatient Days	3,287	Newborn Days	0



**015 Mayo Clinic Health System - Chippewa Valley in Bloomer**  
 Bloomer, WI 54724

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	21	154	546	7.1%	1.5	3.5
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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	2	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	0	1	0.5	Surgical Personnel	2	1	2.2
Physicians & Dentists	9	30	14.7	Radiological Services Personnel	2	8	6.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	3	6.0
Registered Nurses	21	55	53.6	Occupational Therapists	2	5	2.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	4	4	5.5	Physical Therapists	3	5	6.7
Ancillary Nursing Personnel	3	14	11.4	Physical Therapy Assistants/Aides	2	3	4.2
Medical Assistants	5	10	10.2	Recreational Therapists	0	0	0.0
Physician Assistants	4	10	7.3	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	2	3.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	1	1.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	9	14.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	16	28	34.1
Pharmacy Personnel	0	1	0.5				
Clinical Laboratory Personnel	10	2	11.6				
				<b>Total</b>	<b>102</b>	<b>193</b>	<b>198.8</b>

**015 Mayo Clinic Health System - Chippewa Valley in Bloomer**

Bloomer, WI 54724

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$32,330,706	56.1%	44.8%	1.25	49.2%	1.14	42.6%	1.32	56.8%	0.99
Medical Assistance	\$4,777,873	8.3%	14.4%	0.58	12.0%	0.69	12.7%	0.65	6.7%	1.23
Commercial	\$19,244,367	33.4%	36.6%	0.91	35.1%	0.95	40.5%	0.82	33.3%	1.00
All Other	\$1,285,354	2.2%	4.2%	0.53	3.7%	0.61	4.2%	0.53	3.2%	0.71
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$14,039,594	24.4%	32.9%	0.74	32.5%	0.75	20.7%	1.18	24.9%	0.98
Medical Assistance	\$3,042,281	5.3%	10.7%	0.49	8.6%	0.62	7.9%	0.67	4.8%	1.10
Commercial	\$5,476,797	9.5%	14.8%	0.64	10.0%	0.95	11.6%	0.82	8.1%	1.17
Charity Care	\$1,259,595	2.2%	1.0%	2.21	0.9%	2.45	0.9%	2.52	1.6%	1.33
Bad Debt	\$780,828	1.4%	1.1%	1.28	1.2%	1.09	2.0%	0.67	2.4%	0.57
All Other	\$532,245	0.9%	1.9%	0.48	1.6%	0.60	1.5%	0.62	0.8%	1.11
Total Deductions	\$25,131,340	43.6%	62.4%	0.70	54.7%	0.80	44.6%	0.98	42.7%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.1%	6.3%	0.32	4.1%	0.50	3.9%	0.52	0.9%	2.22	
Net Gains/Losses as % of Net Income	8,238.0%	12.7%	650.03	48.3%	170.54	1.9%	4,407.56	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$21,446,176	63.0%	44.7%	1.41	53.1%	1.19	51.0%	1.24	63.0%	1.00
Supplies & Services	\$11,123,685	32.7%	47.9%	0.68	40.3%	0.81	42.2%	0.77	32.1%	1.02
Capital Component	\$1,470,192	4.3%	7.4%	0.59	6.6%	0.65	6.8%	0.63	4.8%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)	-2.6%	8.9%	N/A	6.5%	N/A	6.0%	N/A	-1.0%	2.47	
Total Hospital Net Income (%)	0.0%	10.1%	0.00	11.8%	0.00	6.1%	0.01	-0.2%	N/A	
Return on Equity (%)	0.0%	7.6%	0.00	8.3%	0.00	8.8%	0.00	-0.2%	N/A	
Current Ratio	9.1	5.6	1.61	3.7	2.48	2.8	3.28	8.7	1.05	
Days in Net Patient Accounts Receivable	51.3	51.4	1.00	54.8	0.94	58.0	0.89	53.4	0.96	
Average Payment Period	12.2	41.5	0.29	56.1	0.22	45.2	0.27	12.4	0.99	
Equity Financing (%)	82.5%	73.6%	1.12	76.5%	1.08	56.7%	1.45	82.4%	1.00	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.2	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	2.4	14.1	0.17	26.4	0.09	9.6	0.25	0.0	N/A	
Total Asset Turnover	1.2	0.7	1.59	0.7	1.79	1.5	0.81	1.2	0.98	
Average Age of Plant (Years)	9.6	9.3	1.03	10.3	0.93	9.2	1.04	8.2	1.17	
Increase (Decrease) Total Net Patient Revenue	-2.7%	3.6%	N/A	14.9%	N/A	3.4%	N/A	-0.2%	15.88	
Outpatient Gross Revenue (% of Total GPR)	78.9%	60.9%	1.30	67.9%	1.16	76.0%	1.04	77.6%	1.02	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$24,718	\$15,675	1.58	\$13,969	1.77	\$19,283	1.28	\$24,494	1.01	
Inpatient Net Revenue per Day	\$2,086	\$3,540	0.59	\$3,407	0.61	\$2,854	0.73	\$2,266	0.92	
Outpatient Net Revenue per Visit	\$540	\$654	0.83	\$718	0.75	\$720	0.75	\$507	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$57,638,300	Cash & Cash Equivalents	\$3,813,014	Current Liabilities	\$1,092,267
Less Deductions	\$25,131,340	Net Patient Receivables	\$4,571,705	Long-Term Debt	\$0
Net Patient Revenue	\$32,506,960	Other Receivables	\$13,164	Other Liabilities	\$3,845,520
Plus Other Revenue	\$681,126			Subtotal	\$4,937,787
Total Revenue	\$33,188,086	Land, Buildings & Equipment (Net)	\$10,287,928	Unrestricted Fund Balance	\$23,247,565
Less Expenses	\$34,040,053	Other Assets	\$9,499,541	Restricted Fund Balance	\$411,651
Non-Operating Gains/Losses	\$862,436			Total Liabilities & Fund Balance	\$28,185,352
Net Income	\$10,469	Total Assets	\$28,185,352		

**016 Gundersen Boscobel Area Hospital and Clinics**  
 205 Parker Street  
 Boscobel, WI 53805  
 608-375-4112

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

County: Grant  
 Analysis Area: Southern (1)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	14.5%	55.4%	0.26	57.1%	0.25	11.3%	1.28	16.3%	0.89
Obstetrics	0.0%	38.4%	N/A	41.6%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	12.0%	56.3%	0.21	58.9%	0.20	17.4%	0.69	12.5%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.2	26.5	0.04	24.0	0.05	1.8	0.64	1.3	0.89
Obstetrics	0.0	5.0	N/A	4.7	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.2	48.3	0.02	50.8	0.02	2.9	0.42	1.4	0.87
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.4	3.9	0.62	3.9	0.63	2.9	0.83	2.7	0.90
Obstetrics	0.0	2.6	N/A	2.7	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.5	N/A	2.9	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.57	4.3	0.57	4.0	0.62	2.9	0.86
<b>Surgical Operations</b>									
Inpatient	27	1,408	0.02	2,094	0.01	116	0.23	37	0.73
Outpatient	414	4,098	0.10	7,088	0.06	1,063	0.39	472	0.88
Inpatient as % of All Surgeries	6.1%	25.6%	0.24	22.8%	0.27	9.8%	0.62	7.3%	0.84
<b>Outpatient Visits</b>									
Non-Emergency Visits	28,309	132,001	0.21	161,897	0.17	20,790	1.36	3,920	7.22
Emergency Visits	4,241	17,964	0.24	17,257	0.25	2,393	1.77	3,998	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	25.5	0.12	3.2	0.95	3.0	1.00
Nurses, Licensed	24.2	244.4	0.10	290.0	0.08	79.1	0.31	28.6	0.85
Ancillary Nursing Personnel	5.0	40.0	0.12	47.6	0.10	11.1	0.45	5.8	0.86
All Other Personnel	73.2	484.8	0.15	681.8	0.11	112.6	0.65	69.4	1.06
Total FTEs	105.4	788.1	0.13	1,045.0	0.10	205.9	0.51	106.8	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	15.9	15.1	1.05	20.7	0.77	24.4	0.65	23.0	0.69
Nurses, Licensed	128.4	195.2	0.66	235.4	0.55	608.9	0.21	219.3	0.59
Ancillary Nursing Personnel	26.2	32.0	0.82	38.7	0.68	85.1	0.31	44.1	0.60
All Other Personnel	388.1	387.3	1.00	553.4	0.70	866.4	0.45	531.6	0.73
Total FTEs	558.7	629.5	0.89	848.1	0.66	1,584.8	0.35	817.9	0.68

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	10	Health Maintenance Organization (HMO)	Yes	Average Beds Used	4	Bassinets	0
Discharges	178	Preferred Provider Organization (PPO)	Yes	Discharges	24	Total Births	0
Inpatient Days	439			Inpatient Days	267	Newborn Days	0

**016 Gundersen Boscobel Area Hospital and Clinics**  
Boscobel, WI 53805

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	8	174	422	14.5%	1.2	2.4
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	1	2	6	17	2.3%	0.0	2.8
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	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	3	0	3.0	Surgical Personnel	3	3	4.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	0	4.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	1	0.5
Registered Nurses	7	29	22.2	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	1	0	1.0	Physical Therapists	1	2	2.0
Ancillary Nursing Personnel	2	7	5.0	Physical Therapy Assistants/Aides	1	2	1.6
Medical Assistants	3	1	3.9	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	1	6.5
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	28	18	31.3
Pharmacy Personnel	3	4	4.4				
Clinical Laboratory Personnel	6	1	7.1				
				<b>Total</b>	<b>76</b>	<b>70</b>	<b>105.4</b>

**016 Gundersen Boscobel Area Hospital and Clinics**

Boscobel, WI 53805

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>1</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$15,690,786	41.8%	44.8%	0.93	41.1%	1.01	42.6%	0.98	39.7%	1.05
Medical Assistance	\$6,696,709	17.8%	14.4%	1.24	11.8%	1.52	12.7%	1.40	18.4%	0.97
Commercial	\$13,941,187	37.1%	36.6%	1.01	39.9%	0.93	40.5%	0.92	39.0%	0.95
All Other	\$1,250,539	3.3%	4.2%	0.79	7.2%	0.46	4.2%	0.80	2.9%	1.14
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,129,135	16.3%	32.9%	0.50	30.1%	0.54	20.7%	0.79	20.1%	0.81
Medical Assistance	\$3,283,953	8.7%	10.7%	0.81	8.7%	1.00	7.9%	1.11	10.6%	0.83
Commercial	\$7,184,998	19.1%	14.8%	1.29	18.1%	1.05	11.6%	1.64	17.1%	1.12
Charity Care	\$479,515	1.3%	1.0%	1.29	0.9%	1.45	0.9%	1.47	1.2%	1.05
Bad Debt	\$679,515	1.8%	1.1%	1.71	1.1%	1.63	2.0%	0.90	1.9%	0.93
All Other	\$617,929	1.6%	1.9%	0.86	3.4%	0.49	1.5%	1.11	0.5%	3.26
Total Deductions	\$18,375,045	48.9%	62.4%	0.78	62.3%	0.79	44.6%	1.10	51.4%	0.95
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.1%	6.3%	0.49	7.1%	0.44	3.9%	0.79	3.1%	1.00
Net Gains/Losses as % of Net Income		2.1%	12.7%	0.17	48.2%	0.04	1.9%	1.12	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$7,137,940	41.3%	44.7%	0.92	48.0%	0.86	51.0%	0.81	42.9%	0.96
Supplies & Services	\$9,003,154	52.1%	47.9%	1.09	44.6%	1.17	42.2%	1.23	49.6%	1.05
Capital Component	\$1,154,143	6.7%	7.4%	0.90	7.5%	0.89	6.8%	0.98	7.5%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)		12.7%	8.9%	1.42	3.0%	4.22	6.0%	2.14	12.7%	1.01
Total Hospital Net Income (%)		13.0%	10.1%	1.28	5.7%	2.29	6.1%	2.14	12.7%	1.03
Return on Equity (%)		15.0%	7.6%	1.98	4.4%	3.41	8.8%	1.70	15.5%	0.97
Current Ratio		5.7	5.6	1.01	2.1	2.75	2.8	2.07	3.1	1.84
Days in Net Patient Accounts Receivable		34.1	51.4	0.66	49.0	0.70	58.0	0.59	34.4	0.99
Average Payment Period		40.6	41.5	0.98	54.8	0.74	45.2	0.90	63.7	0.64
Equity Financing (%)		69.0%	73.6%	0.94	60.8%	1.13	56.7%	1.22	57.7%	1.20
Long-Term Debt to Equity Ratio		0.3	0.2	1.76	0.3	0.95	0.4	0.73	0.4	0.72
Times Interest Earned		14.1	14.1	1.00	5.3	2.64	9.6	1.47	12.6	1.11
Total Asset Turnover		1.2	0.7	1.56	0.8	1.53	1.5	0.79	1.2	0.94
Average Age of Plant (Years)		15.6	9.3	1.69	10.6	1.48	9.2	1.70	13.6	1.15
Increase (Decrease) Total Net Patient Revenue		2.3%	3.6%	0.62	3.3%	0.69	3.4%	0.68	4.9%	0.46
Outpatient Gross Revenue (% of Total GPR)		89.6%	60.9%	1.47	59.0%	1.52	76.0%	1.18	89.4%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,419		\$15,675	0.60	\$17,327	0.54	\$19,283	0.49	\$11,367	0.83
Inpatient Net Revenue per Day	\$2,561		\$3,540	0.72	\$4,029	0.64	\$2,854	0.90	\$2,574	0.99
Outpatient Net Revenue per Visit	\$552		\$654	0.84	\$588	0.94	\$720	0.77	\$2,177	0.25

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$37,579,221	Cash & Cash Equivalents	\$7,516,274	Current Liabilities	\$1,833,563
Less Deductions	\$18,375,045	Net Patient Receivables	\$1,796,220	Long-Term Debt	\$3,454,560
Net Patient Revenue	\$19,204,176	Other Receivables	\$95,862	Other Liabilities	\$31,900
Plus Other Revenue	\$615,997			Subtotal	\$5,320,023
Total Revenue	\$19,820,173	Land, Buildings & Equipment (Net)	\$6,640,174	Unrestricted Fund Balance	\$11,834,954
Less Expenses	\$17,295,237	Other Assets	\$1,106,447	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$54,017			Total Liabilities & Fund Balance	\$17,154,977
Net Income	\$2,578,953	Total Assets	\$17,154,977		

**017 Ascension SE Wisconsin - Elmbook Campus**  
 19333 West North Avenue  
 Brookfield, WI 53045  
 262-785-2000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Waukesha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	44.6%	55.4%	0.80	52.9%	0.84	42.3%	1.05	41.8%	1.07
Obstetrics	21.2%	38.4%	0.55	30.5%	0.13	26.5%	0.80	21.1%	1.00
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.8%	56.3%	0.78	48.2%	0.91	42.3%	1.04	40.4%	1.08
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	37.5	26.5	1.41	35.0	1.07	16.0	2.34	35.1	1.07
Obstetrics	4.0	5.0	0.80	5.7	0.70	2.3	1.78	4.0	1.00
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	53.4	48.3	1.11	55.0	0.97	27.2	1.97	49.3	1.08
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.9	0.91	3.6	1.00	3.3	1.07	3.6	0.98
Obstetrics	2.6	2.6	1.03	2.3	1.12	2.2	1.18	2.4	1.10
Pediatrics	0.0	3.5	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.2	4.3	0.97	3.9	1.08	3.6	1.18	4.1	1.03
<b>Surgical Operations</b>									
Inpatient	1,889	1,408	1.34	1,426	1.32	726	2.60	1,437	1.31
Outpatient	4,076	4,098	0.99	3,666	1.11	2,865	1.42	4,284	0.95
Inpatient as % of All Surgeries	31.7%	25.6%	1.24	28.0%	1.13	20.2%	1.57	25.1%	1.26
<b>Outpatient Visits</b>									
Non-Emergency Visits	59,459	132,001	0.45	147,718	0.40	120,134	0.49	58,945	1.01
Emergency Visits	12,534	17,964	0.70	23,681	0.53	14,406	0.87	12,041	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.0	18.9	0.32	19.1	0.31	14.0	0.43	16.8	0.36
Nurses, Licensed	156.1	244.4	0.64	263.5	0.59	144.3	1.08	158.5	0.98
Ancillary Nursing Personnel	33.7	40.0	0.84	43.7	0.77	19.5	1.73	54.4	0.62
All Other Personnel	245.8	484.8	0.51	513.5	0.48	331.1	0.74	294.7	0.83
Total FTEs	441.7	788.1	0.56	839.7	0.53	508.9	0.87	524.4	0.84
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.4	15.1	0.36	11.9	0.45	14.4	0.38	14.6	0.37
Nurses, Licensed	140.8	195.2	0.72	164.8	0.85	148.1	0.95	137.4	1.02
Ancillary Nursing Personnel	30.4	32.0	0.95	27.3	1.11	20.1	1.52	47.2	0.65
All Other Personnel	221.7	387.3	0.57	321.1	0.69	340.0	0.65	255.5	0.87
Total FTEs	398.3	629.5	0.63	525.2	0.76	522.5	0.76	454.6	0.88

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	122	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	14
Discharges	4,643	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	449
Inpatient Days	19,508			Inpatient Days	0	Newborn Days	938

**017 Ascension SE Wisconsin - Elmbook Campus**  
 Brookfield, WI 53045

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	84	3,866	13,674	44.6%	37.5	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	9	108	2,318	70.6%	6.4	21.5
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	3	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	19	556	1,467	21.2%	4.0	2.6
<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	5	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	10	113	2,049	56.1%	5.6	18.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	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	6	0	6.0	Surgical Personnel	39	6	42.1
Physicians & Dentists	0	1	0.0	Radiological Services Personnel	25	24	41.9
Medical & Dental Residents	0	0	0.0	Sonographers	2	4	4.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	10	8.4
Registered Nurses	103	92	153.2	Occupational Therapists	2	12	5.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	6	9	10.4
Ancillary Nursing Personnel	21	40	33.7	Physical Therapy Assistants/Aides	0	2	0.6
Medical Assistants	1	1	1.8	Recreational Therapists	0	2	0.7
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	4	2.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	42	49	51.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	25	28	39.7
Pharmacy Personnel	11	10	15.6				
Clinical Laboratory Personnel	7	25	22.1				
				<b>Total</b>	<b>296</b>	<b>320</b>	<b>441.7</b>

**017 Ascension SE Wisconsin - Elmbook Campus**

Brookfield, WI 53045

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$186,838,369	51.2%	44.8%	1.14	48.2%	1.06	47.9%	1.07	49.3%	1.04
Medical Assistance	\$24,282,600	6.6%	14.4%	0.46	10.5%	0.63	12.0%	0.56	6.6%	1.00
Commercial	\$140,912,016	38.6%	36.6%	1.05	38.7%	1.00	36.4%	1.06	39.5%	0.98
All Other	\$13,131,653	3.6%	4.2%	0.85	2.5%	1.44	3.7%	0.97	4.6%	0.79
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$136,101,889	37.3%	32.9%	1.13	37.8%	0.99	33.3%	1.12	35.2%	1.06
Medical Assistance	\$22,053,237	6.0%	10.7%	0.56	8.1%	0.74	8.7%	0.69	6.0%	1.01
Commercial	\$61,720,760	16.9%	14.8%	1.14	16.8%	1.01	14.8%	1.14	16.5%	1.02
Charity Care	\$2,003,683	0.5%	1.0%	0.56	1.0%	0.57	0.9%	0.63	0.5%	1.08
Bad Debt	\$422,181	0.1%	1.1%	0.11	1.0%	0.11	1.0%	0.12	0.6%	0.21
All Other	\$3,496,375	1.0%	1.9%	0.50	1.1%	0.91	1.9%	0.50	3.7%	0.26
Total Deductions	\$225,798,125	61.8%	62.4%	0.99	65.8%	0.94	60.6%	1.02	62.4%	0.99
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.6%	6.3%	0.10		4.3%	0.14	4.1%	0.15	0.9%	0.73
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	11.9%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$43,895,684	35.1%	44.7%	0.78	39.6%	0.89	46.3%	0.76	40.1%	0.88
Supplies & Services	\$73,694,236	58.9%	47.9%	1.23	51.6%	1.14	46.1%	1.28	53.4%	1.10
Capital Component	\$7,513,996	6.0%	7.4%	0.81	8.7%	0.69	7.6%	0.79	6.5%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)	10.8%	8.9%	1.21		11.5%	0.93	8.9%	1.21	9.8%	1.10
Total Hospital Net Income (%)	9.7%	10.1%	0.96		10.0%	0.97	10.0%	0.97	9.8%	0.99
Return on Equity (%)	4.0%	7.6%	0.53		6.2%	0.65	6.7%	0.60	3.9%	1.02
Current Ratio	12.1	5.6	2.15		8.9	1.36	6.0	2.03	37.3	0.33
Days in Net Patient Accounts Receivable	55.3	51.4	1.08		48.8	1.13	54.8	1.01	63.9	0.87
Average Payment Period	69.4	41.5	1.67		42.8	1.62	42.8	1.62	23.2	2.99
Equity Financing (%)	93.1%	73.6%	1.27		80.2%	1.16	78.1%	1.19	97.6%	0.95
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	0.0	14.1	N/A		13.9	N/A	18.4	N/A	0.0	N/A
Total Asset Turnover	0.4	0.7	0.57		0.6	0.66	0.7	0.64	0.4	1.05
Average Age of Plant (Years)	1.3	9.3	0.14		8.9	0.14	9.0	0.14	0.3	4.31
Increase (Decrease) Total Net Patient Revenue	11.9%	3.6%	3.29		1.8%	6.62	2.6%	4.59	-4.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	52.9%	60.9%	0.87		63.2%	0.84	71.9%	0.74	56.3%	0.94
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$15,243	\$15,675	0.97		\$12,886	1.18	\$11,179	1.36	\$12,896	1.18
Inpatient Net Revenue per Day	\$3,711	\$3,540	1.05		\$3,088	1.20	\$3,101	1.20	\$3,084	1.20
Outpatient Net Revenue per Visit	\$959	\$654	1.47		\$646	1.48	\$561	1.71	\$980	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$365,164,638	Cash & Cash Equivalents	\$90,790	Current Liabilities	\$22,510,334
Less Deductions	\$225,798,125	Net Patient Receivables	\$21,109,415	Long-Term Debt	\$0
Net Patient Revenue	\$139,366,513	Other Receivables	\$7,597	Other Liabilities	\$581,425
Plus Other Revenue	\$872,336			Subtotal	\$23,091,759
Total Revenue	\$140,238,849	Land, Buildings & Equipment (Net)	\$60,670,369	Unrestricted Fund Balance	\$311,011,520
Less Expenses	\$125,103,916	Other Assets	\$252,225,108	Restricted Fund Balance	\$15,037
Non-Operating Gains/Losses	-\$1,686,389			Total Liabilities & Fund Balance	\$334,103,279
Net Income	\$13,448,544	Total Assets	\$334,103,279		



**018 Aurora Memorial Hospital of Burlington**  
 252 McHenry Street  
 Burlington, WI 53105  
 262-767-6000

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

County: Racine  
 Analysis Area: Southeastern (2A)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	33.6%	55.4%	0.61	52.9%	0.63	38.8%	0.86	30.9%	1.09
Obstetrics	0.0%	38.4%	N/A	30.5%	N/A	31.2%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	35.8%	56.3%	0.63	48.2%	0.74	40.5%	0.88	34.3%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	14.8	26.5	0.56	35.0	0.42	10.1	1.46	13.6	1.09
Obstetrics	0.0	5.0	N/A	5.7	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	19.7	48.3	0.41	55.0	0.36	15.5	1.27	18.9	1.04
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.9	0.73	3.6	0.80	2.9	0.97	2.9	0.98
Obstetrics	0.0	2.6	N/A	2.3	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.3	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.73	3.9	0.81	3.0	1.04	3.2	1.00
<b>Surgical Operations</b>									
Inpatient	604	1,408	0.43	1,426	0.42	502	1.20	576	1.05
Outpatient	3,526	4,098	0.86	3,666	0.96	2,146	1.64	2,704	1.30
Inpatient as % of All Surgeries	14.6%	25.6%	0.57	28.0%	0.52	19.0%	0.77	17.6%	0.83
<b>Outpatient Visits</b>									
Non-Emergency Visits	76,162	132,001	0.58	147,718	0.52	53,087	1.43	64,287	1.18
Emergency Visits	15,264	17,964	0.85	23,681	0.64	13,724	1.11	15,578	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.0	18.9	0.48	19.1	0.47	11.1	0.81	8.0	1.13
Nurses, Licensed	156.1	244.4	0.64	263.5	0.59	104.4	1.50	114.9	1.36
Ancillary Nursing Personnel	29.0	40.0	0.72	43.7	0.66	20.7	1.40	22.1	1.31
All Other Personnel	324.6	484.8	0.67	513.5	0.63	226.8	1.43	223.7	1.45
Total FTEs	518.7	788.1	0.66	839.7	0.62	362.9	1.43	368.7	1.41
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.2	15.1	0.67	11.9	0.85	19.8	0.51	10.8	0.94
Nurses, Licensed	176.6	195.2	0.90	164.8	1.07	187.1	0.94	155.0	1.14
Ancillary Nursing Personnel	32.8	32.0	1.03	27.3	1.20	37.1	0.88	29.7	1.10
All Other Personnel	367.2	387.3	0.95	321.1	1.14	406.6	0.90	301.6	1.22
Total FTEs	586.8	629.5	0.93	525.2	1.12	650.6	0.90	497.1	1.18

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	55	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,271	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	7,180			Inpatient Days	0	Newborn Days	0

**018 Aurora Memorial Hospital of Burlington**  
Burlington, WI 53105

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	44	1,894	5,391	33.6%	14.8	2.8
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	1	72	182	49.9%	0.5	2.5
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	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>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	318	1,607	44.0%	4.4	5.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	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>	3	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	9	0	9.0	Surgical Personnel	10	3	13.2
Physicians & Dentists	16	12	17.7	Radiological Services Personnel	19	22	31.7
Medical & Dental Residents	0	0	0.0	Sonographers	6	4	8.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	5	6.5
Registered Nurses	98	68	144.2	Occupational Therapists	1	4	3.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	1	2.7	Physical Therapists	9	4	10.3
Ancillary Nursing Personnel	14	33	29.0	Physical Therapy Assistants/Aides	4	1	4.5
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.6	Dietitians & Nutritionists	0	2	1.6
Nurse Practitioners	2	1	2.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	2	5.7	Social Workers	0	1	0.9
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	74	113	130.6
Health Info Mgmt-Administrators/Technicians	6	1	6.7	All Other Personnel	47	32	66.1
Pharmacy Personnel	5	6	8.1				
Clinical Laboratory Personnel	8	4	11.2				
				<b>Total</b>	<b>343</b>	<b>320</b>	<b>518.7</b>

**018 Aurora Memorial Hospital of Burlington**

Burlington, WI 53105

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$155,682,549	52.0%	44.8%	1.16	48.2%	1.08	48.9%	1.06	50.6%	1.03
Medical Assistance	\$27,639,575	9.2%	14.4%	0.64	10.5%	0.88	11.7%	0.79	10.4%	0.89
Commercial	\$108,076,961	36.1%	36.6%	0.99	38.7%	0.93	35.9%	1.01	36.3%	0.99
All Other	\$8,003,751	2.7%	4.2%	0.63	2.5%	1.07	3.5%	0.77	2.7%	0.99
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$127,835,409	42.7%	32.9%	1.30	37.8%	1.13	35.0%	1.22	40.6%	1.05
Medical Assistance	\$23,655,701	7.9%	10.7%	0.74	8.1%	0.97	8.5%	0.93	9.0%	0.88
Commercial	\$45,284,778	15.1%	14.8%	1.02	16.8%	0.90	12.4%	1.22	15.0%	1.01
Charity Care	\$4,924,375	1.6%	1.0%	1.66	1.0%	1.71	1.4%	1.15	1.2%	1.37
Bad Debt	\$3,349,176	1.1%	1.1%	1.06	1.0%	1.10	1.3%	0.88	1.3%	0.85
All Other	\$2,520,270	0.8%	1.9%	0.44	1.1%	0.80	1.3%	0.64	0.9%	0.91
Total Deductions	\$207,569,709	69.3%	62.4%	1.11	65.8%	1.05	59.8%	1.16	68.0%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.2%	6.3%	0.35		4.3%	0.51	3.3%	0.66	2.4%	0.92
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	29.9%	N/A	2.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$32,142,765	40.1%	44.7%	0.90	39.6%	1.01	47.5%	0.84	39.6%	1.01
Supplies & Services	\$40,504,959	50.5%	47.9%	1.06	51.6%	0.98	42.7%	1.18	54.3%	0.93
Capital Component	\$7,489,041	9.3%	7.4%	1.27	8.7%	1.07	9.8%	0.96	6.1%	1.52
<b>Fiscal Statistics</b>										
Operating Margin (%)	14.7%	8.9%	1.64		11.5%	1.27	4.5%	3.27	11.5%	1.28
Total Hospital Net Income (%)	14.5%	10.1%	1.43		10.0%	1.45	6.3%	2.31	11.7%	1.24
Return on Equity (%)	5.6%	7.6%	0.74		6.2%	0.91	4.0%	1.40	4.1%	1.36
Current Ratio	17.4	5.6	3.07		8.9	1.94	5.4	3.24	7.9	2.20
Days in Net Patient Accounts Receivable	50.0	51.4	0.97		48.8	1.02	50.1	1.00	60.0	0.83
Average Payment Period	36.7	41.5	0.88		42.8	0.86	41.4	0.89	86.0	0.43
Equity Financing (%)	96.9%	73.6%	1.32		80.2%	1.21	67.6%	1.43	93.0%	1.04
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.3	N/A	0.0	N/A
Times Interest Earned	0.0	14.1	N/A		13.9	N/A	4.4	N/A	0.0	N/A
Total Asset Turnover	0.4	0.7	0.52		0.6	0.61	0.6	0.62	0.4	1.10
Average Age of Plant (Years)	4.3	9.3	0.47		8.9	0.49	9.4	0.46	6.6	0.66
Increase (Decrease) Total Net Patient Revenue	13.1%	3.6%	3.60		1.8%	7.25	0.5%	24.82	4.7%	2.77
Outpatient Gross Revenue (% of Total GPR)	76.5%	60.9%	1.26		63.2%	1.21	71.6%	1.07	73.2%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,036	\$15,675	0.64		\$12,886	0.78	\$10,854	0.92	\$10,265	0.98
Inpatient Net Revenue per Day	\$3,004	\$3,540	0.85		\$3,088	0.97	\$3,395	0.88	\$3,081	0.97
Outpatient Net Revenue per Visit	\$792	\$654	1.21		\$646	1.22	\$743	1.07	\$779	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$299,402,836	Cash & Cash Equivalents	\$114,336,747	Current Liabilities	\$7,352,058
Less Deductions	\$207,569,709	Net Patient Receivables	\$12,568,776	Long-Term Debt	\$0
Net Patient Revenue	\$91,833,127	Other Receivables	\$98,992	Other Liabilities	\$61,175
Plus Other Revenue	\$2,082,241			Subtotal	\$7,413,233
Total Revenue	\$93,915,368	Land, Buildings & Equipment (Net)	\$108,691,450	Unrestricted Fund Balance	\$233,718,063
Less Expenses	\$80,136,765	Other Assets	\$5,435,331	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$182,844			Total Liabilities & Fund Balance	\$241,131,296
Net Income	\$13,595,759	Total Assets	\$241,131,296		

**019 Ascension Calumet Hospital, Inc**  
 614 Memorial Drive  
 Chilton, WI 53014  
 920-849-2386

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

County: Calumet  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	17.7%	55.4%	0.32	45.8%	0.39	19.8%	0.89	17.0%	1.04
Obstetrics	0.0%	38.4%	N/A	28.4%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	17.7%	56.3%	0.31	46.5%	0.38	23.2%	0.76	17.0%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.6	26.5	0.10	20.5	0.13	3.3	0.80	2.5	1.04
Obstetrics	0.0	5.0	N/A	4.0	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.6	48.3	0.05	35.0	0.08	4.7	0.56	2.5	1.04
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.69	3.5	0.76	3.0	0.89	2.8	0.95
Obstetrics	0.0	2.6	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.62	3.8	0.71	2.9	0.92	2.8	0.95
<b>Surgical Operations</b>									
Inpatient	150	1,408	0.11	1,285	0.12	249	0.60	144	1.04
Outpatient	443	4,098	0.11	5,974	0.07	1,286	0.34	482	0.92
Inpatient as % of All Surgeries	25.3%	25.6%	0.99	17.7%	1.43	16.2%	1.56	23.0%	1.10
<b>Outpatient Visits</b>									
Non-Emergency Visits	54,287	132,001	0.41	121,848	0.45	24,580	2.21	42,690	1.27
Emergency Visits	5,929	17,964	0.33	15,548	0.38	4,890	1.21	4,401	1.35
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.7	18.9	0.09	26.3	0.07	5.9	0.30	3.0	0.58
Nurses, Licensed	34.3	244.4	0.14	187.4	0.18	42.0	0.82	34.5	0.99
Ancillary Nursing Personnel	3.9	40.0	0.10	30.9	0.12	8.1	0.48	3.8	1.01
All Other Personnel	65.6	484.8	0.14	331.4	0.20	98.5	0.67	67.3	0.97
Total FTEs	105.5	788.1	0.13	576.0	0.18	154.4	0.68	108.7	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	11.3	15.1	0.75	24.4	0.46	32.0	0.35	17.9	0.63
Nurses, Licensed	223.0	195.2	1.14	174.3	1.28	227.6	0.98	205.9	1.08
Ancillary Nursing Personnel	25.1	32.0	0.79	28.7	0.87	43.9	0.57	22.9	1.10
All Other Personnel	427.0	387.3	1.10	308.2	1.39	534.3	0.80	401.9	1.06
Total FTEs	686.4	629.5	1.09	535.6	1.28	837.8	0.82	648.6	1.06

**Total Hospital:**

Beds Set Up & Staffed 15  
 Discharges 360  
 Inpatient Days 967

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 2  
 Discharges 76  
 Inpatient Days 669

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**019 Ascension Calumet Hospital, Inc**  
 Chilton, WI 53014

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	15	360	967	17.7%	2.6	2.7
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	4	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	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
<b>Subacute care</b>	5	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	1	1	1.7	Surgical Personnel	3	2	4.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	3	7.3
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	2	1.1
Registered Nurses	15	17	27.7	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	4	3	6.5	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	3	1	3.9	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	7	0	7.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	2	16.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	8	5	11.1
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	8	1	8.7				
				<b>Total</b>	<b>77</b>	<b>39</b>	<b>105.5</b>

**019 Ascension Calumet Hospital, Inc**  
Chilton, WI 53014

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$25,370,041	52.5%	44.8%	1.17	46.1%	1.14	45.4%	1.16	53.9%	0.97
Medical Assistance	\$3,644,137	7.5%	14.4%	0.52	10.9%	0.69	11.2%	0.67	6.3%	1.19
Commercial	\$17,888,474	37.0%	36.6%	1.01	40.7%	0.91	40.6%	0.91	36.7%	1.01
All Other	\$1,433,058	3.0%	4.2%	0.70	2.3%	1.27	2.8%	1.05	3.1%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$11,167,411	23.1%	32.9%	0.70	31.7%	0.73	26.7%	0.86	20.1%	1.15
Medical Assistance	\$2,701,852	5.6%	10.7%	0.52	7.8%	0.71	7.8%	0.71	4.3%	1.31
Commercial	\$2,956,858	6.1%	14.8%	0.41	14.4%	0.42	13.1%	0.47	6.7%	0.91
Charity Care	\$199,066	0.4%	1.0%	0.42	0.6%	0.67	0.5%	0.81	0.2%	2.39
Bad Debt	\$1,383,154	2.9%	1.1%	2.71	1.5%	1.91	1.6%	1.80	1.4%	1.98
All Other	\$639,202	1.3%	1.9%	0.69	1.5%	0.86	1.0%	1.30	1.1%	1.26
Total Deductions	\$19,047,543	39.4%	62.4%	0.63	57.6%	0.68	50.8%	0.78	33.8%	1.17
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.9%	6.3%	0.14	1.9%	0.47	3.0%	0.30	1.6%	0.56	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	10.2%	N/A	4.4%	N/A	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,563,329	34.1%	44.7%	0.76	44.4%	0.77	48.1%	0.71	46.5%	0.73
Supplies & Services	\$14,924,238	59.5%	47.9%	1.24	43.1%	1.38	43.6%	1.36	47.0%	1.27
Capital Component	\$1,590,533	6.3%	7.4%	0.86	12.5%	0.51	8.2%	0.77	6.5%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)	15.1%	8.9%	1.69	10.0%	1.52	14.0%	1.08	15.1%	1.00	
Total Hospital Net Income (%)	15.0%	10.1%	1.48	11.0%	1.37	14.5%	1.03	14.9%	1.00	
Return on Equity (%)	12.9%	7.6%	1.70	10.2%	1.26	12.9%	1.00	8.8%	1.47	
Current Ratio	6.8	5.6	1.20	5.8	1.17	3.6	1.89	5.5	1.24	
Days in Net Patient Accounts Receivable	55.3	51.4	1.08	55.7	0.99	54.9	1.01	53.6	1.03	
Average Payment Period	34.3	41.5	0.83	25.7	1.33	53.8	0.64	67.3	0.51	
Equity Financing (%)	85.8%	73.6%	1.17	72.7%	1.18	59.1%	1.45	90.5%	0.95	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.2	N/A	0.5	N/A	0.0	N/A	
Times Interest Earned	0.0	14.1	N/A	11.0	N/A	14.4	N/A	0.0	N/A	
Total Asset Turnover	0.9	0.7	1.16	0.9	0.94	0.9	0.98	0.6	1.47	
Average Age of Plant (Years)	2.8	9.3	0.30	5.9	0.48	9.3	0.30	2.1	1.32	
Increase (Decrease) Total Net Patient Revenue	31.0%	3.6%	8.53	1.9%	16.72	4.3%	7.20	3.6%	8.60	
Outpatient Gross Revenue (% of Total GPR)	83.1%	60.9%	1.36	67.5%	1.23	74.3%	1.12	84.8%	0.98	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,433	\$15,675	0.92	\$12,173	1.19	\$14,111	1.02	\$12,507	1.15	
Inpatient Net Revenue per Day	\$3,777	\$3,540	1.07	\$3,180	1.19	\$4,070	0.93	\$2,893	1.31	
Outpatient Net Revenue per Visit	\$402	\$654	0.61	\$551	0.73	\$801	0.50	\$487	0.83	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$48,335,710	Cash & Cash Equivalents	\$2,866,923	Current Liabilities	\$2,220,302
Less Deductions	\$19,047,543	Net Patient Receivables	\$4,437,123	Long-Term Debt	\$0
Net Patient Revenue	\$29,288,167	Other Receivables	\$4,432	Other Liabilities	\$2,652,159
Plus Other Revenue	\$259,090			Subtotal	\$4,872,461
Total Revenue	\$29,547,257	Land, Buildings & Equipment (Net)	\$17,869,085	Unrestricted Fund Balance	\$29,326,727
Less Expenses	\$25,078,100	Other Assets	\$9,021,625	Restricted Fund Balance	\$1,262,590
Non-Operating Gains/Losses	-\$54,833	Total Assets	\$34,199,188	Total Liabilities & Fund Balance	\$34,199,188
Net Income	\$4,414,324				

**020 St Joseph's Hospital**  
 2661 County Highway I  
 Chippewa Falls, WI 54729  
 715-717-7200

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Chippewa  
 Analysis Area: West Central (5A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	17.6%	55.4%	0.32	42.7%	0.41	42.3%	0.42	15.8%	1.11
Obstetrics	22.1%	38.4%	0.58	30.0%	0.07	26.5%	0.84	23.9%	0.92
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	31.9%	56.3%	0.57	43.6%	0.73	42.3%	0.75	33.4%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.0	26.5	0.27	11.7	0.60	16.0	0.44	6.3	1.11
Obstetrics	2.2	5.0	0.44	2.1	1.06	2.3	0.98	2.4	0.92
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	32.5	48.3	0.67	18.6	1.75	27.2	1.20	34.1	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.86	3.7	0.90	3.3	1.01	3.3	1.01
Obstetrics	2.2	2.6	0.85	2.4	0.91	2.2	0.97	2.2	0.99
Pediatrics	0.0	3.5	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.0	4.3	0.94	3.9	1.04	3.6	1.13	4.0	1.02
<b>Surgical Operations</b>									
Inpatient	350	1,408	0.25	496	0.71	726	0.48	361	0.97
Outpatient	1,863	4,098	0.45	1,861	1.00	2,865	0.65	1,922	0.97
Inpatient as % of All Surgeries	15.8%	25.6%	0.62	21.1%	0.75	20.2%	0.78	15.8%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	51,202	132,001	0.39	70,369	0.73	120,134	0.43	70,287	0.73
Emergency Visits	10,605	17,964	0.59	8,210	1.29	14,406	0.74	8,636	1.23
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.9	N/A	11.1	N/A	14.0	N/A	4.0	0.00
Nurses, Licensed	105.3	244.4	0.43	121.7	0.86	144.3	0.73	102.2	1.03
Ancillary Nursing Personnel	4.0	40.0	0.10	18.3	0.22	19.5	0.21	6.9	0.58
All Other Personnel	193.0	484.8	0.40	252.8	0.76	331.1	0.58	187.8	1.03
Total FTEs	302.3	788.1	0.38	404.0	0.75	508.9	0.59	300.9	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	15.1	N/A	19.3	N/A	14.4	N/A	3.3	0.00
Nurses, Licensed	99.8	195.2	0.51	211.1	0.47	148.1	0.67	85.1	1.17
Ancillary Nursing Personnel	3.8	32.0	0.12	31.8	0.12	20.1	0.19	5.7	0.66
All Other Personnel	183.0	387.3	0.47	438.4	0.42	340.0	0.54	156.5	1.17
Total FTEs	286.6	629.5	0.46	700.6	0.41	522.5	0.55	250.7	1.14

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	102	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,931	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	364
Inpatient Days	11,867			Inpatient Days	0	Newborn Days	751

**020 St Joseph's Hospital**  
Chippewa Falls, WI 54729

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	40	763	2,566	17.6%	7.0	3.4
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	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	10	372	808	22.1%	2.2	2.2
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	1	46	1,488	7,570	45.1%	20.7	5.1
<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	6	308	923	42.1%	2.5	3.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	5	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	0	0	0.0	Surgical Personnel	6	2	6.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	5	12.2
Medical & Dental Residents	0	0	0.0	Sonographers	0	5	2.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	0	2.0
Registered Nurses	52	74	100.5	Occupational Therapists	4	5	6.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	4	2.8	Physical Therapists	4	7	7.7
Ancillary Nursing Personnel	2	4	4.0	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	1	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	54	33	68.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	52	16	63.7
Pharmacy Personnel	9	5	10.4				
Clinical Laboratory Personnel	5	5	8.1				
				<b>Total</b>	<b>203</b>	<b>168</b>	<b>302.3</b>



**020 St Joseph's Hospital**  
Chippewa Falls, WI 54729

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$53,667,333	35.6%	44.8%	0.79	49.2%	0.72	47.9%	0.74	33.9%	1.05
Medical Assistance	\$34,661,298	23.0%	14.4%	1.60	12.0%	1.91	12.0%	1.92	22.8%	1.01
Commercial	\$45,936,391	30.4%	36.6%	0.83	35.1%	0.87	36.4%	0.84	39.1%	0.78
All Other	\$16,665,656	11.0%	4.2%	2.62	3.7%	3.02	3.7%	2.97	4.2%	2.65
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$32,371,581	21.4%	32.9%	0.65	32.5%	0.66	33.3%	0.64	24.5%	0.87
Medical Assistance	\$19,118,831	12.7%	10.7%	1.18	8.6%	1.48	8.7%	1.45	16.9%	0.75
Commercial	\$27,065,244	17.9%	14.8%	1.21	10.0%	1.80	14.8%	1.21	8.4%	2.14
Charity Care	\$3,069,541	2.0%	1.0%	2.06	0.9%	2.28	0.9%	2.34	2.5%	0.81
Bad Debt	\$239,547	0.2%	1.1%	0.15	1.2%	0.13	1.0%	0.16	0.1%	1.22
All Other	\$6,120,887	4.1%	1.9%	2.12	1.6%	2.61	1.9%	2.10	1.5%	2.70
Total Deductions	\$87,985,631	58.3%	62.4%	0.93	54.7%	1.07	60.6%	0.96	53.9%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	6.3%	0.37	4.1%	0.57	4.1%	0.57	1.7%	1.41
Net Gains/Losses as % of Net Income		51.9%	12.7%	4.09	48.3%	1.07	11.9%	4.35	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$30,639,826	52.9%	44.7%	1.18	53.1%	1.00	46.3%	1.14	55.4%	0.95
Supplies & Services	\$22,454,296	38.8%	47.9%	0.81	40.3%	0.96	46.1%	0.84	36.2%	1.07
Capital Component	\$4,846,830	8.4%	7.4%	1.13	6.6%	1.26	7.6%	1.11	8.3%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.1%	8.9%	1.13	6.5%	1.55	8.9%	1.13	9.7%	1.04
Total Hospital Net Income (%)		18.9%	10.1%	1.87	11.8%	1.60	10.0%	1.89	5.3%	3.58
Return on Equity (%)		9.6%	7.6%	1.26	8.3%	1.16	6.7%	1.44	2.5%	3.77
Current Ratio		1.4	5.6	0.25	3.7	0.39	6.0	0.24	1.5	0.96
Days in Net Patient Accounts Receivable		58.9	51.4	1.15	54.8	1.07	54.8	1.07	48.5	1.21
Average Payment Period		79.5	41.5	1.92	56.1	1.42	42.8	1.86	70.4	1.13
Equity Financing (%)		70.7%	73.6%	0.96	76.5%	0.92	78.1%	0.91	63.8%	1.11
Long-Term Debt to Equity Ratio		0.1	0.2	0.76	0.2	0.83	0.1	0.84	0.2	0.81
Times Interest Earned		63.4	14.1	4.50	26.4	2.40	18.4	3.44	16.3	3.89
Total Asset Turnover		0.5	0.7	0.62	0.7	0.70	0.7	0.70	0.5	0.91
Average Age of Plant (Years)		11.2	9.3	1.21	10.3	1.09	9.0	1.25	10.4	1.08
Increase (Decrease) Total Net Patient Revenue		-6.1%	3.6%	N/A	14.9%	N/A	2.6%	N/A	-2.7%	2.27
Outpatient Gross Revenue (% of Total GPR)		69.2%	60.9%	1.14	67.9%	1.02	71.9%	0.96	69.7%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$7,719	\$15,675	0.49	\$13,969	0.55	\$11,179	0.69	\$7,322	1.05
Inpatient Net Revenue per Day		\$1,907	\$3,540	0.54	\$3,407	0.56	\$3,101	0.61	\$1,718	1.11
Outpatient Net Revenue per Visit		\$656	\$654	1.00	\$718	0.91	\$561	1.17	\$562	1.17

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$150,930,678	Cash & Cash Equivalents	\$1,058,861	Current Liabilities	\$11,875,658
Less Deductions	\$87,985,631	Net Patient Receivables	\$10,152,717	Long-Term Debt	\$12,507,980
Net Patient Revenue	\$62,945,047	Other Receivables	\$472,263	Other Liabilities	\$16,893,696
Plus Other Revenue	\$1,499,623			Subtotal	\$41,277,334
Total Revenue	\$64,444,670	Land, Buildings & Equipment (Net)	\$29,387,762	Unrestricted Fund Balance	\$99,542,219
Less Expenses	\$57,940,952	Other Assets	\$99,747,950	Restricted Fund Balance	\$10,664,290
Non-Operating Gains/Losses	\$7,016,187			Total Liabilities & Fund Balance	\$140,819,553
Net Income	\$13,519,905	Total Assets	\$140,819,553		

**022 Columbus Community Hospital**  
 1515 Park Avenue  
 Columbus, WI 53925  
 920-623-2200

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Columbia  
 Analysis Area: Southern (1)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	33.8%	55.4%	0.61	57.1%	0.59	19.8%	1.71	39.1%	0.86
Obstetrics	14.2%	38.4%	0.37	41.6%	0.01	18.3%	0.77	10.5%	1.35
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	28.4%	56.3%	0.50	58.9%	0.48	23.2%	1.22	31.6%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.7	26.5	0.18	24.0	0.20	3.3	1.42	5.5	0.86
Obstetrics	0.6	5.0	0.11	4.7	0.12	0.5	1.07	0.4	1.35
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.1	48.3	0.15	50.8	0.14	4.7	1.52	7.9	0.90
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.0	3.9	1.04	3.9	1.04	3.0	1.33	4.1	0.99
Obstetrics	2.3	2.6	0.88	2.7	0.84	2.2	1.01	2.1	1.08
Pediatrics	0.0	3.5	N/A	3.5	N/A	3.1	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.68	4.3	0.69	2.9	1.01	3.2	0.92
<b>Surgical Operations</b>									
Inpatient	321	1,408	0.23	2,094	0.15	249	1.29	263	1.22
Outpatient	704	4,098	0.17	7,088	0.10	1,286	0.55	638	1.10
Inpatient as % of All Surgeries	31.3%	25.6%	1.22	22.8%	1.37	16.2%	1.93	29.2%	1.07
<b>Outpatient Visits</b>									
Non-Emergency Visits	46,843	132,001	0.35	161,897	0.29	24,580	1.91	41,514	1.13
Emergency Visits	3,688	17,964	0.21	17,257	0.21	4,890	0.75	3,587	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.0	18.9	0.32	25.5	0.24	5.9	1.02	6.0	1.00
Nurses, Licensed	53.8	244.4	0.22	290.0	0.19	42.0	1.28	43.5	1.24
Ancillary Nursing Personnel	6.1	40.0	0.15	47.6	0.13	8.1	0.76	3.2	1.91
All Other Personnel	158.2	484.8	0.33	681.8	0.23	98.5	1.61	131.7	1.20
Total FTEs	224.1	788.1	0.28	1,045.0	0.21	154.4	1.45	184.4	1.22
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	21.2	15.1	1.41	20.7	1.03	32.0	0.66	20.2	1.05
Nurses, Licensed	190.2	195.2	0.97	235.4	0.81	227.6	0.84	146.2	1.30
Ancillary Nursing Personnel	21.7	32.0	0.68	38.7	0.56	43.9	0.50	10.8	2.01
All Other Personnel	559.6	387.3	1.45	553.4	1.01	534.3	1.05	442.7	1.26
Total FTEs	792.7	629.5	1.26	848.1	0.93	837.8	0.95	619.9	1.28

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 880  
 Inpatient Days 2,596

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 26  
 Inpatient Days 151

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 87  
 Newborn Days 182

**022 Columbus Community Hospital**  
Columbus, WI 53925

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	14	427	1,726	33.8%	4.7	4.0
Orthopedic	1	3	200	331	30.2%	0.9	1.7
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	92	207	14.2%	0.6	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	161	332	22.7%	0.9	2.1
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
<b>Subacute care</b>	5	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	6	0	6.0	Surgical Personnel	3	0	3.0
Physicians & Dentists	5	2	6.1	Radiological Services Personnel	5	5	6.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	4	2.0
Registered Nurses	21	65	46.9	Occupational Therapists	1	1	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	1	5	4.9	Physical Therapists	4	6	6.2
Ancillary Nursing Personnel	3	10	6.1	Physical Therapy Assistants/Aides	1	1	1.1
Medical Assistants	2	0	2.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	4	2.6
Nurse Practitioners	2	1	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	2	1	2.6	All Other Personnel	61	99	109.1
Pharmacy Personnel	4	9	5.2				
Clinical Laboratory Personnel	6	6	8.8				
				<b>Total</b>	<b>131</b>	<b>221</b>	<b>224.1</b>

**022 Columbus Community Hospital**  
Columbus, WI 53925

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>2</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$42,216,746	45.7%	44.8%	1.02	41.1%	1.11	45.4%	1.01	47.7%	0.96
Medical Assistance	\$7,384,200	8.0%	14.4%	0.56	11.8%	0.68	11.2%	0.71	8.2%	0.97
Commercial	\$40,337,691	43.7%	36.6%	1.19	39.9%	1.09	40.6%	1.08	41.7%	1.05
All Other	\$2,397,618	2.6%	4.2%	0.62	7.2%	0.36	2.8%	0.92	2.3%	1.12
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$25,065,313	27.1%	32.9%	0.82	30.1%	0.90	26.7%	1.02	27.7%	0.98
Medical Assistance	\$5,145,706	5.6%	10.7%	0.52	8.7%	0.64	7.8%	0.71	5.1%	1.09
Commercial	\$14,687,578	15.9%	14.8%	1.08	18.1%	0.88	13.1%	1.21	14.7%	1.08
Charity Care	\$652,573	0.7%	1.0%	0.72	0.9%	0.80	0.5%	1.40	0.5%	1.31
Bad Debt	\$1,390,299	1.5%	1.1%	1.42	1.1%	1.36	1.6%	0.95	1.0%	1.50
All Other	\$1,571,177	1.7%	1.9%	0.89	3.4%	0.51	1.0%	1.68	1.3%	1.29
Total Deductions	\$48,512,646	52.5%	62.4%	0.84	62.3%	0.84	50.8%	1.03	50.4%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.4%	6.3%	0.37	7.1%	0.34	3.0%	0.81	2.7%	0.88
Net Gains/Losses as % of Net Income		24.3%	12.7%	1.92	48.2%	0.50	4.4%	5.50	14.6%	1.67
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$22,550,624	52.6%	44.7%	1.17	48.0%	1.10	48.1%	1.09	50.9%	1.03
Supplies & Services	\$15,472,732	36.1%	47.9%	0.75	44.6%	0.81	43.6%	0.83	36.8%	0.98
Capital Component	\$4,884,448	11.4%	7.4%	1.54	7.5%	1.52	8.2%	1.38	12.4%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.4%	8.9%	0.49	3.0%	1.46	14.0%	0.32	8.4%	0.52
Total Hospital Net Income (%)		5.8%	10.1%	0.57	5.7%	1.01	14.5%	0.40	9.7%	0.59
Return on Equity (%)		3.8%	7.6%	0.50	4.4%	0.87	12.9%	0.30	6.4%	0.60
Current Ratio		2.8	5.6	0.50	2.1	1.36	3.6	0.79	2.6	1.06
Days in Net Patient Accounts Receivable		53.0	51.4	1.03	49.0	1.08	54.9	0.97	53.3	0.99
Average Payment Period		45.0	41.5	1.08	54.8	0.82	53.8	0.84	46.4	0.97
Equity Financing (%)		64.2%	73.6%	0.87	60.8%	1.06	59.1%	1.09	61.6%	1.04
Long-Term Debt to Equity Ratio		0.4	0.2	2.69	0.3	1.45	0.5	0.97	0.5	0.87
Times Interest Earned		4.0	14.1	0.28	5.3	0.75	14.4	0.28	5.6	0.72
Total Asset Turnover		0.7	0.7	0.89	0.8	0.87	0.9	0.74	0.6	1.02
Average Age of Plant (Years)		9.7	9.3	1.05	10.6	0.92	9.3	1.04	8.8	1.11
Increase (Decrease) Total Net Patient Revenue		5.7%	3.6%	1.57	3.3%	1.74	4.3%	1.33	15.3%	0.37
Outpatient Gross Revenue (% of Total GPR)		74.7%	60.9%	1.23	59.0%	1.27	74.3%	1.01	73.4%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$15,482	\$15,675	0.99	\$17,327	0.89	\$14,111	1.10	\$14,880	1.04	
Inpatient Net Revenue per Day	\$5,086	\$3,540	1.44	\$4,029	1.26	\$4,070	1.25	\$4,415	1.15	
Outpatient Net Revenue per Visit	\$617	\$654	0.94	\$588	1.05	\$801	0.77	\$626	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$92,336,255	Cash & Cash Equivalents	\$5,547,718	Current Liabilities	\$4,880,063
Less Deductions	\$48,512,646	Net Patient Receivables	\$6,368,782	Long-Term Debt	\$19,559,506
Net Patient Revenue	\$43,823,609	Other Receivables	\$642,885	Other Liabilities	\$0
Plus Other Revenue	\$1,066,937			Subtotal	\$24,439,569
Total Revenue	\$44,890,546	Land, Buildings & Equipment (Net)	\$31,384,835	Unrestricted Fund Balance	\$43,877,045
Less Expenses	\$42,907,804	Other Assets	\$24,372,394	Restricted Fund Balance	\$888,119
Non-Operating Gains/Losses	\$637,565			Total Liabilities & Fund Balance	\$68,316,614
Net Income	\$2,620,307	Total Assets	\$68,316,614		

**024 Cumberland Healthcare**  
 1110 Seventh Avenue  
 Cumberland, WI 54829  
 715-822-2741

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

County: Barron  
 Analysis Area: West Central (5A)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Occupancy Rate (%)</b>										
Adult Medical-Surgical	14.1%	55.4%	0.25	42.7%	0.33	19.8%	0.71	16.0%	0.88	
Obstetrics	7.5%	38.4%	0.20	30.0%	0.01	18.3%	0.41	8.4%	0.89	
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.0%	N/A	0.0%	N/A	
Total Hospital	13.4%	56.3%	0.24	43.6%	0.31	23.2%	0.58	15.1%	0.89	
<b>Average Census (Patients)</b>										
Adult Medical-Surgical	3.1	26.5	0.12	11.7	0.26	3.3	0.93	3.5	0.88	
Obstetrics	0.2	5.0	0.04	2.1	0.11	0.5	0.42	0.3	0.89	
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A	
Total Hospital	3.4	48.3	0.07	18.6	0.18	4.7	0.72	3.8	0.89	
<b>Average Length of Stay (Days)</b>										
Adult Medical-Surgical	3.2	3.9	0.83	3.7	0.87	3.0	1.07	3.5	0.93	
Obstetrics	1.9	2.6	0.74	2.4	0.80	2.2	0.86	2.2	0.87	
Pediatrics	0.0	3.5	N/A	1.9	N/A	3.1	N/A	0.0	N/A	
Total Hospital	3.1	4.3	0.71	3.9	0.79	2.9	1.06	3.4	0.92	
<b>Surgical Operations</b>										
Inpatient	20	1,408	0.01	496	0.04	249	0.08	34	0.59	
Outpatient	367	4,098	0.09	1,861	0.20	1,286	0.29	428	0.86	
Inpatient as % of All Surgeries	5.2%	25.6%	0.20	21.1%	0.25	16.2%	0.32	7.4%	0.70	
<b>Outpatient Visits</b>										
Non-Emergency Visits	10,295	132,001	0.08	70,369	0.15	24,580	0.42	11,168	0.92	
Emergency Visits	2,551	17,964	0.14	8,210	0.31	4,890	0.52	2,348	1.09	
<b>Full-Time Equivalents (FTEs)</b>										
Administrators	1.0	18.9	0.05	11.1	0.09	5.9	0.17	1.0	1.00	
Nurses, Licensed	36.6	244.4	0.15	121.7	0.30	42.0	0.87	32.6	1.12	
Ancillary Nursing Personnel	12.4	40.0	0.31	18.3	0.68	8.1	1.54	9.2	1.35	
All Other Personnel	115.9	484.8	0.24	252.8	0.46	98.5	1.18	133.3	0.87	
Total FTEs	165.9	788.1	0.21	404.0	0.41	154.4	1.07	176.1	0.94	
<b>FTEs per 100 Patient Census (Adjusted)</b>										
Administrators	5.7	15.1	0.38	19.3	0.30	32.0	0.18	5.1	1.12	
Nurses, Licensed	209.8	195.2	1.07	211.1	0.99	227.6	0.92	167.0	1.26	
Ancillary Nursing Personnel	71.1	32.0	2.22	31.8	2.24	43.9	1.62	47.1	1.51	
All Other Personnel	663.4	387.3	1.71	438.4	1.51	534.3	1.24	682.4	0.97	
Total FTEs	950.0	629.5	1.51	700.6	1.36	837.8	1.13	901.5	1.05	

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	No	Average Beds Used	3	Bassinets	6
Discharges	397	Preferred Provider Organization (PPO)	Yes	Discharges	117	Total Births	45
Inpatient Days	1,227			Inpatient Days	1,080	Newborn Days	84

**024 Cumberland Healthcare**  
Cumberland, WI 54829

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	2	22	349	1,131	14.1%	3.1	3.2
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	0	4	14	0.0%	0.0	3.5
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	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>	2	3	43	82	7.5%	0.2	1.9
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	1	0	1.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	7	1	7.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.8
Registered Nurses	26	8	30.5	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.6
Licensed Practical Nurses	1	0	1.0	Physical Therapists	7	1	7.5
Ancillary Nursing Personnel	10	5	12.4	Physical Therapy Assistants/Aides	1	1	2.0
Medical Assistants	11	0	11.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	4	0	4.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	2	1.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	0	15.0
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	36	17	46.2
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	6	3	7.9				
				<b>Total</b>	<b>141</b>	<b>40</b>	<b>165.9</b>

**024 Cumberland Healthcare**

Cumberland, WI 54829

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$24,788,826	53.0%	44.8%	1.18	49.2%	1.08	45.4%	1.17	48.0%	1.10
Medical Assistance	\$5,612,564	12.0%	14.4%	0.83	12.0%	1.00	11.2%	1.07	16.0%	0.75
Commercial	\$14,491,411	31.0%	36.6%	0.85	35.1%	0.88	40.6%	0.76	28.0%	1.11
All Other	\$1,878,568	4.0%	4.2%	0.95	3.7%	1.10	2.8%	1.42	8.0%	0.50
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$12,300,000	26.3%	32.9%	0.80	32.5%	0.81	26.7%	0.98	16.0%	1.64
Medical Assistance	\$3,270,000	7.0%	10.7%	0.65	8.6%	0.82	7.8%	0.89	3.8%	1.85
Commercial	\$3,207,482	6.9%	14.8%	0.46	10.0%	0.69	13.1%	0.52	14.4%	0.48
Charity Care	\$65,115	0.1%	1.0%	0.14	0.9%	0.16	0.5%	0.28	0.2%	0.67
Bad Debt	\$838,934	1.8%	1.1%	1.70	1.2%	1.44	1.6%	1.13	2.2%	0.81
All Other	\$939,284	2.0%	1.9%	1.05	1.6%	1.29	1.0%	1.98	4.0%	0.51
Total Deductions	\$20,620,815	44.1%	62.4%	0.71	54.7%	0.81	50.8%	0.87	40.6%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.6%	6.3%	0.25	4.1%	0.38	3.0%	0.53	1.4%	1.11	
Net Gains/Losses as % of Net Income	29.3%	12.7%	2.31	48.3%	0.61	4.4%	6.62	10.2%	2.87	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$14,774,846	56.7%	44.7%	1.27	53.1%	1.07	48.1%	1.18	60.0%	0.94
Supplies & Services	\$9,722,411	37.3%	47.9%	0.78	40.3%	0.92	43.6%	0.85	31.3%	1.19
Capital Component	\$1,577,947	6.1%	7.4%	0.82	6.6%	0.91	8.2%	0.74	8.7%	0.70
<b>Fiscal Statistics</b>										
Operating Margin (%)	1.8%	8.9%	0.21	6.5%	0.28	14.0%	0.13	5.1%	0.36	
Total Hospital Net Income (%)	2.6%	10.1%	0.26	11.8%	0.22	14.5%	0.18	5.7%	0.46	
Return on Equity (%)	3.3%	7.6%	0.43	8.3%	0.40	12.9%	0.26	6.7%	0.49	
Current Ratio	3.4	5.6	0.61	3.7	0.94	3.6	0.96	3.9	0.88	
Days in Net Patient Accounts Receivable	48.7	51.4	0.95	54.8	0.89	54.9	0.89	49.7	0.98	
Average Payment Period	39.8	41.5	0.96	56.1	0.71	53.8	0.74	37.7	1.06	
Equity Financing (%)	0.0%	73.6%	N/A	76.5%	N/A	59.1%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.2	N/A	0.5	N/A	0.0	N/A	
Times Interest Earned	4.9	14.1	0.35	26.4	0.19	14.4	0.34	12.1	0.41	
Total Asset Turnover	1.3	0.7	1.70	0.7	1.92	0.9	1.43	1.2	1.08	
Average Age of Plant (Years)	13.4	9.3	1.45	10.3	1.31	9.3	1.44	15.2	0.88	
Increase (Decrease) Total Net Patient Revenue	-0.8%	3.6%	N/A	14.9%	N/A	4.3%	N/A	10.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	80.7%	60.9%	1.33	67.9%	1.19	74.3%	1.09	80.1%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,908	\$15,675	0.63	\$13,969	0.71	\$14,111	0.70	\$9,919	1.00	
Inpatient Net Revenue per Day	\$2,112	\$3,540	0.60	\$3,407	0.62	\$4,070	0.52	\$1,902	1.11	
Outpatient Net Revenue per Visit	\$1,700	\$654	2.60	\$718	2.37	\$801	2.12	\$1,621	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$46,771,369	Cash & Cash Equivalents	\$513,312	Current Liabilities	\$2,716,586
Less Deductions	\$20,620,815	Net Patient Receivables	\$3,485,989	Long-Term Debt	\$4,302,357
Net Patient Revenue	\$26,150,554	Other Receivables	\$1,281,219	Other Liabilities	\$7,018,943
Plus Other Revenue	\$415,999			Subtotal	\$14,037,886
Total Revenue	\$26,566,553	Land, Buildings & Equipment (Net)	\$10,017,604	Unrestricted Fund Balance	\$0
Less Expenses	\$26,075,204	Other Assets	\$5,762,666	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$203,477			Total Liabilities & Fund Balance	\$14,037,886
Net Income	\$694,826	Total Assets	\$21,060,790		

**025 Memorial Hospital of Lafayette Co.**  
 800 Clay Street  
 Darlington, WI 53530  
 608-776-4466

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: County

County: Lafayette  
 Analysis Area: Southern (1)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	6.0%	55.4%	0.11	57.1%	0.10	11.3%	0.53	8.0%	0.74
Obstetrics	0.0%	38.4%	N/A	41.6%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	6.0%	56.3%	0.11	58.9%	0.10	17.4%	0.34	8.0%	0.74
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.5	26.5	0.06	24.0	0.06	1.8	0.82	2.0	0.74
Obstetrics	0.0	5.0	N/A	4.7	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.5	48.3	0.03	50.8	0.03	2.9	0.52	2.0	0.74
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.9	0.68	3.9	0.68	2.9	0.90	2.9	0.92
Obstetrics	0.0	2.6	N/A	2.7	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.5	N/A	2.9	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.61	4.3	0.62	4.0	0.67	2.9	0.92
<b>Surgical Operations</b>									
Inpatient	53	1,408	0.04	2,094	0.03	116	0.46	43	1.23
Outpatient	222	4,098	0.05	7,088	0.03	1,063	0.21	230	0.97
Inpatient as % of All Surgeries	19.3%	25.6%	0.75	22.8%	0.85	9.8%	1.96	15.8%	1.22
<b>Outpatient Visits</b>									
Non-Emergency Visits	18,562	132,001	0.14	161,897	0.11	20,790	0.89	18,318	1.01
Emergency Visits	2,137	17,964	0.12	17,257	0.12	2,393	0.89	1,683	1.27
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	18.9	0.26	25.5	0.20	3.2	1.58	16.4	0.31
Nurses, Licensed	718.4	244.4	2.94	290.0	2.48	79.1	9.08	140.8	5.10
Ancillary Nursing Personnel	61.2	40.0	1.53	47.6	1.28	11.1	5.53	148.0	0.41
All Other Personnel	599.2	484.8	1.24	681.8	0.88	112.6	5.32	95.8	6.26
Total FTEs	1,383.8	788.1	1.76	1,045.0	1.32	205.9	6.72	400.9	3.45
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	63.4	15.1	4.20	20.7	3.07	24.4	2.60	215.2	0.29
Nurses, Licensed	9,114.1	195.2	46.69	235.4	38.72	608.9	14.97	1,848.3	4.93
Ancillary Nursing Personnel	776.2	32.0	24.28	38.7	20.07	85.1	9.12	1,943.1	0.40
All Other Personnel	7,602.7	387.3	19.63	553.4	13.74	866.4	8.77	1,257.1	6.05
Total FTEs	17,556.4	629.5	27.89	848.1	20.70	1,584.8	11.08	5,263.8	3.34

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	5	Bassinets	0
Discharges	205	Preferred Provider Organization (PPO)	Yes	Discharges	70	Total Births	0
Inpatient Days	543			Inpatient Days	652	Newborn Days	0



**025 Memorial Hospital of Lafayette Co.**  
Darlington, WI 53530

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	2	25	205	543	6.0%	1.5	2.6
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	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	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	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	5	0	5.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	3	3	24.4	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	38	35	663.9	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	0	0	0.0
Ancillary Nursing Personnel	0	3	61.2	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	4	54.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	7	196.3
Health Info Mgmt-Administrators/Technicians	13	11	232.6	All Other Personnel	15	5	76.8
Pharmacy Personnel	1	3	65.2				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>89</b>	<b>71</b>	<b>1,383.8</b>

**025 Memorial Hospital of Lafayette Co.**

Darlington, WI 53530

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>1</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$13,850,268	39.5%	44.8%	0.88	41.1%	0.96	42.6%	0.93	45.0%	0.88
Medical Assistance	\$2,595,657	7.4%	14.4%	0.52	11.8%	0.63	12.7%	0.58	8.3%	0.90
Commercial	\$15,617,489	44.6%	36.6%	1.22	39.9%	1.12	40.5%	1.10	38.0%	1.17
All Other	\$2,958,722	8.4%	4.2%	2.00	7.2%	1.18	4.2%	2.03	8.7%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,823,556	22.3%	32.9%	0.68	30.1%	0.74	20.7%	1.08	18.5%	1.21
Medical Assistance	\$2,595,657	7.4%	10.7%	0.69	8.7%	0.85	7.9%	0.94	5.8%	1.28
Commercial	\$5,497,187	15.7%	14.8%	1.06	18.1%	0.87	11.6%	1.35	12.3%	1.28
Charity Care	\$39,896	0.1%	1.0%	0.12	0.9%	0.13	0.9%	0.13	0.1%	1.09
Bad Debt	\$601,577	1.7%	1.1%	1.63	1.1%	1.55	2.0%	0.86	0.7%	2.47
All Other	\$0	0.0%	1.9%	N/A	3.4%	N/A	1.5%	N/A	0.5%	N/A
Total Deductions	\$16,557,873	47.3%	62.4%	0.76	62.3%	0.76	44.6%	1.06	37.9%	1.25
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.2%	6.3%	0.03		7.1%	0.03	3.9%	0.05	0.3%	0.65
Net Gains/Losses as % of Net Income	108.3%	12.7%	8.54		48.2%	2.25	1.9%	57.93	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,956,836	48.4%	44.7%	1.08	48.0%	1.01	51.0%	0.95	41.0%	1.18
Supplies & Services	\$8,838,494	47.8%	47.9%	1.00	44.6%	1.07	42.2%	1.13	52.2%	0.91
Capital Component	\$713,272	3.9%	7.4%	0.52	7.5%	0.52	6.8%	0.57	6.8%	0.57
<b>Fiscal Statistics</b>										
Operating Margin (%)	0.0%	8.9%	N/A		3.0%	N/A	6.0%	N/A	-1.6%	0.03
Total Hospital Net Income (%)	0.5%	10.1%	0.05		5.7%	0.09	6.1%	0.09	-1.0%	N/A
Return on Equity (%)	0.7%	7.6%	0.10		4.4%	0.17	8.8%	0.08	-1.3%	N/A
Current Ratio	2.5	5.6	0.45		2.1	1.22	2.8	0.92	3.2	0.79
Days in Net Patient Accounts Receivable	70.4	51.4	1.37		49.0	1.44	58.0	1.21	45.8	1.54
Average Payment Period	41.4	41.5	1.00		54.8	0.75	45.2	0.92	39.1	1.06
Equity Financing (%)	56.5%	73.6%	0.77		60.8%	0.93	56.7%	1.00	65.6%	0.86
Long-Term Debt to Equity Ratio	0.3	0.2	1.71		0.3	0.92	0.4	0.70	0.1	3.80
Times Interest Earned	3.0	14.1	0.21		5.3	0.57	9.6	0.31	-5.8	N/A
Total Asset Turnover	1.4	0.7	1.90		0.8	1.87	1.5	0.97	1.3	1.12
Average Age of Plant (Years)	13.8	9.3	1.49		10.6	1.31	9.2	1.50	15.2	0.91
Increase (Decrease) Total Net Patient Revenue	31.3%	3.6%	8.62		3.3%	9.55	3.4%	9.32	3.8%	8.13
Outpatient Gross Revenue (% of Total GPR)	81.1%	60.9%	1.33		59.0%	1.37	76.0%	1.07	73.9%	1.10
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,970	\$15,675	0.95		\$17,327	0.86	\$19,283	0.78	\$14,834	1.01
Inpatient Net Revenue per Day	\$3,453	\$3,540	0.98		\$4,029	0.86	\$2,854	1.21	\$3,393	1.02
Outpatient Net Revenue per Visit	\$719	\$654	1.10		\$588	1.22	\$720	1.00	\$466	1.54

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$35,022,136	Cash & Cash Equivalents	\$778,494	Current Liabilities	\$2,022,747
Less Deductions	\$16,557,873	Net Patient Receivables	\$3,562,013	Long-Term Debt	\$2,091,270
Net Patient Revenue	\$18,464,263	Other Receivables	\$153,946	Other Liabilities	\$1,583,052
Plus Other Revenue	\$36,278			Subtotal	\$5,697,069
Total Revenue	\$18,500,541	Land, Buildings & Equipment (Net)	\$6,207,770		
Less Expenses	\$18,508,602	Other Assets	\$2,404,448	Unrestricted Fund Balance	\$7,409,602
Non-Operating Gains/Losses	\$105,426			Restricted Fund Balance	\$0
Net Income	\$97,365	Total Assets	\$13,106,671	Total Liabilities & Fund Balance	\$13,106,671

**026 Upland Hills Health Inc**  
 800 Compassion Way, PO Box 800  
 Dodgeville, WI 53533  
 608-930-8000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Iowa  
 Analysis Area: Southern (1)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	46.1%	55.4%	0.83	57.1%	0.81	46.2%	1.00	50.2%	0.92
Obstetrics	22.3%	38.4%	0.58	41.6%	0.04	22.2%	1.00	23.2%	0.96
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	37.7%	56.3%	0.67	58.9%	0.64	43.7%	0.86	38.1%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.9	26.5	0.26	24.0	0.29	8.0	0.87	7.5	0.92
Obstetrics	1.6	5.0	0.31	4.7	0.33	1.0	1.64	1.6	0.96
Pediatrics	0.1	1.4	0.06	2.4	0.04	0.0	0.06	0.0	N/A
Total Hospital	9.4	48.3	0.19	50.8	0.19	10.5	0.90	9.5	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.9	0.95	3.9	0.96	3.3	1.13	3.7	1.00
Obstetrics	2.4	2.6	0.93	2.7	0.90	2.1	1.13	2.1	1.11
Pediatrics	2.1	3.5	0.61	3.5	0.60	1.9	1.09	0.0	N/A
Total Hospital	3.5	4.3	0.80	4.3	0.81	3.4	1.02	3.3	1.05
<b>Surgical Operations</b>									
Inpatient	215	1,408	0.15	2,094	0.10	302	0.71	174	1.24
Outpatient	1,127	4,098	0.27	7,088	0.16	1,304	0.86	1,089	1.03
Inpatient as % of All Surgeries	16.0%	25.6%	0.63	22.8%	0.70	18.8%	0.85	13.8%	1.16
<b>Outpatient Visits</b>									
Non-Emergency Visits	49,938	132,001	0.38	161,897	0.31	63,510	0.79	52,827	0.95
Emergency Visits	6,384	17,964	0.36	17,257	0.37	8,037	0.79	6,606	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	25.5	0.12	12.6	0.24	3.0	1.00
Nurses, Licensed	71.3	244.4	0.29	290.0	0.25	78.6	0.91	70.9	1.01
Ancillary Nursing Personnel	14.1	40.0	0.35	47.6	0.30	13.9	1.01	14.3	0.99
All Other Personnel	196.9	484.8	0.41	681.8	0.29	187.4	1.05	196.6	1.00
Total FTEs	285.3	788.1	0.36	1,045.0	0.27	292.5	0.98	284.7	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.7	15.1	0.44	20.7	0.32	29.3	0.23	6.4	1.04
Nurses, Licensed	158.8	195.2	0.81	235.4	0.67	183.3	0.87	151.8	1.05
Ancillary Nursing Personnel	31.5	32.0	0.98	38.7	0.81	32.5	0.97	30.6	1.03
All Other Personnel	438.4	387.3	1.13	553.4	0.79	436.8	1.00	421.3	1.04
Total FTEs	635.4	629.5	1.01	848.1	0.75	681.8	0.93	610.1	1.04

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 991  
 Inpatient Days 3,437

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 64  
 Inpatient Days 410

**Newborn Nursery:**  
 Bassinets 7  
 Total Births 238  
 Newborn Days 528

**026 Upland Hills Health Inc**  
Dodgeville, WI 53533

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	15	681	2,523	46.1%	6.9	3.7
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	10	32	0.0%	0.1	3.2
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
<b>Pediatric, acute</b>	2	0	16	34	0.0%	0.1	2.1
<b>Obstetrics</b>	1	7	238	569	22.3%	1.6	2.4
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	3	43	279	25.5%	0.8	6.5
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
<b>Subacute care</b>	5	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	3	0	3.0	Surgical Personnel	1	1	1.5
Physicians & Dentists	8	1	8.8	Radiological Services Personnel	4	4	7.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	6	4.3
Registered Nurses	38	45	63.3	Occupational Therapists	5	0	5.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	2.2
Licensed Practical Nurses	5	0	5.0	Physical Therapists	7	5	10.5
Ancillary Nursing Personnel	4	20	14.1	Physical Therapy Assistants/Aides	2	1	2.3
Medical Assistants	4	1	4.6	Recreational Therapists	0	0	0.0
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	2	1	2.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	8	12.8
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	74	49	105.1
Pharmacy Personnel	5	4	7.0				
Clinical Laboratory Personnel	8	7	12.4				
				<b>Total</b>	<b>192</b>	<b>157</b>	<b>285.3</b>

**026 Upland Hills Health Inc**  
Dodgeville, WI 53533

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>3</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$48,414,578	42.8%	44.8%	0.96	41.1%	1.04	46.2%	0.93	40.2%	1.06
Medical Assistance	\$12,960,871	11.5%	14.4%	0.80	11.8%	0.97	12.7%	0.90	12.0%	0.96
Commercial	\$48,890,430	43.2%	36.6%	1.18	39.9%	1.08	37.2%	1.16	45.0%	0.96
All Other	\$2,882,161	2.5%	4.2%	0.60	7.2%	0.36	3.9%	0.66	2.9%	0.89
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$30,863,702	27.3%	32.9%	0.83	30.1%	0.91	28.8%	0.95	25.3%	1.08
Medical Assistance	\$9,082,662	8.0%	10.7%	0.75	8.7%	0.92	8.6%	0.93	9.5%	0.84
Commercial	\$20,797,132	18.4%	14.8%	1.24	18.1%	1.01	13.1%	1.41	17.9%	1.03
Charity Care	\$1,268,744	1.1%	1.0%	1.13	0.9%	1.27	1.0%	1.12	0.8%	1.46
Bad Debt	\$741,421	0.7%	1.1%	0.62	1.1%	0.59	1.5%	0.44	0.5%	1.40
All Other	\$1,927,449	1.7%	1.9%	0.89	3.4%	0.51	1.9%	0.88	2.2%	0.77
Total Deductions	\$64,681,110	57.2%	62.4%	0.92	62.3%	0.92	54.9%	1.04	56.1%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.9%	6.3%	0.46	7.1%	0.42	6.2%	0.47	3.7%	0.80
Net Gains/Losses as % of Net Income		21.3%	12.7%	1.68	48.2%	0.44	20.5%	1.04	23.8%	0.89
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$25,134,461	55.1%	44.7%	1.23	48.0%	1.15	50.7%	1.09	55.7%	0.99
Supplies & Services	\$14,679,917	32.2%	47.9%	0.67	44.6%	0.72	40.1%	0.80	31.9%	1.01
Capital Component	\$5,772,182	12.7%	7.4%	1.72	7.5%	1.70	9.2%	1.37	12.4%	1.02
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.7%	8.9%	0.97	3.0%	2.88	4.7%	1.87	8.3%	1.05
Total Hospital Net Income (%)		10.8%	10.1%	1.07	5.7%	1.91	5.8%	1.86	10.6%	1.02
Return on Equity (%)		11.4%	7.6%	1.49	4.4%	2.58	5.1%	2.23	11.4%	1.00
Current Ratio		2.7	5.6	0.48	2.1	1.29	4.9	0.55	1.7	1.56
Days in Net Patient Accounts Receivable		35.4	51.4	0.69	49.0	0.72	51.9	0.68	29.7	1.19
Average Payment Period		49.5	41.5	1.19	54.8	0.90	33.7	1.47	47.6	1.04
Equity Financing (%)		145.1%	73.6%	1.97	60.8%	2.39	70.2%	2.07	145.4%	1.00
Long-Term Debt to Equity Ratio		0.4	0.2	2.19	0.3	1.18	0.4	0.94	0.4	0.90
Times Interest Earned		5.4	14.1	0.39	5.3	1.02	4.7	1.15	6.4	0.85
Total Asset Turnover		1.0	0.7	1.38	0.8	1.36	0.9	1.18	1.1	0.98
Average Age of Plant (Years)		9.3	9.3	1.01	10.6	0.88	7.5	1.25	8.7	1.07
Increase (Decrease) Total Net Patient Revenue		6.8%	3.6%	1.86	3.3%	2.06	2.8%	2.38	-1.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		80.3%	60.9%	1.32	59.0%	1.36	75.7%	1.06	80.6%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,441	\$15,675	0.67	\$17,327	0.60	\$12,189	0.86	\$9,462	1.10
Inpatient Net Revenue per Day		\$2,997	\$3,540	0.85	\$4,029	0.74	\$3,423	0.88	\$2,846	1.05
Outpatient Net Revenue per Visit		\$675	\$654	1.03	\$588	1.15	\$558	1.21	\$593	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$113,148,040	Cash & Cash Equivalents	\$7,867,710	Current Liabilities	\$5,621,796
Less Deductions	\$64,681,110	Net Patient Receivables	\$4,703,856	Long-Term Debt	\$25,634,216
Net Patient Revenue	\$48,466,930	Other Receivables	\$483,839	Other Liabilities	\$0
Plus Other Revenue	\$1,469,578			Subtotal	\$31,256,012
Total Revenue	\$49,936,508	Land, Buildings & Equipment (Net)	\$32,450,993	Unrestricted Fund Balance	\$70,571,797
Less Expenses	\$45,586,560	Other Assets	\$3,132,346	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,176,212			Total Liabilities & Fund Balance	\$101,827,809
Net Income	\$5,526,160	Total Assets	\$48,638,744		

**027 Chippewa Valley Hospital**  
 1220 Third Avenue, PO Box 224  
 Durand, WI 54736  
 715-672-4211

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Pepin  
 Analysis Area: West Central (5A)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	9.2%	55.4%	0.17	42.7%	0.21	11.3%	0.81	9.5%	0.97
Obstetrics	0.0%	38.4%	N/A	30.0%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	9.2%	56.3%	0.16	43.6%	0.21	17.4%	0.53	9.5%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.3	26.5	0.09	11.7	0.20	1.8	1.27	2.4	0.97
Obstetrics	0.0	5.0	N/A	2.1	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.3	48.3	0.05	18.6	0.12	2.9	0.80	2.4	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.9	0.89	3.7	0.93	2.9	1.18	3.6	0.97
Obstetrics	0.0	2.6	N/A	2.4	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	1.9	N/A	2.9	N/A	0.0	N/A
Total Hospital	10.7	4.3	2.48	3.9	2.75	4.0	2.71	3.5	3.04
<b>Surgical Operations</b>									
Inpatient	0	1,408	N/A	496	N/A	116	N/A	0	N/A
Outpatient	208	4,098	0.05	1,861	0.11	1,063	0.20	293	0.71
Inpatient as % of All Surgeries	0.0%	25.6%	N/A	21.1%	N/A	9.8%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	26,024	132,001	0.20	70,369	0.37	20,790	1.25	13,319	1.95
Emergency Visits	1,356	17,964	0.08	8,210	0.17	2,393	0.57	1,291	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.9	0.05	11.1	0.09	3.2	0.32	1.0	1.00
Nurses, Licensed	24.2	244.4	0.10	121.7	0.20	79.1	0.31	27.0	0.89
Ancillary Nursing Personnel	9.8	40.0	0.24	18.3	0.53	11.1	0.88	7.9	1.23
All Other Personnel	54.3	484.8	0.11	252.8	0.21	112.6	0.48	51.7	1.05
Total FTEs	89.2	788.1	0.11	404.0	0.22	205.9	0.43	87.6	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.6	15.1	0.64	19.3	0.50	24.4	0.39	9.5	1.01
Nurses, Licensed	232.5	195.2	1.19	211.1	1.10	608.9	0.38	257.1	0.90
Ancillary Nursing Personnel	93.8	32.0	2.93	31.8	2.95	85.1	1.10	75.4	1.24
All Other Personnel	522.2	387.3	1.35	438.4	1.19	866.4	0.60	491.4	1.06
Total FTEs	858.1	629.5	1.36	700.6	1.22	1,584.8	0.54	833.4	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 78  
 Inpatient Days 836

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 3  
 Discharges 87  
 Inpatient Days 937

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

**027 Chippewa Valley Hospital**  
Durand, WI 54736

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	25	241	836	9.2%	2.3	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	1	0	1.0	Surgical Personnel	0	1	0.7
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	4	1	4.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	10	6	12.9	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	4	2	4.9	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	7	5	9.8	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	2	2	3.4	All Other Health Professionals	2	1	2.6
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	25	8	30.0
Pharmacy Personnel	1	1	1.5				
Clinical Laboratory Personnel	6	0	6.0				
				<b>Total</b>	<b>74</b>	<b>27</b>	<b>89.2</b>

**027 Chippewa Valley Hospital**  
Durand, WI 54736

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$13,844,468	62.5%	44.8%	1.40	49.2%	1.27	42.6%	1.47	51.0%	1.23
Medical Assistance	\$1,566,591	7.1%	14.4%	0.49	12.0%	0.59	12.7%	0.56	5.1%	1.38
Commercial	\$6,379,657	28.8%	36.6%	0.79	35.1%	0.82	40.5%	0.71	42.2%	0.68
All Other	\$366,907	1.7%	4.2%	0.39	3.7%	0.45	4.2%	0.40	1.7%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,239,301	23.6%	32.9%	0.72	32.5%	0.73	20.7%	1.14	14.1%	1.68
Medical Assistance	\$1,022,509	4.6%	10.7%	0.43	8.6%	0.54	7.9%	0.59	2.2%	2.06
Commercial	\$874,114	3.9%	14.8%	0.27	10.0%	0.40	11.6%	0.34	11.1%	0.35
Charity Care	\$165,145	0.7%	1.0%	0.75	0.9%	0.83	0.9%	0.86	0.8%	0.98
Bad Debt	\$359,764	1.6%	1.1%	1.54	1.2%	1.31	2.0%	0.81	1.3%	1.23
All Other	\$111,814	0.5%	1.9%	0.26	1.6%	0.33	1.5%	0.34	0.3%	1.52
Total Deductions	\$7,772,647	35.1%	62.4%	0.56	54.7%	0.64	44.6%	0.79	29.9%	1.17
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.7%	6.3%	0.27	4.1%	0.42	3.9%	0.43	1.6%	1.09	
Net Gains/Losses as % of Net Income	0.0%	12.7%	N/A	48.3%	N/A	1.9%	N/A	0.0%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$7,386,223	54.0%	44.7%	1.21	53.1%	1.02	51.0%	1.06	60.2%	0.90
Supplies & Services	\$6,015,170	44.0%	47.9%	0.92	40.3%	1.09	42.2%	1.04	37.6%	1.17
Capital Component	\$269,348	2.0%	7.4%	0.27	6.6%	0.30	6.8%	0.29	2.2%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)	6.6%	8.9%	0.74	6.5%	1.01	6.0%	1.11	10.2%	0.64	
Total Hospital Net Income (%)	6.6%	10.1%	0.65	11.8%	0.56	6.1%	1.09	10.2%	0.64	
Return on Equity (%)	16.3%	7.6%	2.15	8.3%	1.97	8.8%	1.84	33.4%	0.49	
Current Ratio	1.6	5.6	0.29	3.7	0.44	2.8	0.59	1.6	1.04	
Days in Net Patient Accounts Receivable	45.5	51.4	0.89	54.8	0.83	58.0	0.79	47.3	0.96	
Average Payment Period	93.1	41.5	2.24	56.1	1.66	45.2	2.06	78.0	1.19	
Equity Financing (%)	0.0%	73.6%	N/A	76.5%	N/A	56.7%	N/A	0.0%	0.46	
Long-Term Debt to Equity Ratio	-2.8	0.2	N/A	0.2	N/A	0.4	N/A	-1.8	1.60	
Times Interest Earned	8.1	14.1	0.58	26.4	0.31	9.6	0.85	10.6	0.77	
Total Asset Turnover	2.5	0.7	3.34	0.7	3.76	1.5	1.70	3.3	0.76	
Average Age of Plant (Years)	0.2	9.3	0.02	10.3	0.02	9.2	0.02	0.0	N/A	
Increase (Decrease) Total Net Patient Revenue	13.2%	3.6%	3.65	14.9%	0.89	3.4%	3.94	14.4%	0.92	
Outpatient Gross Revenue (% of Total GPR)	78.0%	60.9%	1.28	67.9%	1.15	76.0%	1.03	77.5%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$27,199	\$15,675	1.74	\$13,969	1.95	\$19,283	1.41	\$14,840	1.83	
Inpatient Net Revenue per Day	\$2,286	\$3,540	0.65	\$3,407	0.67	\$2,854	0.80	\$2,680	0.85	
Outpatient Net Revenue per Visit	\$391	\$654	0.60	\$718	0.54	\$720	0.54	\$675	0.58	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$22,157,623	Cash & Cash Equivalents	\$3,280,166	Current Liabilities	\$3,473,486
Less Deductions	\$7,772,647	Net Patient Receivables	\$1,793,911	Long-Term Debt	\$3,765,086
Net Patient Revenue	\$14,384,976	Other Receivables	\$83,130	Other Liabilities	\$0
Plus Other Revenue	\$248,912			Subtotal	\$7,238,572
Total Revenue	\$14,633,888	Land, Buildings & Equipment (Net)	\$285,165	Unrestricted Fund Balance	-\$1,332,478
Less Expenses	\$13,670,741	Other Assets	\$463,722	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$5,906,094
Net Income	\$963,147	Total Assets	\$5,906,094		



**028 Ascension Eagle River Hospital**  
 201 Hospital Road  
 Eagle River, WI 54521  
 715-479-7411

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Vilas  
 Analysis Area: North Central (6)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	17.9%	55.4%	0.32	63.3%	0.28	19.8%	0.91	17.4%	1.03
Obstetrics	0.0%	38.4%	N/A	48.9%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	17.9%	56.3%	0.32	68.1%	0.26	23.2%	0.77	17.4%	1.03
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.5	26.5	0.09	20.3	0.12	3.3	0.75	2.3	1.11
Obstetrics	0.0	5.0	N/A	3.7	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.5	48.3	0.05	39.0	0.06	4.7	0.53	2.3	1.11
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.9	0.75	3.7	0.79	3.0	0.97	2.7	1.10
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.68	4.1	0.71	2.9	1.01	2.7	1.10
<b>Surgical Operations</b>									
Inpatient	3	1,408	0.00	1,200	0.00	249	0.01	2	1.50
Outpatient	667	4,098	0.16	1,676	0.40	1,286	0.52	679	0.98
Inpatient as % of All Surgeries	0.4%	25.6%	0.02	41.7%	0.01	16.2%	0.03	0.3%	1.52
<b>Outpatient Visits</b>									
Non-Emergency Visits	16,059	132,001	0.12	75,867	0.21	24,580	0.65	13,878	1.16
Emergency Visits	5,409	17,964	0.30	13,255	0.41	4,890	1.11	5,365	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.4	18.9	0.13	10.2	0.24	5.9	0.41	5.7	0.42
Nurses, Licensed	19.1	244.4	0.08	142.4	0.13	42.0	0.45	19.1	1.00
Ancillary Nursing Personnel	6.3	40.0	0.16	22.2	0.28	8.1	0.78	1.9	3.28
All Other Personnel	35.7	484.8	0.07	273.7	0.13	98.5	0.36	47.2	0.76
Total FTEs	63.4	788.1	0.08	448.5	0.14	154.4	0.41	73.9	0.86
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.4	15.1	0.95	10.6	1.36	32.0	0.45	38.4	0.37
Nurses, Licensed	113.2	195.2	0.58	147.6	0.77	227.6	0.50	129.2	0.88
Ancillary Nursing Personnel	37.3	32.0	1.17	23.0	1.62	43.9	0.85	12.9	2.88
All Other Personnel	211.8	387.3	0.55	283.6	0.75	534.3	0.40	318.3	0.67
Total FTEs	376.7	629.5	0.60	464.8	0.81	837.8	0.45	498.9	0.76

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	14	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	312	Preferred Provider Organization (PPO)	Yes	Discharges	83	Total Births	0
Inpatient Days	916			Inpatient Days	897	Newborn Days	0

**028 Ascension Eagle River Hospital**  
Eagle River, WI 54521

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	14	312	916	17.9%	2.5	2.9
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	5	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	1	6	2.4	Surgical Personnel	1	0	1.0
Physicians & Dentists	5	4	6.5	Radiological Services Personnel	3	3	4.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	2	0.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	14	10	18.5	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	2	0	2.0
Ancillary Nursing Personnel	3	6	6.3	Physical Therapy Assistants/Aides	0	2	1.1
Medical Assistants	0	1	0.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	5	0.6	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	13	13.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	3	1.9
Pharmacy Personnel	0	1	0.4				
Clinical Laboratory Personnel	4	1	4.3				
				<b>Total</b>	<b>41</b>	<b>57</b>	<b>63.4</b>

**028 Ascension Eagle River Hospital**  
Eagle River, WI 54521

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$19,980,583	56.5%	44.8%	1.26	51.2%	1.10	45.4%	1.25	57.5%	0.98
Medical Assistance	\$5,259,075	14.9%	14.4%	1.04	14.0%	1.06	11.2%	1.32	13.9%	1.07
Commercial	\$8,350,525	23.6%	36.6%	0.64	30.8%	0.77	40.6%	0.58	24.2%	0.98
All Other	\$1,752,677	5.0%	4.2%	1.18	4.0%	1.25	2.8%	1.75	4.4%	1.12
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$11,610,993	32.9%	32.9%	1.00	34.8%	0.94	26.7%	1.23	30.6%	1.07
Medical Assistance	\$3,900,183	11.0%	10.7%	1.03	10.5%	1.05	7.8%	1.41	10.4%	1.06
Commercial	\$1,034,918	2.9%	14.8%	0.20	7.6%	0.39	13.1%	0.22	2.8%	1.05
Charity Care	\$645,571	1.8%	1.0%	1.85	1.2%	1.52	0.5%	3.61	0.4%	4.29
Bad Debt	\$678,366	1.9%	1.1%	1.82	0.9%	2.09	1.6%	1.21	2.5%	0.76
All Other	\$720,105	2.0%	1.9%	1.06	1.6%	1.30	1.0%	2.01	2.3%	0.89
Total Deductions	\$18,590,136	52.6%	62.4%	0.84	56.5%	0.93	50.8%	1.04	49.0%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.3%	6.3%	0.36		12.4%	0.18	3.0%	0.76	3.1%	0.73
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		12.7%	N/A	4.4%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$7,601,959	53.0%	44.7%	1.19	43.5%	1.22	48.1%	1.10	60.6%	0.88
Supplies & Services	\$5,233,595	36.5%	47.9%	0.76	50.5%	0.72	43.6%	0.84	28.8%	1.27
Capital Component	\$1,494,268	10.4%	7.4%	1.41	6.0%	1.73	8.2%	1.27	10.6%	0.98
<b>Fiscal Statistics</b>										
Operating Margin (%)	16.4%	8.9%	1.83		16.0%	1.02	14.0%	1.17	14.7%	1.11
Total Hospital Net Income (%)	16.2%	10.1%	1.60		17.9%	0.90	14.5%	1.11	13.1%	1.24
Return on Equity (%)	27.6%	7.6%	3.63		22.9%	1.21	12.9%	2.14	9.1%	3.03
Current Ratio	1.9	5.6	0.34		2.8	0.69	3.6	0.54	5.4	0.36
Days in Net Patient Accounts Receivable	51.5	51.4	1.00		44.6	1.16	54.9	0.94	52.9	0.97
Average Payment Period	56.9	41.5	1.37		37.4	1.52	53.8	1.06	23.8	2.39
Equity Financing (%)	0.0%	73.6%	N/A		54.2%	N/A	59.1%	N/A	65.4%	N/A
Long-Term Debt to Equity Ratio	-7.4	0.2	N/A		0.5	N/A	0.5	N/A	0.5	N/A
Times Interest Earned	11.1	14.1	0.79		25.4	0.44	14.4	0.77	9.6	1.15
Total Asset Turnover	1.7	0.7	2.31		1.2	1.37	0.9	1.94	0.7	2.41
Average Age of Plant (Years)	3.9	9.3	0.42		8.3	0.48	9.3	0.42	2.7	1.47
Increase (Decrease) Total Net Patient Revenue	-4.3%	3.6%	N/A		2.3%	N/A	4.3%	N/A	0.9%	N/A
Outpatient Gross Revenue (% of Total GPR)	85.2%	60.9%	1.40		59.5%	1.43	74.3%	1.15	84.7%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,247	\$15,675	0.53		\$13,883	0.59	\$14,111	0.58	\$9,447	0.87
Inpatient Net Revenue per Day	\$1,759	\$3,540	0.50		\$3,352	0.52	\$4,070	0.43	\$2,338	0.75
Outpatient Net Revenue per Visit	\$659	\$654	1.01		\$806	0.82	\$801	0.82	\$763	0.86

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$35,342,860	Cash & Cash Equivalents	\$83,261	Current Liabilities	\$2,052,328
Less Deductions	\$18,590,136	Net Patient Receivables	\$2,365,394	Long-Term Debt	\$7,701,984
Net Patient Revenue	\$16,752,724	Other Receivables	\$11,741	Other Liabilities	\$1,289,352
Plus Other Revenue	\$386,366			Subtotal	\$11,043,664
Total Revenue	\$17,139,090	Land, Buildings & Equipment (Net)	\$5,608,896	Unrestricted Fund Balance	-\$1,037,333
Less Expenses	\$14,329,822	Other Assets	\$1,937,039	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$44,700			Total Liabilities & Fund Balance	\$10,006,331
Net Income	\$2,764,568	Total Assets	\$10,006,331		

**029 Mayo Clinic Health System in Eau Claire**  
 1221 Whipple Street, PO Box 5  
 Eau Claire, WI 54702  
 715-838-3311

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

County: Eau Claire  
 Analysis Area: West Central (5A)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	71.7%	55.4%	1.29	42.7%	1.68	68.9%	1.04	73.7%	0.97
Obstetrics	31.6%	38.4%	0.82	30.0%	0.24	47.9%	0.66	33.6%	0.94
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	63.4%	56.3%	1.13	43.6%	1.45	66.1%	0.96	65.5%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	76.0	26.5	2.86	11.7	6.49	101.6	0.75	78.1	0.97
Obstetrics	7.3	5.0	1.45	2.1	3.46	14.7	0.49	7.7	0.94
Pediatrics	0.0	1.4	N/A	0.0	N/A	3.6	N/A	0.0	N/A
Total Hospital	117.3	48.3	2.43	18.6	6.31	193.9	0.60	121.3	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.9	1.05	3.7	1.09	4.3	0.94	3.9	1.03
Obstetrics	3.1	2.6	1.20	2.4	1.29	2.7	1.12	2.5	1.21
Pediatrics	0.0	3.5	N/A	1.9	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.3	4.3	0.99	3.9	1.10	4.8	0.90	4.4	0.98
<b>Surgical Operations</b>									
Inpatient	2,931	1,408	2.08	496	5.91	5,364	0.55	3,618	0.81
Outpatient	7,124	4,098	1.74	1,861	3.83	13,857	0.51	779	9.15
Inpatient as % of All Surgeries	29.1%	25.6%	1.14	21.1%	1.38	27.9%	1.04	82.3%	0.35
<b>Outpatient Visits</b>									
Non-Emergency Visits	350,467	132,001	2.66	70,369	4.98	422,002	0.83	170,762	2.05
Emergency Visits	30,492	17,964	1.70	8,210	3.71	48,744	0.63	28,423	1.07
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	32.1	18.9	1.70	11.1	2.88	55.0	0.58	9.6	3.36
Nurses, Licensed	968.2	244.4	3.96	121.7	7.95	909.8	1.06	669.7	1.45
Ancillary Nursing Personnel	103.7	40.0	2.59	18.3	5.66	148.5	0.70	110.0	0.94
All Other Personnel	1,448.1	484.8	2.99	252.8	5.73	1,773.6	0.82	864.8	1.67
Total FTEs	2,552.1	788.1	3.24	404.0	6.32	2,886.8	0.88	1,654.0	1.54
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.0	15.1	0.67	19.3	0.52	12.1	0.83	3.7	2.69
Nurses, Licensed	303.0	195.2	1.55	211.1	1.44	199.8	1.52	261.5	1.16
Ancillary Nursing Personnel	32.5	32.0	1.02	31.8	1.02	32.6	1.00	43.0	0.76
All Other Personnel	453.2	387.3	1.17	438.4	1.03	389.6	1.16	337.7	1.34
Total FTEs	798.7	629.5	1.27	700.6	1.14	634.1	1.26	645.8	1.24

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	185	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	5
Discharges	9,959	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,062
Inpatient Days	42,813			Inpatient Days	0	Newborn Days	2,783

**029 Mayo Clinic Health System in Eau Claire**  
Eau Claire, WI 54702

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	106	6,815	27,727	71.7%	76.0	4.1
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	23	861	2,651	31.6%	7.3	3.1
<b>Psychiatric</b>	1	20	1,314	6,031	82.6%	16.5	4.6
<b>Alcoholism/chemical dependency</b>	1	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	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	4	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	18	787	5,202	79.2%	14.3	6.6
Step-Down (Special Care)	1	6	176	960	43.8%	2.6	5.5
Neonatal Intensive/Intermediate Care	1	12	6	242	5.5%	0.7	40.3
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	30	4	32.1	Surgical Personnel	51	40	73.1
Physicians & Dentists	172	83	219.9	Radiological Services Personnel	35	41	63.3
Medical & Dental Residents	5	0	5.0	Sonographers	2	16	11.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	21	9	26.2
Registered Nurses	480	591	884.1	Occupational Therapists	7	7	11.2
Certified Nurse Midwives	5	0	5.0	Occupational Therapy Assistants/Aides	0	1	0.8
Licensed Practical Nurses	35	46	64.1	Physical Therapists	18	17	29.5
Ancillary Nursing Personnel	30	120	103.7	Physical Therapy Assistants/Aides	2	9	6.7
Medical Assistants	35	55	70.1	Recreational Therapists	4	2	5.2
Physician Assistants	22	11	27.0	Dietitians & Nutritionists	9	7	13.2
Nurse Practitioners	12	8	15.1	Psychologists	17	7	22.2
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	24	14	32.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	116	141	199.9
Health Info Mgmt-Administrators/Technicians	3	1	3.8	All Other Personnel	398	191	514.2
Pharmacy Personnel	43	22	54.1				
Clinical Laboratory Personnel	44	21	59.1				
				<b>Total</b>	<b>1,620</b>	<b>1,464</b>	<b>2,552.1</b>

**029 Mayo Clinic Health System in Eau Claire**

Eau Claire, WI 54702

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$697,939,539	53.3%	44.8%	1.19	49.2%	1.08	45.3%	1.18	56.9%	0.94
Medical Assistance	\$126,578,110	9.7%	14.4%	0.67	12.0%	0.81	13.1%	0.74	9.6%	1.01
Commercial	\$445,147,079	34.0%	36.6%	0.93	35.1%	0.97	37.0%	0.92	29.0%	1.17
All Other	\$38,860,788	3.0%	4.2%	0.70	3.7%	0.81	4.5%	0.66	4.5%	0.66
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$529,881,219	40.5%	32.9%	1.23	32.5%	1.25	34.5%	1.18	43.6%	0.93
Medical Assistance	\$105,590,971	8.1%	10.7%	0.75	8.6%	0.94	10.2%	0.79	8.7%	0.93
Commercial	\$138,325,939	10.6%	14.8%	0.71	10.0%	1.06	16.0%	0.66	7.0%	1.51
Charity Care	\$8,432,754	0.6%	1.0%	0.65	0.9%	0.72	1.0%	0.67	0.8%	0.81
Bad Debt	\$16,165,563	1.2%	1.1%	1.17	1.2%	0.99	1.0%	1.25	0.9%	1.45
All Other	\$16,817,705	1.3%	1.9%	0.67	1.6%	0.83	1.9%	0.68	0.9%	1.43
Total Deductions	\$815,214,151	62.3%	62.4%	1.00	54.7%	1.14	64.5%	0.97	61.8%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	6.9%	6.3%	1.08	4.1%	1.68	5.9%	1.17	6.1%	1.13	
Net Gains/Losses as % of Net Income	85.4%	12.7%	6.74	48.3%	1.77	17.3%	4.94	22.7%	3.76	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$307,298,998	58.8%	44.7%	1.31	53.1%	1.11	44.0%	1.34	52.8%	1.11
Supplies & Services	\$191,156,442	36.6%	47.9%	0.76	40.3%	0.91	49.6%	0.74	40.3%	0.91
Capital Component	\$24,197,331	4.6%	7.4%	0.63	6.6%	0.70	6.4%	0.72	6.9%	0.67
<b>Fiscal Statistics</b>										
Operating Margin (%)	1.3%	8.9%	0.15	6.5%	0.21	7.7%	0.18	15.6%	0.09	
Total Hospital Net Income (%)	8.6%	10.1%	0.85	11.8%	0.72	9.1%	0.94	19.3%	0.44	
Return on Equity (%)	5.9%	7.6%	0.77	8.3%	0.71	6.9%	0.85	8.3%	0.71	
Current Ratio	5.2	5.6	0.92	3.7	1.43	5.6	0.93	14.5	0.36	
Days in Net Patient Accounts Receivable	57.0	51.4	1.11	54.8	1.04	52.1	1.10	57.9	0.98	
Average Payment Period	63.8	41.5	1.54	56.1	1.14	43.2	1.48	41.8	1.53	
Equity Financing (%)	73.4%	73.6%	1.00	76.5%	0.96	76.9%	0.95	82.6%	0.89	
Long-Term Debt to Equity Ratio	0.1	0.2	0.62	0.2	0.68	0.1	0.83	0.1	0.96	
Times Interest Earned	2,377.6	14.1	168.88	26.4	89.95	17.0	139.85	-429.9	N/A	
Total Asset Turnover	0.6	0.7	0.86	0.7	0.97	0.8	0.85	0.4	1.55	
Average Age of Plant (Years)	11.9	9.3	1.29	10.3	1.16	10.4	1.15	13.9	0.86	
Increase (Decrease) Total Net Patient Revenue	69.4%	3.6%	19.13	14.9%	4.66	4.9%	14.09	3.5%	19.82	
Outpatient Gross Revenue (% of Total GPR)	64.1%	60.9%	1.05	67.9%	0.94	56.8%	1.13	52.5%	1.22	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$17,646	\$15,675	1.13	\$13,969	1.26	\$17,864	0.99	\$14,258	1.24	
Inpatient Net Revenue per Day	\$4,201	\$3,540	1.19	\$3,407	1.23	\$3,709	1.13	\$3,240	1.30	
Outpatient Net Revenue per Visit	\$876	\$654	1.34	\$718	1.22	\$733	1.19	\$770	1.14	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,308,525,516	Cash & Cash Equivalents	\$343,735,339	Current Liabilities	\$87,508,742
Less Deductions	\$815,214,151	Net Patient Receivables	\$77,088,086	Long-Term Debt	\$62,875,323
Net Patient Revenue	\$493,311,365	Other Receivables	\$842,084	Other Liabilities	\$70,831,621
Plus Other Revenue	\$36,455,967			Subtotal	\$221,215,686
Total Revenue	\$529,767,332	Land, Buildings & Equipment (Net)	\$245,373,322	Unrestricted Fund Balance	\$608,942,760
Less Expenses	\$522,652,771	Other Assets	\$163,119,615	Restricted Fund Balance	\$13,147,561
Non-Operating Gains/Losses	\$41,752,775			Total Liabilities & Fund Balance	\$830,158,446
Net Income	\$48,867,336	Total Assets	\$830,158,446		

**030 Sacred Heart Hospital**  
 900 West Clairemont Avenue  
 Eau Claire, WI 54701  
 715-839-4121

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Eau Claire  
 Analysis Area: West Central (5A)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	61.0%	55.4%	1.10	42.7%	1.43	58.7%	1.04	72.6%	0.84
Obstetrics	31.6%	38.4%	0.82	30.0%	0.19	36.5%	0.86	29.4%	1.07
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	54.4%	56.3%	0.97	43.6%	1.25	58.0%	0.94	61.7%	0.88
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	72.0	26.5	2.71	11.7	6.15	38.4	1.88	76.9	0.94
Obstetrics	5.7	5.0	1.13	2.1	2.71	7.1	0.80	5.6	1.02
Pediatrics	0.0	1.4	N/A	0.0	N/A	5.4	N/A	0.0	N/A
Total Hospital	117.5	48.3	2.43	18.6	6.32	79.6	1.48	126.4	0.93
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.7	3.9	1.20	3.7	1.24	3.8	1.22	4.9	0.96
Obstetrics	2.3	2.6	0.88	2.4	0.95	2.5	0.90	2.2	1.03
Pediatrics	0.0	3.5	N/A	1.9	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.6	4.3	1.06	3.9	1.18	4.4	1.05	4.9	0.94
<b>Surgical Operations</b>									
Inpatient	2,456	1,408	1.74	496	4.95	1,955	1.26	2,740	0.90
Outpatient	2,268	4,098	0.55	1,861	1.22	5,493	0.41	2,258	1.00
Inpatient as % of All Surgeries	52.0%	25.6%	2.03	21.1%	2.47	26.2%	1.98	54.8%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	74,521	132,001	0.56	70,369	1.06	208,790	0.36	92,186	0.81
Emergency Visits	23,911	17,964	1.33	8,210	2.91	31,589	0.76	22,392	1.07
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.0	18.9	0.58	11.1	0.99	28.7	0.38	11.0	1.00
Nurses, Licensed	261.0	244.4	1.07	121.7	2.14	343.5	0.76	319.6	0.82
Ancillary Nursing Personnel	57.0	40.0	1.42	18.3	3.11	56.6	1.01	54.7	1.04
All Other Personnel	642.9	484.8	1.33	252.8	2.54	642.7	1.00	747.3	0.86
Total FTEs	971.9	788.1	1.23	404.0	2.41	1,071.5	0.91	1,132.6	0.86
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.8	15.1	0.38	19.3	0.30	14.6	0.40	5.5	1.05
Nurses, Licensed	137.7	195.2	0.71	211.1	0.65	174.3	0.79	160.9	0.86
Ancillary Nursing Personnel	30.1	32.0	0.94	31.8	0.95	28.7	1.05	27.5	1.09
All Other Personnel	339.2	387.3	0.88	438.4	0.77	326.0	1.04	376.2	0.90
Total FTEs	512.8	629.5	0.81	700.6	0.73	543.5	0.94	570.2	0.90

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	216	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	9,334	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	881
Inpatient Days	42,871			Inpatient Days	0	Newborn Days	1,823

**030 Sacred Heart Hospital**  
Eau Claire, WI 54701

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	118	5,640	26,272	61.0%	72.0	4.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	24	196	3,833	43.8%	10.5	19.6
Hospice	3	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	18	914	2,074	31.6%	5.7	2.3
<b>Psychiatric</b>	1	29	1,157	6,224	58.8%	17.1	5.4
<b>Alcoholism/chemical dependency</b>	3	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	1,207	4,348	54.1%	11.9	3.6
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	5	43	120	6.6%	0.3	2.8
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	11	0	11.0	Surgical Personnel	15	13	24.0
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	32	15	42.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	10	8.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	21	24.8
Registered Nurses	148	201	260.0	Occupational Therapists	5	6	8.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	6	8	10.3
Ancillary Nursing Personnel	21	55	57.0	Physical Therapy Assistants/Aides	5	3	5.5
Medical Assistants	1	0	1.0	Recreational Therapists	0	2	1.3
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	3	3.2
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	6	5.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	100	92	153.6
Health Info Mgmt-Administrators/Technicians	26	1	26.9	All Other Personnel	231	80	279.6
Pharmacy Personnel	23	8	27.8				
Clinical Laboratory Personnel	14	4	15.9				
				<b>Total</b>	<b>658</b>	<b>528</b>	<b>971.9</b>



**030 Sacred Heart Hospital**  
Eau Claire, WI 54701

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	6 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$293,349,282	54.6%	44.8%	1.22	49.2%	1.11	40.7%	1.34	53.6%	1.02
Medical Assistance	\$76,834,469	14.3%	14.4%	1.00	12.0%	1.19	19.9%	0.72	13.5%	1.06
Commercial	\$140,982,532	26.3%	36.6%	0.72	35.1%	0.75	35.3%	0.74	28.5%	0.92
All Other	\$25,831,618	4.8%	4.2%	1.14	3.7%	1.31	4.1%	1.17	4.4%	1.10
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$219,922,754	41.0%	32.9%	1.24	32.5%	1.26	30.5%	1.34	39.6%	1.03
Medical Assistance	\$54,607,896	10.2%	10.7%	0.95	8.6%	1.19	14.4%	0.71	9.2%	1.11
Commercial	\$25,570,378	4.8%	14.8%	0.32	10.0%	0.48	13.0%	0.37	5.2%	0.91
Charity Care	\$8,935,003	1.7%	1.0%	1.68	0.9%	1.86	1.0%	1.61	1.7%	0.96
Bad Debt	\$1,109,154	0.2%	1.1%	0.20	1.2%	0.17	1.0%	0.20	0.2%	1.14
All Other	\$12,268,662	2.3%	1.9%	1.19	1.6%	1.47	2.2%	1.02	2.5%	0.90
Total Deductions	\$322,413,847	60.0%	62.4%	0.96	54.7%	1.10	62.2%	0.97	58.5%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.7%		6.3%	0.10	4.1%	0.16	9.8%	0.07	0.7%	1.01
Net Gains/Losses as % of Net Income	51.5%		12.7%	4.06	48.3%	1.07	4.7%	11.03	2,801.7%	0.02
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$88,723,655	48.3%	44.7%	1.08	53.1%	0.91	42.9%	1.13	54.1%	0.89
Supplies & Services	\$79,724,720	43.4%	47.9%	0.91	40.3%	1.08	48.6%	0.89	39.0%	1.11
Capital Component	\$15,236,500	8.3%	7.4%	1.12	6.6%	1.25	8.5%	0.97	6.9%	1.20
<b>Fiscal Statistics</b>										
Operating Margin (%)	15.0%		8.9%	1.67	6.5%	2.30	13.6%	1.10	6.6%	2.28
Total Hospital Net Income (%)	26.6%		10.1%	2.63	11.8%	2.25	14.1%	1.88	-0.3%	N/A
Return on Equity (%)	10.3%		7.6%	1.35	8.3%	1.24	10.4%	0.99	-0.1%	N/A
Current Ratio	1.4		5.6	0.25	3.7	0.38	6.4	0.22	1.2	1.11
Days in Net Patient Accounts Receivable	49.8		51.4	0.97	54.8	0.91	47.5	1.05	41.3	1.21
Average Payment Period	88.1		41.5	2.12	56.1	1.57	36.9	2.39	77.8	1.13
Equity Financing (%)	83.7%		73.6%	1.14	76.5%	1.09	68.5%	1.22	78.9%	1.06
Long-Term Debt to Equity Ratio	0.1		0.2	0.38	0.2	0.41	0.2	0.41	0.1	0.81
Times Interest Earned	82.3		14.1	5.84	26.4	3.11	17.7	4.64	0.3	250.64
Total Asset Turnover	0.3		0.7	0.45	0.7	0.51	0.7	0.46	0.4	0.86
Average Age of Plant (Years)	13.1		9.3	1.42	10.3	1.28	7.9	1.67	12.3	1.07
Increase (Decrease) Total Net Patient Revenue	-8.1%		3.6%	N/A	14.9%	N/A	2.0%	N/A	-0.3%	25.36
Outpatient Gross Revenue (% of Total GPR)	37.9%		60.9%	0.62	67.9%	0.56	59.1%	0.64	36.9%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,218		\$15,675	0.91	\$13,969	1.02	\$14,805	0.96	\$15,544	0.91
Inpatient Net Revenue per Day	\$3,087		\$3,540	0.87	\$3,407	0.91	\$3,359	0.92	\$3,218	0.96
Outpatient Net Revenue per Visit	\$843		\$654	1.29	\$718	1.17	\$542	1.55	\$757	1.11

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$536,997,901	Cash & Cash Equivalents	\$2,168,055	Current Liabilities	\$41,480,380
Less Deductions	\$322,413,847	Net Patient Receivables	\$29,259,043	Long-Term Debt	\$34,182,450
Net Patient Revenue	\$214,584,054	Other Receivables	\$2,323,897	Other Liabilities	\$30,063,670
Plus Other Revenue	\$1,413,263			Subtotal	\$105,726,500
Total Revenue	\$215,997,317	Land, Buildings & Equipment (Net)	\$93,653,000	Unrestricted Fund Balance	\$543,632,121
Less Expenses	\$183,684,875	Other Assets	\$521,954,626	Restricted Fund Balance	\$9,175,929
Non-Operating Gains/Losses	\$34,311,247			Total Liabilities & Fund Balance	\$649,358,621
Net Income	\$66,623,689	Total Assets	\$649,358,621		

**031 Edgerton Hospital and Health Services**  
 11101 N. Sherman Rd  
 Edgerton, WI 53534  
 608-884-3441

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

County: Rock  
 Analysis Area: Southern (1)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	10.1%	55.4%	0.18	57.1%	0.18	11.3%	0.89	9.8%	1.03
Obstetrics	0.0%	38.4%	N/A	41.6%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	10.1%	56.3%	0.18	58.9%	0.17	17.4%	0.58	9.8%	1.03
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.8	26.5	0.07	24.0	0.08	1.8	1.01	1.8	1.03
Obstetrics	0.0	5.0	N/A	4.7	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.8	48.3	0.04	50.8	0.04	2.9	0.64	1.8	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.76	3.9	0.77	2.9	1.01	3.2	0.92
Obstetrics	0.0	2.6	N/A	2.7	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.5	N/A	2.9	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.69	4.3	0.69	4.0	0.75	3.2	0.93
<b>Surgical Operations</b>									
Inpatient	0	1,408	N/A	2,094	N/A	116	N/A	0	N/A
Outpatient	302	4,098	0.07	7,088	0.04	1,063	0.28	163	1.85
Inpatient as % of All Surgeries	0.0%	25.6%	N/A	22.8%	N/A	9.8%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	14,656	132,001	0.11	161,897	0.09	20,790	0.70	13,615	1.08
Emergency Visits	1,816	17,964	0.10	17,257	0.11	2,393	0.76	1,625	1.12
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	18.9	0.26	25.5	0.20	3.2	1.58	7.0	0.71
Nurses, Licensed	32.1	244.4	0.13	290.0	0.11	79.1	0.41	33.9	0.95
Ancillary Nursing Personnel	11.9	40.0	0.30	47.6	0.25	11.1	1.07	11.1	1.07
All Other Personnel	75.1	484.8	0.16	681.8	0.11	112.6	0.67	81.1	0.93
Total FTEs	124.1	788.1	0.16	1,045.0	0.12	205.9	0.60	133.1	0.93
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	68.5	15.1	4.54	20.7	3.31	24.4	2.80	118.3	0.58
Nurses, Licensed	440.2	195.2	2.25	235.4	1.87	608.9	0.72	573.6	0.77
Ancillary Nursing Personnel	162.4	32.0	5.08	38.7	4.20	85.1	1.91	187.8	0.86
All Other Personnel	1,029.0	387.3	2.66	553.4	1.86	866.4	1.19	1,369.7	0.75
Total FTEs	1,700.0	629.5	2.70	848.1	2.00	1,584.8	1.07	2,249.3	0.76

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	18	Health Maintenance		Average Beds Used	8	Bassinets	0
Discharges	224	Organization (HMO)	Yes	Discharges	193	Total Births	0
Inpatient Days	665	Preferred Provider		Inpatient Days	2,353	Newborn Days	0
		Organization (PPO)	Yes				

**031 Edgerton Hospital and Health Services**  
Edgerton, WI 53534

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	18	224	665	10.1%	1.8	3.0
Orthopedic	5	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	1	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	5	0	5.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	4	1	4.7	Radiological Services Personnel	3	4	6.2
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	2	1.2
Registered Nurses	20	20	30.1	Occupational Therapists	1	1	1.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.1
Licensed Practical Nurses	2	0	2.0	Physical Therapists	1	3	3.4
Ancillary Nursing Personnel	10	4	11.9	Physical Therapy Assistants/Aides	1	2	2.5
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	7	7.5
Health Info Mgmt-Administrators/Technicians	5	8	10.7	All Other Personnel	14	12	23.9
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	5	3	7.7				
				<b>Total</b>	<b>80</b>	<b>68</b>	<b>124.1</b>

**031 Edgerton Hospital and Health Services**

Edgerton, WI 53534

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>1</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$24,953,082	56.7%	44.8%	1.27	41.1%	1.38	42.6%	1.33	56.9%	1.00
Medical Assistance	\$4,509,144	10.2%	14.4%	0.71	11.8%	0.87	12.7%	0.81	10.4%	0.99
Commercial	\$13,406,992	30.5%	36.6%	0.83	39.9%	0.76	40.5%	0.75	30.1%	1.01
All Other	\$1,146,546	2.6%	4.2%	0.62	7.2%	0.36	4.2%	0.62	2.6%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$12,764,846	29.0%	32.9%	0.88	30.1%	0.96	20.7%	1.40	27.6%	1.05
Medical Assistance	\$3,102,074	7.0%	10.7%	0.66	8.7%	0.81	7.9%	0.89	5.6%	1.26
Commercial	\$5,560,851	12.6%	14.8%	0.85	18.1%	0.70	11.6%	1.08	11.8%	1.07
Charity Care	\$37,182	0.1%	1.0%	0.09	0.9%	0.10	0.9%	0.10	0.1%	0.72
Bad Debt	\$851,912	1.9%	1.1%	1.83	1.1%	1.75	2.0%	0.96	2.2%	0.88
All Other	\$220,440	0.5%	1.9%	0.26	3.4%	0.15	1.5%	0.34	0.3%	1.50
Total Deductions	\$22,537,305	51.2%	62.4%	0.82	62.3%	0.82	44.6%	1.15	47.6%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.3%	6.3%	0.21	7.1%	0.19	3.9%	0.34	1.4%	0.93
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	48.2%	N/A	1.9%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$12,836,380	58.0%	44.7%	1.30	48.0%	1.21	51.0%	1.14	56.5%	1.03
Supplies & Services	\$6,118,871	27.6%	47.9%	0.58	44.6%	0.62	42.2%	0.66	27.9%	0.99
Capital Component	\$3,187,961	14.4%	7.4%	1.95	7.5%	1.93	6.8%	2.11	15.6%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		-1.7%	8.9%	N/A	3.0%	N/A	6.0%	N/A	-7.0%	0.25
Total Hospital Net Income (%)		-1.6%	10.1%	N/A	5.7%	N/A	6.1%	N/A	-7.0%	0.23
Return on Equity (%)		-1.4%	7.6%	N/A	4.4%	N/A	8.8%	N/A	-5.6%	0.25
Current Ratio		1.3	5.6	0.23	2.1	0.63	2.8	0.47	1.3	0.97
Days in Net Patient Accounts Receivable		61.0	51.4	1.19	49.0	1.25	58.0	1.05	60.3	1.01
Average Payment Period		77.3	41.5	1.86	54.8	1.41	45.2	1.71	71.0	1.09
Equity Financing (%)		0.0%	73.6%	N/A	60.8%	N/A	56.7%	N/A	0.0%	1.28
Long-Term Debt to Equity Ratio		-18.6	0.2	N/A	0.3	N/A	0.4	N/A	-24.1	0.77
Times Interest Earned		0.6	14.1	0.05	5.3	0.12	9.6	0.07	-0.4	N/A
Total Asset Turnover		0.9	0.7	1.17	0.8	1.15	1.5	0.60	0.8	1.09
Average Age of Plant (Years)		7.8	9.3	0.84	10.6	0.73	9.2	0.84	6.0	1.29
Increase (Decrease) Total Net Patient Revenue		6.8%	3.6%	1.87	3.3%	2.08	3.4%	2.03	5.5%	1.24
Outpatient Gross Revenue (% of Total GPR)		75.0%	60.9%	1.23	59.0%	1.27	76.0%	0.99	70.1%	1.07
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,860		\$15,675	0.82	\$17,327	0.74	\$19,283	0.67	\$16,873	0.76
Inpatient Net Revenue per Day	\$1,757		\$3,540	0.50	\$4,029	0.44	\$2,854	0.62	\$2,071	0.85
Outpatient Net Revenue per Visit	\$1,024		\$654	1.57	\$588	1.74	\$720	1.42	\$928	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$44,015,764	Cash & Cash Equivalents	\$1,258,015	Current Liabilities	\$4,376,329
Less Deductions	\$22,537,305	Net Patient Receivables	\$3,587,513	Long-Term Debt	\$21,849,195
Net Patient Revenue	\$21,478,459	Other Receivables	\$162,520	Other Liabilities	\$0
Plus Other Revenue	\$287,465			Subtotal	\$26,225,524
Total Revenue	\$21,765,924	Land, Buildings & Equipment (Net)	\$16,241,547	Unrestricted Fund Balance	-\$1,172,902
Less Expenses	\$22,143,212	Other Assets	\$3,803,027	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$22,470			Total Liabilities & Fund Balance	\$25,052,622
Net Income	-\$354,818	Total Assets	\$25,052,622		

**032 Aurora Lakeland Medical Center in Elkhorn**  
W3985 Cty Rd NN  
Elkhorn, WI 53121  
262-741-2000

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

County: Walworth  
Analysis Area: Southeastern (2A)  
Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	37.9%	55.4%	0.68	52.9%	0.72	38.8%	0.98	36.5%	1.04
Obstetrics	24.0%	38.4%	0.63	30.5%	0.12	31.2%	0.77	26.9%	0.89
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	37.1%	56.3%	0.66	48.2%	0.77	40.5%	0.91	36.9%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	11.0	26.5	0.41	35.0	0.31	10.1	1.08	10.6	1.04
Obstetrics	3.6	5.0	0.72	5.7	0.63	2.1	1.70	4.0	0.89
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.1	N/A	0.0	N/A
Total Hospital	24.8	48.3	0.51	55.0	0.45	15.5	1.60	24.7	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.9	0.72	3.6	0.79	2.9	0.96	2.9	0.98
Obstetrics	2.1	2.6	0.82	2.3	0.90	2.3	0.92	2.1	1.02
Pediatrics	0.0	3.5	N/A	2.3	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.74	3.9	0.82	3.0	1.05	3.3	0.98
<b>Surgical Operations</b>									
Inpatient	554	1,408	0.39	1,426	0.39	502	1.10	591	0.94
Outpatient	1,514	4,098	0.37	3,666	0.41	2,146	0.71	2,426	0.62
Inpatient as % of All Surgeries	26.8%	25.6%	1.05	28.0%	0.96	19.0%	1.41	19.6%	1.37
<b>Outpatient Visits</b>									
Non-Emergency Visits	52,198	132,001	0.40	147,718	0.35	53,087	0.98	58,813	0.89
Emergency Visits	15,516	17,964	0.86	23,681	0.66	13,724	1.13	15,288	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	8.0	18.9	0.42	19.1	0.42	11.1	0.72	6.0	1.33
Nurses, Licensed	115.2	244.4	0.47	263.5	0.44	104.4	1.10	137.0	0.84
Ancillary Nursing Personnel	27.3	40.0	0.68	43.7	0.62	20.7	1.32	32.0	0.85
All Other Personnel	249.4	484.8	0.51	513.5	0.49	226.8	1.10	186.8	1.34
Total FTEs	399.9	788.1	0.51	839.7	0.48	362.9	1.10	361.7	1.11
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.5	15.1	0.70	11.9	0.88	19.8	0.53	6.4	1.64
Nurses, Licensed	151.3	195.2	0.77	164.8	0.92	187.1	0.81	146.2	1.03
Ancillary Nursing Personnel	35.8	32.0	1.12	27.3	1.31	37.1	0.96	34.1	1.05
All Other Personnel	327.5	387.3	0.85	321.1	1.02	406.6	0.81	199.4	1.64
Total FTEs	525.0	629.5	0.83	525.2	1.00	650.6	0.81	386.1	1.36

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	67	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,826	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	626
Inpatient Days	9,064			Inpatient Days	0	Newborn Days	1,186

**032 Aurora Lakeland Medical Center in Elkhorn**  
Elkhorn, WI 53121

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	29	1,423	4,009	37.9%	11.0	2.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	10	121	1,272	34.8%	3.5	10.5
Hospice	2	1	99	292	80.0%	0.8	2.9
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	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	15	623	1,315	24.0%	3.6	2.1
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	5	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	12	427	2,176	49.7%	6.0	5.1
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	2	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>	3	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	8	0	8.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	17	13	19.3	Radiological Services Personnel	13	8	17.7
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	3.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	4	7.5
Registered Nurses	91	34	109.2	Occupational Therapists	5	3	5.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	12	8	18.1
Ancillary Nursing Personnel	13	27	27.3	Physical Therapy Assistants/Aides	4	2	5.5
Medical Assistants	1	0	1.0	Recreational Therapists	0	1	0.6
Physician Assistants	3	0	3.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	2	2.4
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	66	33	82.6
Health Info Mgmt-Administrators/Technicians	1	3	3.0	All Other Personnel	38	27	56.5
Pharmacy Personnel	10	4	10.9				
Clinical Laboratory Personnel	10	2	10.7				
				<b>Total</b>	<b>309</b>	<b>174</b>	<b>399.9</b>

**032 Aurora Lakeland Medical Center in Elkhorn**  
Elkhorn, WI 53121

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	2A Value	Ratio	4 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$94,818,501	48.1%	44.8%	1.08	48.2%	1.00	48.9%	0.98	47.8%	1.01
Medical Assistance	\$30,216,673	15.3%	14.4%	1.07	10.5%	1.46	11.7%	1.31	14.5%	1.06
Commercial	\$63,604,895	32.3%	36.6%	0.88	38.7%	0.83	35.9%	0.90	34.3%	0.94
All Other	\$8,289,932	4.2%	4.2%	1.00	2.5%	1.68	3.5%	1.22	3.5%	1.22
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$72,757,059	36.9%	32.9%	1.12	37.8%	0.98	35.0%	1.06	37.5%	0.98
Medical Assistance	\$22,235,099	11.3%	10.7%	1.05	8.1%	1.39	8.5%	1.33	11.1%	1.02
Commercial	\$25,548,769	13.0%	14.8%	0.88	16.8%	0.77	12.4%	1.05	14.0%	0.93
Charity Care	\$5,197,982	2.6%	1.0%	2.67	1.0%	2.74	1.4%	1.84	1.7%	1.51
Bad Debt	\$2,734,482	1.4%	1.1%	1.31	1.0%	1.36	1.3%	1.09	1.2%	1.16
All Other	\$2,209,632	1.1%	1.9%	0.59	1.1%	1.07	1.3%	0.85	1.3%	0.88
Total Deductions	\$130,683,023	66.4%	62.4%	1.06	65.8%	1.01	59.8%	1.11	66.8%	0.99
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.4%	6.3%	0.06		4.3%	0.09	3.3%	0.12	0.3%	1.18
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	29.9%	N/A	0.1%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$25,549,264	44.1%	44.7%	0.99	39.6%	1.11	47.5%	0.93	39.2%	1.13
Supplies & Services	\$28,018,892	48.4%	47.9%	1.01	51.6%	0.94	42.7%	1.13	54.4%	0.89
Capital Component	\$4,328,077	7.5%	7.4%	1.01	8.7%	0.86	9.8%	0.76	6.4%	1.17
<b>Fiscal Statistics</b>										
Operating Margin (%)	13.0%	8.9%	1.45		11.5%	1.12	4.5%	2.89	17.2%	0.75
Total Hospital Net Income (%)	12.6%	10.1%	1.25		10.0%	1.26	6.3%	2.00	17.2%	0.73
Return on Equity (%)	3.4%	7.6%	0.45		6.2%	0.55	4.0%	0.85	5.9%	0.58
Current Ratio	45.5	5.6	8.05		8.9	5.09	5.4	8.49	40.6	1.12
Days in Net Patient Accounts Receivable	56.7	51.4	1.10		48.8	1.16	50.1	1.13	50.8	1.12
Average Payment Period	31.2	41.5	0.75		42.8	0.73	41.4	0.75	29.5	1.06
Equity Financing (%)	97.1%	73.6%	1.32		80.2%	1.21	67.6%	1.44	96.8%	1.00
Long-Term Debt to Equity Ratio	0.0	0.2	0.06		0.1	0.09	0.3	0.03	0.0	0.92
Times Interest Earned	27.0	14.1	1.92		13.9	1.94	4.4	6.10	40.0	0.67
Total Asset Turnover	0.3	0.7	0.37		0.6	0.43	0.6	0.44	0.3	0.79
Average Age of Plant (Years)	7.6	9.3	0.82		8.9	0.86	9.4	0.81	8.4	0.91
Increase (Decrease) Total Net Patient Revenue	-18.2%	3.6%	N/A		1.8%	N/A	0.5%	N/A	-1.6%	11.16
Outpatient Gross Revenue (% of Total GPR)	64.8%	60.9%	1.06		63.2%	1.03	71.6%	0.91	72.3%	0.90
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,693	\$15,675	0.62		\$12,886	0.75	\$10,854	0.89	\$9,684	1.00
Inpatient Net Revenue per Day	\$2,803	\$3,540	0.79		\$3,088	0.91	\$3,395	0.83	\$2,835	0.99
Outpatient Net Revenue per Visit	\$614	\$654	0.94		\$646	0.95	\$743	0.83	\$766	0.80

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$196,930,002	Cash & Cash Equivalents	\$199,413,357	Current Liabilities	\$4,631,117
Less Deductions	\$130,683,023	Net Patient Receivables	\$10,293,919	Long-Term Debt	\$2,305,147
Net Patient Revenue	\$66,246,979	Other Receivables	\$259,369	Other Liabilities	\$23,488
Plus Other Revenue	\$268,148			Subtotal	\$6,959,752
Total Revenue	\$66,515,127	Land, Buildings & Equipment (Net)	\$30,762,354	Unrestricted Fund Balance	\$236,533,287
Less Expenses	\$57,896,233	Other Assets	\$2,764,040	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$270,643			Total Liabilities & Fund Balance	\$243,493,039
Net Income	\$8,348,251	Total Assets	\$243,493,039		

**034 St. Agnes Hospital – Fond du Lac**  
 430 E Division, PO Box 385  
 Fond du Lac, WI 54935  
 920-929-2300

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	59.8%	55.4%	1.08	45.8%	1.30	68.9%	0.87	52.4%	1.14
Obstetrics	18.6%	38.4%	0.48	28.4%	0.20	47.9%	0.39	16.9%	1.10
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	52.8%	56.3%	0.94	46.5%	1.14	66.1%	0.80	46.8%	1.13
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	43.6	26.5	1.64	20.5	2.12	101.6	0.43	43.5	1.00
Obstetrics	5.6	5.0	1.11	4.0	1.40	14.7	0.38	5.1	1.10
Pediatrics	0.0	1.4	N/A	0.2	N/A	3.6	N/A	0.0	N/A
Total Hospital	74.0	48.3	1.53	35.0	2.11	193.9	0.38	74.9	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.9	0.89	3.5	0.98	4.3	0.81	3.4	1.02
Obstetrics	2.4	2.6	0.92	2.3	1.01	2.7	0.86	2.3	1.05
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.4	4.3	0.78	3.8	0.89	4.8	0.71	4.0	0.85
<b>Surgical Operations</b>									
Inpatient	1,949	1,408	1.38	1,285	1.52	5,364	0.36	1,840	1.06
Outpatient	12,327	4,098	3.01	5,974	2.06	13,857	0.89	12,225	1.01
Inpatient as % of All Surgeries	13.7%	25.6%	0.53	17.7%	0.77	27.9%	0.49	13.1%	1.04
<b>Outpatient Visits</b>									
Non-Emergency Visits	711,868	132,001	5.39	121,848	5.84	422,002	1.69	732,542	0.97
Emergency Visits	30,480	17,964	1.70	15,548	1.96	48,744	0.63	30,314	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	133.0	18.9	7.04	26.3	5.06	55.0	2.42	133.0	1.00
Nurses, Licensed	586.1	244.4	2.40	187.4	3.13	909.8	0.64	599.2	0.98
Ancillary Nursing Personnel	87.5	40.0	2.18	30.9	2.83	148.5	0.59	24.0	3.64
All Other Personnel	1,291.2	484.8	2.66	331.4	3.90	1,773.6	0.73	1,323.9	0.98
Total FTEs	2,097.7	788.1	2.66	576.0	3.64	2,886.8	0.73	2,080.1	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	43.6	15.1	2.89	24.4	1.78	12.1	3.61	42.5	1.03
Nurses, Licensed	192.2	195.2	0.98	174.3	1.10	199.8	0.96	191.6	1.00
Ancillary Nursing Personnel	28.7	32.0	0.90	28.7	1.00	32.6	0.88	7.7	3.74
All Other Personnel	423.5	387.3	1.09	308.2	1.37	389.6	1.09	423.3	1.00
Total FTEs	688.0	629.5	1.09	535.6	1.28	634.1	1.08	665.0	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 140  
 Discharges 8,011  
 Inpatient Days 26,997

**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 20  
 Total Births 816  
 Newborn Days 1,947



**034 St. Agnes Hospital – Fond du Lac**  
Fond du Lac, WI 54935

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	73	4,573	15,921	59.8%	43.6	3.5
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	5	82	1,105	60.5%	3.0	13.5
Hospice	3	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	30	860	2,034	18.6%	5.6	2.4
<b>Psychiatric</b>	1	16	732	3,420	58.6%	9.4	4.7
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	8	177	1,957	67.0%	5.4	11.1
Step-Down (Special Care)	1	4	229	1,196	81.9%	3.3	5.2
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
<b>Subacute care</b>	1	4	135	1,364	93.4%	3.7	10.1
<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	126	9	133.0	Surgical Personnel	15	9	19.2
Physicians & Dentists	56	3	56.3	Radiological Services Personnel	21	44	47.6
Medical & Dental Residents	0	0	0.0	Sonographers	4	12	12.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	4	10.0
Registered Nurses	168	412	428.7	Occupational Therapists	5	7	9.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	2	3.6
Licensed Practical Nurses	63	71	105.3	Physical Therapists	22	13	29.6
Ancillary Nursing Personnel	30	118	87.5	Physical Therapy Assistants/Aides	4	15	10.1
Medical Assistants	40	54	74.0	Recreational Therapists	0	0	0.0
Physician Assistants	8	6	11.3	Dietitians & Nutritionists	3	6	7.3
Nurse Practitioners	37	16	46.9	Psychologists	7	5	10.1
Certified Registered Nurse Anesthetists	4	2	5.1	Social Workers	5	18	16.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	100	64	140.3
Health Info Mgmt-Administrators/Technicians	39	27	55.9	All Other Personnel	545	369	744.8
Pharmacy Personnel	25	16	32.9				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>1,338</b>	<b>1,302</b>	<b>2,097.7</b>

**034 St. Agnes Hospital – Fond du Lac**

Fond du Lac, WI 54935

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$432,541,034	46.1%	44.8%	1.03	46.1%	1.00	45.3%	1.02	45.6%	1.01
Medical Assistance	\$103,140,044	11.0%	14.4%	0.76	10.9%	1.01	13.1%	0.84	11.2%	0.98
Commercial	\$386,883,393	41.2%	36.6%	1.13	40.7%	1.01	37.0%	1.11	42.4%	0.97
All Other	\$15,720,934	1.7%	4.2%	0.40	2.3%	0.72	4.5%	0.37	0.8%	2.06
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$323,975,463	34.5%	32.9%	1.05	31.7%	1.09	34.5%	1.00	33.9%	1.02
Medical Assistance	\$81,198,035	8.7%	10.7%	0.81	7.8%	1.10	10.2%	0.85	8.8%	0.98
Commercial	\$157,078,371	16.7%	14.8%	1.13	14.4%	1.16	16.0%	1.05	16.0%	1.04
Charity Care	\$2,764,321	0.3%	1.0%	0.30	0.6%	0.48	1.0%	0.31	0.2%	1.50
Bad Debt	\$11,726,417	1.2%	1.1%	1.18	1.5%	0.83	1.0%	1.27	1.5%	0.82
All Other	\$4,100,776	0.4%	1.9%	0.23	1.5%	0.29	1.9%	0.23	0.3%	1.45
Total Deductions	\$580,843,383	61.9%	62.4%	0.99	57.6%	1.07	64.5%	0.96	60.8%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	6.3%	0.36	1.9%	1.22	5.9%	0.39	2.3%	0.98
Net Gains/Losses as % of Net Income		237.8%	12.7%	18.76	10.2%	23.21	17.3%	13.74	95.2%	2.50
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$175,472,800	46.8%	44.7%	1.05	44.4%	1.05	44.0%	1.06	45.9%	1.02
Supplies & Services	\$169,632,639	45.2%	47.9%	0.94	43.1%	1.05	49.6%	0.91	45.9%	0.99
Capital Component	\$29,985,615	8.0%	7.4%	1.08	12.5%	0.64	6.4%	1.25	8.2%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)		-2.6%	8.9%	N/A	10.0%	N/A	7.7%	N/A	0.2%	N/A
Total Hospital Net Income (%)		1.8%	10.1%	0.18	11.0%	0.16	9.1%	0.20	4.3%	0.41
Return on Equity (%)		1.2%	7.6%	0.16	10.2%	0.12	6.9%	0.17	3.1%	0.40
Current Ratio		1.9	5.6	0.34	5.8	0.33	5.6	0.34	1.9	1.01
Days in Net Patient Accounts Receivable		54.7	51.4	1.06	55.7	0.98	52.1	1.05	56.7	0.97
Average Payment Period		40.2	41.5	0.97	25.7	1.56	43.2	0.93	42.0	0.96
Equity Financing (%)		57.3%	73.6%	0.78	72.7%	0.79	76.9%	0.75	58.2%	0.99
Long-Term Debt to Equity Ratio		0.4	0.2	2.37	0.2	1.81	0.1	3.17	0.4	0.90
Times Interest Earned		2.4	14.1	0.17	11.0	0.22	17.0	0.14	4.3	0.56
Total Asset Turnover		0.7	0.7	0.88	0.9	0.71	0.8	0.87	0.7	0.96
Average Age of Plant (Years)		10.9	9.3	1.17	5.9	1.84	10.4	1.05	10.5	1.04
Increase (Decrease) Total Net Patient Revenue		2.9%	3.6%	0.81	1.9%	1.59	4.9%	0.60	4.5%	0.65
Outpatient Gross Revenue (% of Total GPR)		75.8%	60.9%	1.24	67.5%	1.12	56.8%	1.33	76.0%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,851	\$15,675	0.69	\$12,173	0.89	\$17,864	0.61	\$11,999	0.90
Inpatient Net Revenue per Day		\$3,230	\$3,540	0.91	\$3,180	1.02	\$3,709	0.87	\$3,007	1.07
Outpatient Net Revenue per Visit		\$380	\$654	0.58	\$551	0.69	\$733	0.52	\$364	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$938,285,405	Cash & Cash Equivalents	\$5,750,456	Current Liabilities	\$39,093,548
Less Deductions	\$580,843,383	Net Patient Receivables	\$53,537,059	Long-Term Debt	\$126,000,889
Net Patient Revenue	\$357,442,022	Other Receivables	\$2,339,612	Other Liabilities	\$73,545,264
Plus Other Revenue	\$8,297,926			Subtotal	\$238,639,701
Total Revenue	\$365,739,948	Land, Buildings & Equipment (Net)	\$169,883,093	Unrestricted Fund Balance	\$320,651,022
Less Expenses	\$375,091,054	Other Assets	\$327,780,503	Restricted Fund Balance	\$13,697,200
Non-Operating Gains/Losses	\$16,136,934			Total Liabilities & Fund Balance	\$559,290,723
Net Income	\$6,785,828	Total Assets	\$559,290,723		

**035 Fort HealthCare**  
 611 East Sherman Avenue  
 Fort Atkinson, WI 53538  
 920-568-5000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Jefferson  
 Analysis Area: Southern (1)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	25.2%	55.4%	0.46	57.1%	0.44	58.7%	0.43	26.7%	0.95
Obstetrics	15.6%	38.4%	0.41	41.6%	0.06	36.5%	0.43	16.3%	0.96
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	19.4%	56.3%	0.34	58.9%	0.33	58.0%	0.33	20.4%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	10.1	26.5	0.38	24.0	0.42	38.4	0.26	10.7	0.95
Obstetrics	2.5	5.0	0.50	4.7	0.54	7.1	0.35	2.6	0.96
Pediatrics	0.0	1.4	N/A	2.4	N/A	5.4	N/A	0.0	N/A
Total Hospital	13.9	48.3	0.29	50.8	0.27	79.6	0.18	14.7	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.9	0.74	3.9	0.75	3.8	0.76	2.7	1.08
Obstetrics	2.2	2.6	0.86	2.7	0.83	2.5	0.88	2.2	1.00
Pediatrics	0.0	3.5	N/A	3.5	N/A	3.6	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.66	4.3	0.67	4.4	0.66	2.7	1.05
<b>Surgical Operations</b>									
Inpatient	631	1,408	0.45	2,094	0.30	1,955	0.32	666	0.95
Outpatient	2,817	4,098	0.69	7,088	0.40	5,493	0.51	2,784	1.01
Inpatient as % of All Surgeries	18.3%	25.6%	0.72	22.8%	0.80	26.2%	0.70	19.3%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	251,266	132,001	1.90	161,897	1.55	208,790	1.20	263,926	0.95
Emergency Visits	16,471	17,964	0.92	17,257	0.95	31,589	0.52	16,360	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.8	18.9	0.26	25.5	0.19	28.7	0.17	5.0	0.97
Nurses, Licensed	108.8	244.4	0.45	290.0	0.38	343.5	0.32	115.0	0.95
Ancillary Nursing Personnel	12.6	40.0	0.31	47.6	0.26	56.6	0.22	11.1	1.13
All Other Personnel	310.3	484.8	0.64	681.8	0.46	642.7	0.48	331.5	0.94
Total FTEs	436.5	788.1	0.55	1,045.0	0.42	1,071.5	0.41	462.6	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.9	15.1	0.32	20.7	0.24	14.6	0.34	5.6	0.87
Nurses, Licensed	110.3	195.2	0.57	235.4	0.47	174.3	0.63	129.5	0.85
Ancillary Nursing Personnel	12.8	32.0	0.40	38.7	0.33	28.7	0.45	12.5	1.02
All Other Personnel	314.8	387.3	0.81	553.4	0.57	326.0	0.97	373.2	0.84
Total FTEs	442.8	629.5	0.70	848.1	0.52	543.5	0.81	520.8	0.85

**Total Hospital:**  
 Beds Set Up & Staffed 72  
 Discharges 1,771  
 Inpatient Days 5,086

**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 10  
 Total Births 405  
 Newborn Days 856

**035 Fort HealthCare**  
Fort Atkinson, WI 53538

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	40	1,274	3,686	25.2%	10.1	2.9
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	4	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
<b>Pediatric, acute</b>	1	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	16	410	910	15.6%	2.5	2.2
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	16	93	490	8.4%	1.3	5.3
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
<b>Subacute care</b>	5	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	4	1	4.8	Surgical Personnel	7	4	8.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	12	12	18.3
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	3.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	11	6.9
Registered Nurses	30	117	99.0	Occupational Therapists	2	11	5.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	3	6	7.8	Physical Therapists	13	12	16.1
Ancillary Nursing Personnel	2	23	12.6	Physical Therapy Assistants/Aides	3	3	4.5
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	3	1.2
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	0.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	32	88	78.2
Health Info Mgmt-Administrators/Technicians	12	5	15.8	All Other Personnel	98	72	128.3
Pharmacy Personnel	3	8	8.9				
Clinical Laboratory Personnel	10	6	14.5				
				<b>Total</b>	<b>238</b>	<b>387</b>	<b>436.5</b>

**035 Fort HealthCare**  
Fort Atkinson, WI 53538

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>6</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$120,939,678	41.0%	44.8%	0.92	41.1%	1.00	40.7%	1.01	41.1%	1.00
Medical Assistance	\$31,923,730	10.8%	14.4%	0.75	11.8%	0.92	19.9%	0.54	10.1%	1.07
Commercial	\$134,177,380	45.5%	36.6%	1.24	39.9%	1.14	35.3%	1.29	46.1%	0.99
All Other	\$8,105,000	2.7%	4.2%	0.65	7.2%	0.38	4.1%	0.67	2.7%	1.00
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$92,330,502	31.3%	32.9%	0.95	30.1%	1.04	30.5%	1.03	30.8%	1.02
Medical Assistance	\$27,293,480	9.2%	10.7%	0.86	8.7%	1.06	14.4%	0.64	8.5%	1.09
Commercial	\$58,385,660	19.8%	14.8%	1.34	18.1%	1.09	13.0%	1.52	19.6%	1.01
Charity Care	\$1,530,519	0.5%	1.0%	0.52	0.9%	0.59	1.0%	0.50	0.6%	0.89
Bad Debt	\$2,706,346	0.9%	1.1%	0.87	1.1%	0.83	1.0%	0.89	0.9%	1.00
All Other	\$4,406,590	1.5%	1.9%	0.78	3.4%	0.45	2.2%	0.67	1.6%	0.96
Total Deductions	\$186,653,097	63.2%	62.4%	1.01	62.3%	1.02	62.2%	1.02	61.9%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	11.0%	6.3%	1.74	7.1%	1.56	9.8%	1.13	10.5%	1.06	
Net Gains/Losses as % of Net Income	75.1%	12.7%	5.92	48.2%	1.56	4.7%	16.08	60.7%	1.24	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$47,570,806	39.9%	44.7%	0.89	48.0%	0.83	42.9%	0.93	41.2%	0.97
Supplies & Services	\$58,250,099	48.9%	47.9%	1.02	44.6%	1.10	48.6%	1.01	47.9%	1.02
Capital Component	\$13,326,521	11.2%	7.4%	1.52	7.5%	1.50	8.5%	1.31	10.8%	1.03
<b>Fiscal Statistics</b>										
Operating Margin (%)	2.3%	8.9%	0.26	3.0%	0.76	13.6%	0.17	3.5%	0.67	
Total Hospital Net Income (%)	8.7%	10.1%	0.86	5.7%	1.53	14.1%	0.61	8.4%	1.04	
Return on Equity (%)	5.7%	7.6%	0.74	4.4%	1.28	10.4%	0.54	5.8%	0.98	
Current Ratio	2.1	5.6	0.38	2.1	1.02	6.4	0.33	2.5	0.85	
Days in Net Patient Accounts Receivable	45.8	51.4	0.89	49.0	0.93	47.5	0.96	46.3	0.99	
Average Payment Period	51.9	41.5	1.25	54.8	0.95	36.9	1.41	42.6	1.22	
Equity Financing (%)	66.6%	73.6%	0.91	60.8%	1.10	68.5%	0.97	64.5%	1.03	
Long-Term Debt to Equity Ratio	0.4	0.2	2.31	0.3	1.25	0.2	2.47	0.4	0.86	
Times Interest Earned	5.2	14.1	0.37	5.3	0.97	17.7	0.29	5.0	1.03	
Total Asset Turnover	0.6	0.7	0.82	0.8	0.81	0.7	0.83	0.7	0.93	
Average Age of Plant (Years)	16.1	9.3	1.74	10.6	1.53	7.9	2.05	15.8	1.02	
Increase (Decrease) Total Net Patient Revenue	-1.9%	3.6%	N/A	3.3%	N/A	2.0%	N/A	-3.1%	0.59	
Outpatient Gross Revenue (% of Total GPR)	85.7%	60.9%	1.41	59.0%	1.45	59.1%	1.45	83.0%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,919	\$15,675	0.57	\$17,327	0.51	\$14,805	0.60	\$10,153	0.88	
Inpatient Net Revenue per Day	\$3,079	\$3,540	0.87	\$4,029	0.76	\$3,359	0.92	\$3,636	0.85	
Outpatient Net Revenue per Visit	\$356	\$654	0.55	\$588	0.61	\$542	0.66	\$332	1.07	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$295,145,788	Cash & Cash Equivalents	\$16,007,972	Current Liabilities	\$15,910,875
Less Deductions	\$186,653,097	Net Patient Receivables	\$13,600,524	Long-Term Debt	\$50,911,643
Net Patient Revenue	\$108,492,691	Other Receivables	\$285,964	Other Liabilities	\$0
Plus Other Revenue	\$13,472,935			Subtotal	\$66,822,518
Total Revenue	\$121,965,626	Land, Buildings & Equipment (Net)	\$54,749,731	Unrestricted Fund Balance	\$133,153,422
Less Expenses	\$119,147,426	Other Assets	\$115,331,749	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$8,486,400			Total Liabilities & Fund Balance	\$199,975,940
Net Income	\$11,304,600	Total Assets	\$199,975,940		

**311 Ascension SE Wisconsin Hospital - Franklin Campus**  
 10101 S. 27th Street  
 Franklin, WI 53132  
 414-325-4700

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	77.3%	55.4%	1.39	70.7%	1.09	46.2%	1.67	63.9%	1.21
Obstetrics	0.0%	38.4%	N/A	47.2%	N/A	22.2%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	74.9%	56.3%	1.33	69.7%	1.07	43.7%	1.71	62.0%	1.21
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	27.8	26.5	1.05	114.3	0.24	8.0	3.49	23.0	1.21
Obstetrics	0.0	5.0	N/A	20.4	N/A	1.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	14.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	33.0	48.3	0.68	169.0	0.20	10.5	3.14	27.3	1.21
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.9	1.06	4.6	0.89	3.3	1.26	3.9	1.05
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.4	4.3	1.02	5.3	0.83	3.4	1.30	4.2	1.05
<b>Surgical Operations</b>									
Inpatient	520	1,408	0.37	3,217	0.16	302	1.72	406	1.28
Outpatient	1,455	4,098	0.36	5,734	0.25	1,304	1.12	1,475	0.99
Inpatient as % of All Surgeries	26.3%	25.6%	1.03	35.9%	0.73	18.8%	1.40	21.6%	1.22
<b>Outpatient Visits</b>									
Non-Emergency Visits	71,697	132,001	0.54	280,833	0.26	63,510	1.13	65,445	1.10
Emergency Visits	22,481	17,964	1.25	47,284	0.48	8,037	2.80	24,164	0.93
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	41.5	0.07	12.6	0.24	8.0	0.38
Nurses, Licensed	109.1	244.4	0.45	715.7	0.15	78.6	1.39	122.3	0.89
Ancillary Nursing Personnel	22.9	40.0	0.57	132.0	0.17	13.9	1.65	33.8	0.68
All Other Personnel	183.9	484.8	0.38	1,177.1	0.16	187.4	0.98	250.7	0.73
Total FTEs	319.0	788.1	0.40	2,066.3	0.15	292.5	1.09	414.8	0.77
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.4	15.1	0.22	11.9	0.28	29.3	0.11	9.6	0.35
Nurses, Licensed	121.8	195.2	0.62	204.4	0.60	183.3	0.66	147.5	0.83
Ancillary Nursing Personnel	25.6	32.0	0.80	37.7	0.68	32.5	0.79	40.7	0.63
All Other Personnel	205.4	387.3	0.53	336.1	0.61	436.8	0.47	302.3	0.68
Total FTEs	356.3	629.5	0.57	590.0	0.60	681.8	0.52	500.1	0.71

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	44	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	2,727	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	12,033			Inpatient Days	0	Newborn Days	0

**311 Ascension SE Wisconsin Hospital - Franklin Campus**  
Franklin, WI 53132

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	36	2,467	10,158	77.3%	27.8	4.1
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	8	260	1,875	64.2%	5.1	7.2
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	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>	3	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	3	0	3.0	Surgical Personnel	9	3	9.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	21	37	39.3
Medical & Dental Residents	0	0	0.0	Sonographers	2	4	4.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	3	10.5
Registered Nurses	79	56	107.3	Occupational Therapists	2	13	6.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	16	11	19.9
Ancillary Nursing Personnel	16	13	22.9	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	1	1	1.8	All Other Health Professionals	21	18	28.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	26	21	36.4
Pharmacy Personnel	12	7	13.6				
Clinical Laboratory Personnel	13	4	15.5				
				<b>Total</b>	<b>231</b>	<b>192</b>	<b>319.0</b>

**311 Ascension SE Wisconsin Hospital - Franklin Campus**  
Franklin, WI 53132

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$109,459,904	46.3%	44.8%	1.04	41.7%	1.11	46.2%	1.00	42.7%	1.08
Medical Assistance	\$25,575,076	10.8%	14.4%	0.75	21.7%	0.50	12.7%	0.85	12.1%	0.90
Commercial	\$96,243,049	40.7%	36.6%	1.11	33.0%	1.23	37.2%	1.10	42.5%	0.96
All Other	\$4,954,358	2.1%	4.2%	0.50	3.6%	0.59	3.9%	0.54	2.7%	0.78
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$82,794,667	35.0%	32.9%	1.06	32.1%	1.09	28.8%	1.22	32.5%	1.08
Medical Assistance	\$19,780,691	8.4%	10.7%	0.78	16.1%	0.52	8.6%	0.97	9.1%	0.93
Commercial	\$38,700,281	16.4%	14.8%	1.11	14.5%	1.13	13.1%	1.25	16.2%	1.01
Charity Care	\$2,473,780	1.0%	1.0%	1.06	1.3%	0.84	1.0%	1.04	0.9%	1.20
Bad Debt	\$1,782,573	0.8%	1.1%	0.71	0.9%	0.83	1.5%	0.51	1.7%	0.45
All Other	\$3,977,206	1.7%	1.9%	0.88	1.1%	1.54	1.9%	0.87	1.7%	0.97
Total Deductions	\$149,509,198	63.3%	62.4%	1.01	65.9%	0.96	54.9%	1.15	62.1%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	5.6%	6.3%	0.88		3.5%	1.60	6.2%	0.90	6.5%	0.86
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	20.5%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$30,972,300	38.7%	44.7%	0.87	37.1%	1.05	50.7%	0.76	41.9%	0.92
Supplies & Services	\$37,197,355	46.5%	47.9%	0.97	56.6%	0.82	40.1%	1.16	40.6%	1.15
Capital Component	\$11,774,402	14.7%	7.4%	2.00	6.4%	2.30	9.2%	1.59	17.5%	0.84
<b>Fiscal Statistics</b>										
Operating Margin (%)	13.0%	8.9%	1.45		9.7%	1.33	4.7%	2.78	8.7%	1.50
Total Hospital Net Income (%)	12.1%	10.1%	1.20		9.0%	1.35	5.8%	2.09	8.7%	1.40
Return on Equity (%)	7.8%	7.6%	1.03		6.2%	1.25	5.1%	1.53	6.2%	1.25
Current Ratio	9.5	5.6	1.69		11.0	0.86	4.9	1.94	2.8	3.40
Days in Net Patient Accounts Receivable	54.4	51.4	1.06		50.4	1.08	51.9	1.05	71.3	0.76
Average Payment Period	22.7	41.5	0.55		28.5	0.80	33.7	0.67	32.0	0.71
Equity Financing (%)	11.4%	73.6%	0.15		78.6%	0.14	70.2%	0.16	4.1%	2.76
Long-Term Debt to Equity Ratio	6.3	0.2	38.01		0.1	74.90	0.4	16.31	20.4	0.31
Times Interest Earned	3.2	14.1	0.23		13.4	0.24	4.7	0.68	2.5	1.28
Total Asset Turnover	0.7	0.7	0.88		0.7	0.93	0.9	0.75	0.7	0.91
Average Age of Plant (Years)	1.3	9.3	0.14		9.8	0.13	7.5	0.17	0.2	5.72
Increase (Decrease) Total Net Patient Revenue	7.8%	3.6%	2.14		4.0%	1.92	2.8%	2.74	16.4%	0.47
Outpatient Gross Revenue (% of Total GPR)	63.2%	60.9%	1.04		51.1%	1.24	75.7%	0.83	66.2%	0.95
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,280	\$15,675	0.78		\$19,662	0.62	\$12,189	1.01	\$12,257	1.00
Inpatient Net Revenue per Day	\$2,782	\$3,540	0.79		\$3,637	0.76	\$3,423	0.81	\$2,827	0.98
Outpatient Net Revenue per Visit	\$584	\$654	0.89		\$707	0.83	\$558	1.05	\$614	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$236,232,387	Cash & Cash Equivalents		Current Liabilities	\$4,555,900
Less Deductions	\$149,509,198	Net Patient Receivables	\$12,925,474	Long-Term Debt	\$101,000,000
Net Patient Revenue	\$86,723,189	Other Receivables	\$226,737	Other Liabilities	\$19,453,239
Plus Other Revenue	\$5,143,938			Subtotal	\$125,009,139
Total Revenue	\$91,867,127	Land, Buildings & Equipment (Net)	\$97,686,526	Unrestricted Fund Balance	\$16,053,101
Less Expenses	\$79,944,057	Other Assets	\$30,227,177	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$905,453			Total Liabilities & Fund Balance	\$141,062,240
Net Income	\$11,017,617	Total Assets	\$141,062,240		



**313 Midwest Orthopedic Specialty Hospital**  
 10101 South 27th Street  
 Franklin, WI 53132  
 414-817-5800

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Partnership

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	55.4%	N/A	70.7%	N/A	19.8%	N/A	0.0%	N/A
Obstetrics	0.0%	38.4%	N/A	47.2%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	52.7%	56.3%	0.94	69.7%	0.76	23.2%	2.27	54.3%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	26.5	N/A	114.3	N/A	3.3	N/A	0.0	N/A
Obstetrics	0.0	5.0	N/A	20.4	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	14.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.4	48.3	0.17	169.0	0.05	4.7	1.80	8.7	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.9	N/A	4.6	N/A	3.0	N/A	0.0	N/A
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.1	4.3	0.50	5.3	0.40	2.9	0.74	2.2	0.99
<b>Surgical Operations</b>									
Inpatient	1,448	1,408	1.03	3,217	0.45	249	5.81	1,492	0.97
Outpatient	3,707	4,098	0.90	5,734	0.65	1,286	2.88	3,625	1.02
Inpatient as % of All Surgeries	28.1%	25.6%	1.10	35.9%	0.78	16.2%	1.73	29.2%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	5,979	132,001	0.05	280,833	0.02	24,580	0.24	6,011	0.99
Emergency Visits	0	17,964	N/A	47,284	N/A	4,890	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.9	0.11	41.5	0.05	5.9	0.34	6.0	0.33
Nurses, Licensed	50.7	244.4	0.21	715.7	0.07	42.0	1.21	51.2	0.99
Ancillary Nursing Personnel	14.3	40.0	0.36	132.0	0.11	8.1	1.77	0.0	N/A
All Other Personnel	41.6	484.8	0.09	1,177.1	0.04	98.5	0.42	57.1	0.73
Total FTEs	108.6	788.1	0.14	2,066.3	0.05	154.4	0.70	114.3	0.95
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.8	15.1	0.72	11.9	0.91	32.0	0.34	31.5	0.34
Nurses, Licensed	274.3	195.2	1.41	204.4	1.34	227.6	1.21	268.7	1.02
Ancillary Nursing Personnel	77.5	32.0	2.42	37.7	2.06	43.9	1.77	0.0	N/A
All Other Personnel	225.4	387.3	0.58	336.1	0.67	534.3	0.42	300.0	0.75
Total FTEs	588.0	629.5	0.93	590.0	1.00	837.8	0.70	600.2	0.98

**Total Hospital:**  
 Beds Set Up & Staffed 16  
 Discharges 1,432  
 Inpatient Days 3,077

**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 0  
 Total Births 0  
 Newborn Days 0

**313 Midwest Orthopedic Specialty Hospital**  
Franklin, WI 53132

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	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	16	1,436	3,077	52.7%	8.4	2.1
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	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>	3	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	2	0	2.0	Surgical Personnel	29	5	32.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	38	19	49.7	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	0	0	0.0
Ancillary Nursing Personnel	10	9	14.3	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	6	0	6.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	2	4	3.6
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>88</b>	<b>37</b>	<b>108.6</b>

**313 Midwest Orthopedic Specialty Hospital**

Franklin, WI 53132

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$54,845,011	33.0%	44.8%	0.74	41.7%	0.79	45.4%	0.73	30.9%	1.07
Medical Assistance	\$11,419,144	6.9%	14.4%	0.48	21.7%	0.32	11.2%	0.61	6.6%	1.05
Commercial	\$99,166,915	59.7%	36.6%	1.63	33.0%	1.81	40.6%	1.47	62.2%	0.96
All Other	\$747,323	0.4%	4.2%	0.11	3.6%	0.13	2.8%	0.16	0.4%	1.26
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$41,992,779	25.3%	32.9%	0.77	32.1%	0.79	26.7%	0.95	23.4%	1.08
Medical Assistance	\$10,535,369	6.3%	10.7%	0.59	16.1%	0.39	7.8%	0.81	6.1%	1.04
Commercial	\$38,097,069	22.9%	14.8%	1.55	14.5%	1.59	13.1%	1.75	24.3%	0.94
Charity Care	\$150,347	0.1%	1.0%	0.09	1.3%	0.07	0.5%	0.18	0.2%	0.47
Bad Debt	\$611,271	0.4%	1.1%	0.35	0.9%	0.40	1.6%	0.23	-0.4%	N/A
All Other	\$740,062	0.4%	1.9%	0.23	1.1%	0.41	1.0%	0.44	1.4%	0.33
Total Deductions	\$92,126,897	55.4%	62.4%	0.89	65.9%	0.84	50.8%	1.09	54.9%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.6%	6.3%	0.09	3.5%	0.17	3.0%	0.20	0.5%	1.08	
Net Gains/Losses as % of Net Income	0.0%	12.7%	0.00	N/A	N/A	4.4%	0.00	0.1%	0.01	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,043,162	20.6%	44.7%	0.46	37.1%	0.55	48.1%	0.43	21.3%	0.97
Supplies & Services	\$29,823,231	76.2%	47.9%	1.59	56.6%	1.35	43.6%	1.75	75.1%	1.02
Capital Component	\$1,246,703	3.2%	7.4%	0.43	6.4%	0.50	8.2%	0.39	3.7%	0.87
<b>Fiscal Statistics</b>										
Operating Margin (%)	47.5%	8.9%	5.31	9.7%	4.88	14.0%	3.40	45.4%	1.05	
Total Hospital Net Income (%)	47.5%	10.1%	4.70	9.0%	5.29	14.5%	3.27	45.4%	1.05	
Return on Equity (%)	68.2%	7.6%	8.97	6.2%	10.94	12.9%	5.29	75.7%	0.90	
Current Ratio	3.3	5.6	0.59	11.0	0.30	3.6	0.93	7.2	0.46	
Days in Net Patient Accounts Receivable	60.8	51.4	1.18	50.4	1.21	54.9	1.11	60.6	1.00	
Average Payment Period	92.5	41.5	2.23	28.5	3.25	53.8	1.72	36.0	2.57	
Equity Financing (%)	81.0%	73.6%	1.10	78.6%	1.03	59.1%	1.37	91.4%	0.89	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.5	N/A	0.0	N/A	
Times Interest Earned	0.0	14.1	N/A	13.4	N/A	14.4	N/A	0.0	N/A	
Total Asset Turnover	1.4	0.7	1.93	0.7	2.05	0.9	1.63	1.7	0.86	
Average Age of Plant (Years)	12.4	9.3	1.34	9.8	1.27	9.3	1.33	9.3	1.34	
Increase (Decrease) Total Net Patient Revenue	-1.9%	3.6%	N/A	4.0%	N/A	4.3%	N/A	-1.0%	1.79	
Outpatient Gross Revenue (% of Total GPR)	54.7%	60.9%	0.90	51.1%	1.07	74.3%	0.74	54.2%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$23,625	\$15,675	1.51	\$19,662	1.20	\$14,111	1.67	\$22,621	1.04	
Inpatient Net Revenue per Day	\$11,070	\$3,540	3.13	\$3,637	3.04	\$4,070	2.72	\$10,414	1.06	
Outpatient Net Revenue per Visit	\$6,829	\$654	10.45	\$707	9.65	\$801	8.53	\$6,899	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$166,178,393	Cash & Cash Equivalents	\$17,120,126	Current Liabilities	\$9,607,187
Less Deductions	\$92,126,897	Net Patient Receivables	\$12,344,261	Long-Term Debt	\$0
Net Patient Revenue	\$74,051,496	Other Receivables	\$2,237,381	Other Liabilities	\$256,043
Plus Other Revenue	\$431,435			Subtotal	\$9,863,230
Total Revenue	\$74,482,931	Land, Buildings & Equipment (Net)	\$16,225,117	Unrestricted Fund Balance	\$42,002,194
Less Expenses	\$39,113,096	Other Assets	\$3,938,539	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$208			Total Liabilities & Fund Balance	\$51,865,424
Net Income	\$35,370,043	Total Assets	\$51,865,424		

**037 Gunderson Moundview Hospital and Clinics**  
 402 W Lake Street, PO Box 40  
 Friendship, WI 53934  
 608-339-3331

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

County: Adams  
 Analysis Area: North Central (6)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	4.6%	55.4%	0.08	63.3%	0.07	19.8%	0.23	4.0%	1.16
Obstetrics	0.0%	38.4%	N/A	48.9%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	4.6%	56.3%	0.08	68.1%	0.07	23.2%	0.20	4.0%	1.16
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.2	26.5	0.04	20.3	0.06	3.3	0.35	1.0	1.16
Obstetrics	0.0	5.0	N/A	3.7	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.2	48.3	0.02	39.0	0.03	4.7	0.25	1.0	1.16
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.69	3.7	0.72	3.0	0.88	2.7	0.99
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.62	4.1	0.65	2.9	0.92	2.7	0.99
<b>Surgical Operations</b>									
Inpatient	1	1,408	0.00	1,200	0.00	249	0.00	4	0.25
Outpatient	421	4,098	0.10	1,676	0.25	1,286	0.33	413	1.02
Inpatient as % of All Surgeries	0.2%	25.6%	0.01	41.7%	0.01	16.2%	0.01	1.0%	0.25
<b>Outpatient Visits</b>									
Non-Emergency Visits	30,544	132,001	0.23	75,867	0.40	24,580	1.24	34,170	0.89
Emergency Visits	5,306	17,964	0.30	13,255	0.40	4,890	1.09	5,527	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.9	0.05	10.2	0.10	5.9	0.17	1.0	1.00
Nurses, Licensed	31.7	244.4	0.13	142.4	0.22	42.0	0.76	24.5	1.29
Ancillary Nursing Personnel	3.0	40.0	0.07	22.2	0.13	8.1	0.37	4.5	0.66
All Other Personnel	98.0	484.8	0.20	273.7	0.36	98.5	0.99	75.0	1.31
Total FTEs	133.6	788.1	0.17	448.5	0.30	154.4	0.87	105.0	1.27
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.7	15.1	0.38	10.6	0.54	32.0	0.18	4.4	1.29
Nurses, Licensed	181.1	195.2	0.93	147.6	1.23	227.6	0.80	108.4	1.67
Ancillary Nursing Personnel	17.0	32.0	0.53	23.0	0.74	43.9	0.39	19.9	0.85
All Other Personnel	559.5	387.3	1.44	283.6	1.97	534.3	1.05	331.7	1.69
Total FTEs	763.3	629.5	1.21	464.8	1.64	837.8	0.91	464.4	1.64

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 157  
 Inpatient Days 420

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 23  
 Inpatient Days 319

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

**037 Gundersen Moundview Hospital and Clinics**

Friendship, WI 53934

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	2	25	157	420	4.6%	1.2	2.7
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	1	0	1.0	Surgical Personnel	1	1	1.6
Physicians & Dentists	5	4	5.6	Radiological Services Personnel	3	3	4.5
Medical & Dental Residents	0	0	0.0	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	2	0.9
Registered Nurses	21	10	25.7	Occupational Therapists	1	2	1.1
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	0	4.0
Ancillary Nursing Personnel	2	3	3.0	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	9	0	9.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	0	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	1	0.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	1	12.8
Health Info Mgmt-Administrators/Technicians	2	1	2.8	All Other Personnel	41	6	44.8
Pharmacy Personnel	1	3	2.5				
Clinical Laboratory Personnel	4	0	4.0				
				<b>Total</b>	<b>117</b>	<b>37</b>	<b>133.6</b>

**037 Gundersen Moundview Hospital and Clinics**

Friendship, WI 53934

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$22,928,218	50.4%	44.8%	1.13	51.2%	0.99	45.4%	1.11	47.0%	1.07
Medical Assistance	\$9,382,887	20.6%	14.4%	1.44	14.0%	1.47	11.2%	1.84	23.1%	0.90
Commercial	\$11,177,487	24.6%	36.6%	0.67	30.8%	0.80	40.6%	0.61	25.9%	0.95
All Other	\$1,959,368	4.3%	4.2%	1.02	4.0%	1.08	2.8%	1.52	4.1%	1.06
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$13,646,528	30.0%	32.9%	0.91	34.8%	0.86	26.7%	1.12	27.0%	1.11
Medical Assistance	\$7,214,341	15.9%	10.7%	1.48	10.5%	1.51	7.8%	2.03	16.2%	0.98
Commercial	\$4,381,551	9.6%	14.8%	0.65	7.6%	1.28	13.1%	0.74	9.0%	1.07
Charity Care	\$105,861	0.2%	1.0%	0.24	1.2%	0.19	0.5%	0.46	0.2%	1.13
Bad Debt	\$1,659,035	3.7%	1.1%	3.45	0.9%	3.97	1.6%	2.30	3.1%	1.19
All Other	-\$1,059,068	-2.3%	1.9%	N/A	1.6%	N/A	1.0%	N/A	0.0%	N/A
Total Deductions	\$25,948,248	57.1%	62.4%	0.91	56.5%	1.01	50.8%	1.12	55.5%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	3.3%	6.3%	0.52	12.4%	0.26	3.0%	1.11	3.5%	0.93	
Net Gains/Losses as % of Net Income	25.5%	12.7%	2.01	12.7%	2.01	4.4%	5.76	8.3%	3.07	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$9,805,490	50.3%	44.7%	1.12	43.5%	1.16	48.1%	1.05	50.4%	1.00
Supplies & Services	\$8,207,388	42.1%	47.9%	0.88	50.5%	0.83	43.6%	0.97	40.0%	1.05
Capital Component	\$1,469,596	7.5%	7.4%	1.02	6.0%	1.25	8.2%	0.92	9.5%	0.79
<b>Fiscal Statistics</b>										
Operating Margin (%)	3.4%	8.9%	0.38	16.0%	0.21	14.0%	0.24	9.7%	0.35	
Total Hospital Net Income (%)	4.5%	10.1%	0.44	17.9%	0.25	14.5%	0.31	10.4%	0.43	
Return on Equity (%)	5.2%	7.6%	0.68	22.9%	0.23	12.9%	0.40	11.8%	0.44	
Current Ratio	2.8	5.6	0.50	2.8	1.00	3.6	0.79	2.5	1.14	
Days in Net Patient Accounts Receivable	52.0	51.4	1.01	44.6	1.17	54.9	0.95	51.0	1.02	
Average Payment Period	58.4	41.5	1.41	37.4	1.56	53.8	1.08	71.5	0.82	
Equity Financing (%)	65.7%	73.6%	0.89	54.2%	1.21	59.1%	1.11	59.8%	1.10	
Long-Term Debt to Equity Ratio	0.3	0.2	1.60	0.5	0.56	0.5	0.58	0.3	0.76	
Times Interest Earned	5.0	14.1	0.36	25.4	0.20	14.4	0.35	9.8	0.51	
Total Asset Turnover	1.2	0.7	1.55	1.2	0.92	0.9	1.30	1.1	1.02	
Average Age of Plant (Years)	13.6	9.3	1.47	8.3	1.64	9.3	1.46	11.0	1.24	
Increase (Decrease) Total Net Patient Revenue	1.5%	3.6%	0.42	2.3%	0.66	4.3%	0.35	8.1%	0.19	
Outpatient Gross Revenue (% of Total GPR)	93.4%	60.9%	1.53	59.5%	1.57	74.3%	1.26	94.5%	0.99	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$16,091	\$15,675	1.03	\$13,883	1.16	\$14,111	1.14	\$11,855	1.36	
Inpatient Net Revenue per Day	\$3,653	\$3,540	1.03	\$3,352	1.09	\$4,070	0.90	\$2,811	1.30	
Outpatient Net Revenue per Visit	\$505	\$654	0.77	\$806	0.63	\$801	0.63	\$465	1.09	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$45,447,960	Cash & Cash Equivalents	\$4,777,381	Current Liabilities	\$2,969,661
Less Deductions	\$25,948,248	Net Patient Receivables	\$2,777,023	Long-Term Debt	\$3,041,813
Net Patient Revenue	\$19,499,712	Other Receivables	\$233,311	Other Liabilities	\$0
Plus Other Revenue	\$660,695			Subtotal	\$6,011,474
Total Revenue	\$20,160,407	Land, Buildings & Equipment (Net)	\$8,049,328	Unrestricted Fund Balance	\$11,500,566
Less Expenses	\$19,482,474	Other Assets	\$1,674,997	Restricted Fund Balance	\$555,184
Non-Operating Gains/Losses	\$231,931			Total Liabilities & Fund Balance	\$17,512,040
Net Income	\$909,864	Total Assets	\$17,512,040		

**195 Orthopaedic Hospital of Wisconsin**  
 475 West River Woods Parkway  
 Glendale, WI 53212  
 414-961-6800

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Partnership

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	55.4%	N/A	70.7%	N/A	19.8%	N/A	0.0%	N/A
Obstetrics	0.0%	38.4%	N/A	47.2%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	29.0%	56.3%	0.52	69.7%	0.42	23.2%	1.25	28.2%	1.03
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	26.5	N/A	114.3	N/A	3.3	N/A	0.0	N/A
Obstetrics	0.0	5.0	N/A	20.4	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	14.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.7	48.3	0.18	169.0	0.05	4.7	1.85	8.5	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.9	N/A	4.6	N/A	3.0	N/A	0.0	N/A
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.3	4.3	0.53	5.3	0.43	2.9	0.78	2.4	0.96
<b>Surgical Operations</b>									
Inpatient	1,371	1,408	0.97	3,217	0.43	249	5.50	1,295	1.06
Outpatient	6,920	4,098	1.69	5,734	1.21	1,286	5.38	6,918	1.00
Inpatient as % of All Surgeries	16.5%	25.6%	0.65	35.9%	0.46	16.2%	1.02	15.8%	1.05
<b>Outpatient Visits</b>									
Non-Emergency Visits	36,158	132,001	0.27	280,833	0.13	24,580	1.47	28,954	1.25
Emergency Visits	0	17,964	N/A	47,284	N/A	4,890	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	18.9	0.37	41.5	0.17	5.9	1.19	6.0	1.17
Nurses, Licensed	56.2	244.4	0.23	715.7	0.08	42.0	1.34	55.9	1.00
Ancillary Nursing Personnel	11.7	40.0	0.29	132.0	0.09	8.1	1.45	12.0	0.98
All Other Personnel	122.8	484.8	0.25	1,177.1	0.10	98.5	1.25	115.2	1.07
Total FTEs	197.6	788.1	0.25	2,066.3	0.10	154.4	1.28	189.1	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	34.7	15.1	2.30	11.9	2.92	32.0	1.08	30.4	1.14
Nurses, Licensed	278.1	195.2	1.42	204.4	1.36	227.6	1.22	283.6	0.98
Ancillary Nursing Personnel	58.1	32.0	1.82	37.7	1.54	43.9	1.32	60.9	0.95
All Other Personnel	608.0	387.3	1.57	336.1	1.81	534.3	1.14	584.0	1.04
Total FTEs	978.9	629.5	1.55	590.0	1.66	837.8	1.17	959.0	1.02

**Total Hospital:**  
 Beds Set Up & Staffed 30  
 Discharges 1,392  
 Inpatient Days 3,178

**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 0  
 Total Births 0  
 Newborn Days 0

**195 Orthopaedic Hospital of Wisconsin**  
Glendale, WI 53212

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	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	30	1,392	3,178	29.0%	8.7	2.3
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	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	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	5	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	7	0	7.0	Surgical Personnel	21	5	23.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	4	8.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	34	41	54.6	Occupational Therapists	2	6	5.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	13	13	20.0
Ancillary Nursing Personnel	8	11	11.7	Physical Therapy Assistants/Aides	4	0	4.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	1	1.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	4	2.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	18	9	23.4
Health Info Mgmt-Administrators/Technicians	10	1	10.5	All Other Personnel	14	4	15.9
Pharmacy Personnel	3	5	3.9				
Clinical Laboratory Personnel	3	6	5.3				
				<b>Total</b>	<b>144</b>	<b>110</b>	<b>197.6</b>



**195 Orthopaedic Hospital of Wisconsin**

Glendale, WI 53212

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$54,883,151	36.6%	44.8%	0.82	41.7%	0.88	45.4%	0.81	32.8%	1.11
Medical Assistance	\$11,953,802	8.0%	14.4%	0.55	21.7%	0.37	11.2%	0.71	8.5%	0.94
Commercial	\$82,809,315	55.2%	36.6%	1.51	33.0%	1.67	40.6%	1.36	58.2%	0.95
All Other	\$500,090	0.3%	4.2%	0.08	3.6%	0.09	2.8%	0.12	0.4%	0.78
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$40,307,110	26.8%	32.9%	0.82	32.1%	0.84	26.7%	1.00	24.0%	1.12
Medical Assistance	\$10,167,512	6.8%	10.7%	0.63	16.1%	0.42	7.8%	0.86	7.5%	0.90
Commercial	\$32,080,279	21.4%	14.8%	1.44	14.5%	1.48	13.1%	1.63	22.5%	0.95
Charity Care	\$230,210	0.2%	1.0%	0.16	1.3%	0.12	0.5%	0.30	0.4%	0.35
Bad Debt	\$916,797	0.6%	1.1%	0.58	0.9%	0.67	1.6%	0.39	0.9%	0.66
All Other	\$492,386	0.3%	1.9%	0.17	1.1%	0.30	1.0%	0.32	0.3%	1.16
Total Deductions	\$84,194,294	56.1%	62.4%	0.90	65.9%	0.85	50.8%	1.10	55.7%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.2%	6.3%	0.20	3.5%	0.36	3.0%	0.42	0.7%	1.87
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	N/A	N/A	4.4%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$16,962,787	42.7%	44.7%	0.95	37.1%	1.15	48.1%	0.89	41.2%	1.04
Supplies & Services	\$20,481,376	51.6%	47.9%	1.08	56.6%	0.91	43.6%	1.18	53.6%	0.96
Capital Component	\$2,263,156	5.7%	7.4%	0.77	6.4%	0.89	8.2%	0.69	5.2%	1.09
<b>Fiscal Statistics</b>										
Operating Margin (%)		40.5%	8.9%	4.53	9.7%	4.17	14.0%	2.91	40.8%	0.99
Total Hospital Net Income (%)		40.5%	10.1%	4.01	9.0%	4.51	14.5%	2.79	40.8%	0.99
Return on Equity (%)		48.9%	7.6%	6.44	6.2%	7.85	12.9%	3.79	49.9%	0.98
Current Ratio		4.9	5.6	0.86	11.0	0.44	3.6	1.35	5.2	0.93
Days in Net Patient Accounts Receivable		60.9	51.4	1.18	50.4	1.21	54.9	1.11	58.8	1.04
Average Payment Period		44.1	41.5	1.06	28.5	1.55	53.8	0.82	40.1	1.10
Equity Financing (%)		74.5%	73.6%	1.01	78.6%	0.95	59.1%	1.26	73.5%	1.01
Long-Term Debt to Equity Ratio		0.2	0.2	1.33	0.1	2.61	0.5	0.48	0.2	0.90
Times Interest Earned		242.6	14.1	17.23	13.4	18.15	14.4	16.80	349.2	0.69
Total Asset Turnover		1.2	0.7	1.63	0.7	1.72	0.9	1.37	1.2	0.99
Average Age of Plant (Years)		9.2	9.3	0.99	9.8	0.94	9.3	0.98	9.0	1.01
Increase (Decrease) Total Net Patient Revenue		3.9%	3.6%	1.09	4.0%	0.97	4.3%	0.92	3.5%	1.13
Outpatient Gross Revenue (% of Total GPR)		56.7%	60.9%	0.93	51.1%	1.11	74.3%	0.76	57.1%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$21,213		\$15,675	1.35	\$19,662	1.08	\$14,111	1.50	\$21,233	1.00
Inpatient Net Revenue per Day	\$9,245		\$3,540	2.61	\$3,637	2.54	\$4,070	2.27	\$8,961	1.03
Outpatient Net Revenue per Visit	\$1,033		\$654	1.58	\$707	1.46	\$801	1.29	\$1,279	0.81

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$150,146,358	Cash & Cash Equivalents	\$10,066,091	Current Liabilities	\$4,568,054
Less Deductions	\$84,194,294	Net Patient Receivables	\$10,997,619	Long-Term Debt	\$9,055,116
Net Patient Revenue	\$65,952,064	Other Receivables	\$0	Other Liabilities	\$475,658
Plus Other Revenue	\$832,372			Subtotal	\$14,098,828
Total Revenue	\$66,784,436	Land, Buildings & Equipment (Net)	\$33,170,783	Unrestricted Fund Balance	\$41,230,456
Less Expenses	\$39,707,319	Other Assets	\$1,094,791	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$5,993			Total Liabilities & Fund Balance	\$55,329,284
Net Income	\$27,071,124	Total Assets	\$55,329,284		

**315 Aurora Medical Center in Grafton**  
 975 Port Washington Road  
 Grafton, WI 53024  
 262-392-4321

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

County: Ozaukee  
 Analysis Area: Southeastern (2A)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	69.9%	55.4%	1.26	52.9%	1.32	58.7%	1.19	65.9%	1.06
Obstetrics	36.4%	38.4%	0.95	30.5%	0.21	36.5%	1.00	36.6%	0.99
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	60.8%	56.3%	1.08	48.2%	1.26	58.0%	1.05	57.7%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	58.7	26.5	2.21	35.0	1.68	38.4	1.53	55.4	1.06
Obstetrics	6.5	5.0	1.30	5.7	1.14	7.1	0.92	6.6	0.99
Pediatrics	0.0	1.4	N/A	0.3	N/A	5.4	N/A	0.0	N/A
Total Hospital	77.2	48.3	1.60	55.0	1.40	79.6	0.97	73.2	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.88	3.6	0.96	3.8	0.90	3.3	1.04
Obstetrics	2.4	2.6	0.92	2.3	1.00	2.5	0.93	2.4	1.00
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.81	3.9	0.90	4.4	0.81	3.4	1.03
<b>Surgical Operations</b>									
Inpatient	2,955	1,408	2.10	1,426	2.07	1,955	1.51	3,058	0.97
Outpatient	5,945	4,098	1.45	3,666	1.62	5,493	1.08	6,282	0.95
Inpatient as % of All Surgeries	33.2%	25.6%	1.30	28.0%	1.19	26.2%	1.26	32.7%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	110,495	132,001	0.84	147,718	0.75	208,790	0.53	102,960	1.07
Emergency Visits	17,985	17,964	1.00	23,681	0.76	31,589	0.57	16,328	1.10
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	16.9	18.9	0.89	19.1	0.88	28.7	0.59	11.0	1.53
Nurses, Licensed	421.7	244.4	1.73	263.5	1.60	343.5	1.23	372.6	1.13
Ancillary Nursing Personnel	78.1	40.0	1.95	43.7	1.79	56.6	1.38	62.9	1.24
All Other Personnel	653.4	484.8	1.35	513.5	1.27	642.7	1.02	445.9	1.47
Total FTEs	1,170.1	788.1	1.48	839.7	1.39	1,071.5	1.09	892.4	1.31
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.2	15.1	0.61	11.9	0.78	14.6	0.63	6.6	1.40
Nurses, Licensed	231.4	195.2	1.19	164.8	1.40	174.3	1.33	223.4	1.04
Ancillary Nursing Personnel	42.9	32.0	1.34	27.3	1.57	28.7	1.49	37.7	1.14
All Other Personnel	358.5	387.3	0.93	321.1	1.12	326.0	1.10	267.4	1.34
Total FTEs	642.0	629.5	1.02	525.2	1.22	543.5	1.18	535.1	1.20

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	127	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	8,001	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	892
Inpatient Days	28,172			Inpatient Days	0	Newborn Days	1,880

**315 Aurora Medical Center in Grafton**  
Grafton, WI 53024

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	84	6,290	21,440	69.9%	58.7	3.4
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	4	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	18	1,017	2,390	36.4%	6.5	2.4
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	5	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	14	370	3,208	62.8%	8.8	8.7
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	11	98	1,134	28.2%	3.1	11.6
Other Intensive Care	3	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	16	1	16.9	Surgical Personnel	19	7	23.4
Physicians & Dentists	59	16	61.3	Radiological Services Personnel	46	35	64.1
Medical & Dental Residents	0	0	0.0	Sonographers	7	2	8.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	6	12.1
Registered Nurses	277	170	393.4	Occupational Therapists	6	14	12.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	19	21	31.9
Ancillary Nursing Personnel	34	110	78.1	Physical Therapy Assistants/Aides	3	2	4.4
Medical Assistants	9	0	9.0	Recreational Therapists	0	0	0.0
Physician Assistants	13	2	14.0	Dietitians & Nutritionists	2	1	2.0
Nurse Practitioners	24	8	27.3	Psychologists	5	0	5.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	2	6.3
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	186	106	239.7
Health Info Mgmt-Administrators/Technicians	3	5	5.7	All Other Personnel	99	33	118.8
Pharmacy Personnel	15	11	17.9				
Clinical Laboratory Personnel	16	1	16.2				
				<b>Total</b>	<b>874</b>	<b>554</b>	<b>1,170.1</b>

**315 Aurora Medical Center in Grafton**  
Grafton, WI 53024

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$386,101,876	48.8%	44.8%	1.09	48.2%	1.01	40.7%	1.20	47.8%	1.02
Medical Assistance	\$53,299,649	6.7%	14.4%	0.47	10.5%	0.64	19.9%	0.34	6.0%	1.13
Commercial	\$338,752,987	42.8%	36.6%	1.17	38.7%	1.11	35.3%	1.21	44.8%	0.96
All Other	\$12,639,857	1.6%	4.2%	0.38	2.5%	0.64	4.1%	0.39	1.4%	1.15
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$318,464,580	40.3%	32.9%	1.22	37.8%	1.06	30.5%	1.32	39.3%	1.03
Medical Assistance	\$44,368,147	5.6%	10.7%	0.52	8.1%	0.69	14.4%	0.39	4.9%	1.15
Commercial	\$168,393,026	21.3%	14.8%	1.44	16.8%	1.27	13.0%	1.64	22.2%	0.96
Charity Care	\$5,250,557	0.7%	1.0%	0.67	1.0%	0.69	1.0%	0.64	0.5%	1.44
Bad Debt	\$5,815,372	0.7%	1.1%	0.70	1.0%	0.72	1.0%	0.72	0.8%	0.93
All Other	\$5,699,606	0.7%	1.9%	0.38	1.1%	0.68	2.2%	0.32	0.7%	1.07
Total Deductions	\$547,991,288	69.3%	62.4%	1.11	65.8%	1.05	62.2%	1.11	68.3%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.4%	6.3%	0.07		4.3%	0.10	9.8%	0.04	0.4%	1.01
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	4.7%	N/A	0.3%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$71,381,944	36.0%	44.7%	0.81	39.6%	0.91	42.9%	0.84	36.1%	1.00
Supplies & Services	\$108,559,966	54.8%	47.9%	1.14	51.6%	1.06	48.6%	1.13	54.4%	1.01
Capital Component	\$18,260,392	9.2%	7.4%	1.25	8.7%	1.06	8.5%	1.08	9.6%	0.96
<b>Fiscal Statistics</b>										
Operating Margin (%)	18.7%	8.9%	2.09		11.5%	1.62	13.6%	1.38	21.3%	0.88
Total Hospital Net Income (%)	18.1%	10.1%	1.79		10.0%	1.81	14.1%	1.28	21.3%	0.85
Return on Equity (%)	9.0%	7.6%	1.18		6.2%	1.45	10.4%	0.87	11.4%	0.79
Current Ratio	15.0	5.6	2.66		8.9	1.68	6.4	2.34	11.2	1.35
Days in Net Patient Accounts Receivable	52.5	51.4	1.02		48.8	1.08	47.5	1.11	54.2	0.97
Average Payment Period	32.4	41.5	0.78		42.8	0.76	36.9	0.88	36.2	0.90
Equity Financing (%)	93.4%	73.6%	1.27		80.2%	1.16	68.5%	1.36	92.5%	1.01
Long-Term Debt to Equity Ratio	0.0	0.2	0.21		0.1	0.32	0.2	0.23	0.0	0.88
Times Interest Earned	41.2	14.1	2.92		13.9	2.96	17.7	2.32	42.6	0.97
Total Asset Turnover	0.5	0.7	0.67		0.6	0.79	0.7	0.68	0.5	0.94
Average Age of Plant (Years)	7.7	9.3	0.83		8.9	0.87	7.9	0.98	7.7	1.00
Increase (Decrease) Total Net Patient Revenue	3.0%	3.6%	0.83		1.8%	1.67	2.0%	1.50	11.7%	0.26
Outpatient Gross Revenue (% of Total GPR)	55.1%	60.9%	0.91		63.2%	0.87	59.1%	0.93	53.9%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,872	\$15,675	0.88		\$12,886	1.08	\$14,805	0.94	\$14,156	0.98
Inpatient Net Revenue per Day	\$3,720	\$3,540	1.05		\$3,088	1.20	\$3,359	1.11	\$3,945	0.94
Outpatient Net Revenue per Visit	\$1,071	\$654	1.64		\$646	1.66	\$542	1.98	\$1,095	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$790,794,369	Cash & Cash Equivalents	\$202,359,410	Current Liabilities	\$16,126,197
Less Deductions	\$547,991,288	Net Patient Receivables	\$34,936,564	Long-Term Debt	\$15,959,445
Net Patient Revenue	\$242,803,081	Other Receivables	\$501,302	Other Liabilities	\$0
Plus Other Revenue	\$1,021,254			Subtotal	\$32,085,642
Total Revenue	\$243,824,335	Land, Buildings & Equipment (Net)	\$241,517,420	Unrestricted Fund Balance	\$455,111,372
Less Expenses	\$198,202,302	Other Assets	\$7,882,318	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,787,734			Total Liabilities & Fund Balance	\$487,197,014
Net Income	\$43,834,299	Total Assets	\$487,197,014		

**038 Burnett Medical Center**  
 257 W St George Avenue  
 Grantsburg, WI 54840  
 715-463-5353

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Burnett  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	11.1%	55.4%	0.20	20.9%	0.53	19.8%	0.56	12.4%	0.89
Obstetrics	4.4%	38.4%	0.11	19.4%	0.00	18.3%	0.24	7.5%	0.58
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	10.3%	56.3%	0.18	22.7%	0.45	23.2%	0.44	11.8%	0.87
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.7	26.5	0.06	4.0	0.41	3.3	0.50	1.9	0.89
Obstetrics	0.1	5.0	0.02	0.7	0.12	0.5	0.16	0.2	0.58
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.7	48.3	0.04	5.5	0.32	4.7	0.37	2.0	0.87
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.9	0.65	2.9	0.88	3.0	0.84	2.7	0.95
Obstetrics	2.1	2.6	0.83	2.2	0.99	2.2	0.96	1.7	1.28
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.58	3.1	0.83	2.9	0.86	2.5	0.99
<b>Surgical Operations</b>									
Inpatient	23	1,408	0.02	57	0.40	249	0.09	24	0.96
Outpatient	472	4,098	0.12	963	0.49	1,286	0.37	506	0.93
Inpatient as % of All Surgeries	4.6%	25.6%	0.18	5.6%	0.83	16.2%	0.29	4.5%	1.03
<b>Outpatient Visits</b>									
Non-Emergency Visits	28,978	132,001	0.22	18,612	1.56	24,580	1.18	29,740	0.97
Emergency Visits	4,314	17,964	0.24	7,144	0.60	4,890	0.88	4,185	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.0	18.9	0.32	3.9	1.56	5.9	1.02	6.0	1.00
Nurses, Licensed	31.7	244.4	0.13	55.2	0.57	42.0	0.75	34.7	0.91
Ancillary Nursing Personnel	0.0	40.0	N/A	9.0	N/A	8.1	N/A	0.0	N/A
All Other Personnel	92.3	484.8	0.19	137.0	0.67	98.5	0.94	94.7	0.97
Total FTEs	129.9	788.1	0.16	205.0	0.63	154.4	0.84	135.4	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	41.6	15.1	2.76	11.1	3.75	32.0	1.30	43.2	0.96
Nurses, Licensed	219.5	195.2	1.12	158.7	1.38	227.6	0.96	249.7	0.88
Ancillary Nursing Personnel	0.0	32.0	N/A	25.8	N/A	43.9	N/A	0.0	N/A
All Other Personnel	639.7	387.3	1.65	394.2	1.62	534.3	1.20	680.9	0.94
Total FTEs	900.7	629.5	1.43	589.9	1.53	837.8	1.08	973.8	0.92

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	2
Discharges	253	Preferred Provider Organization (PPO)	Yes	Discharges	46	Total Births	18
Inpatient Days	638			Inpatient Days	363	Newborn Days	31

**038 Burnett Medical Center**  
Grantsburg, WI 54840

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	15	238	606	11.1%	1.7	2.5
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	2	15	32	4.4%	0.1	2.1
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	6	0	6.0	Surgical Personnel	0	2	1.3
Physicians & Dentists	2	0	2.0	Radiological Services Personnel	2	4	4.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	12	20	23.8	Occupational Therapists	0	1	0.6
Certified Nurse Midwives	0	1	0.6	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	3	2	4.3	Physical Therapists	2	1	2.6
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	5	0	5.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	0.9
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	4	0	4.0
Health Info Mgmt-Administrators/Technicians	9	2	10.4	All Other Personnel	38	27	52.0
Pharmacy Personnel	1	2	2.2				
Clinical Laboratory Personnel	5	0	5.0				
				<b>Total</b>	<b>94</b>	<b>64</b>	<b>129.9</b>

**038 Burnett Medical Center**  
Grantsburg, WI 54840

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$15,156,698	49.7%	44.8%	1.11	48.8%	1.02	45.4%	1.10	50.1%	0.99
Medical Assistance	\$4,609,139	15.1%	14.4%	1.05	18.2%	0.83	11.2%	1.34	15.2%	1.00
Commercial	\$8,470,478	27.8%	36.6%	0.76	29.1%	0.96	40.6%	0.68	27.7%	1.00
All Other	\$2,267,932	7.4%	4.2%	1.76	3.9%	1.88	2.8%	2.62	7.0%	1.06
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,358,991	24.1%	32.9%	0.73	27.1%	0.89	26.7%	0.90	23.9%	1.01
Medical Assistance	\$2,528,372	8.3%	10.7%	0.77	11.3%	0.73	7.8%	1.06	8.5%	0.98
Commercial	\$2,458,522	8.1%	14.8%	0.54	4.4%	1.82	13.1%	0.61	7.8%	1.03
Charity Care	\$22,634	0.1%	1.0%	0.08	0.8%	0.09	0.5%	0.15	0.0%	1.67
Bad Debt	\$1,105,567	3.6%	1.1%	3.43	2.2%	1.68	1.6%	2.29	2.7%	1.33
All Other	\$770,564	2.5%	1.9%	1.32	1.0%	2.53	1.0%	2.49	2.9%	0.87
Total Deductions	\$14,244,650	46.7%	62.4%	0.75	46.8%	1.00	50.8%	0.92	45.9%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.6%	6.3%	0.09		1.4%	0.40	3.0%	0.19	0.8%	0.67
Net Gains/Losses as % of Net Income	12.5%	12.7%	0.98		29.4%	0.42	4.4%	2.82	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$8,905,922	55.5%	44.7%	1.24	53.0%	1.05	48.1%	1.15	55.3%	1.00
Supplies & Services	\$5,171,762	32.2%	47.9%	0.67	39.2%	0.82	43.6%	0.74	31.5%	1.02
Capital Component	\$1,983,166	12.3%	7.4%	1.67	7.8%	1.58	8.2%	1.50	13.2%	0.94
<b>Fiscal Statistics</b>										
Operating Margin (%)	1.8%	8.9%	0.20		8.3%	0.21	14.0%	0.13	-0.7%	N/A
Total Hospital Net Income (%)	2.0%	10.1%	0.20		11.3%	0.18	14.5%	0.14	-0.1%	N/A
Return on Equity (%)	1.8%	7.6%	0.23		7.2%	0.25	12.9%	0.14	-0.1%	N/A
Current Ratio	2.6	5.6	0.47		5.9	0.44	3.6	0.73	2.7	0.98
Days in Net Patient Accounts Receivable	61.6	51.4	1.20		53.6	1.15	54.9	1.12	67.9	0.91
Average Payment Period	46.4	41.5	1.12		50.0	0.93	53.8	0.86	49.8	0.93
Equity Financing (%)	23.7%	73.6%	0.32		77.1%	0.31	59.1%	0.40	25.3%	0.94
Long-Term Debt to Equity Ratio	2.7	0.2	16.20		0.2	14.65	0.5	5.85	2.5	1.08
Times Interest Earned	1.7	14.1	0.12		15.0	0.11	14.4	0.11	1.0	1.72
Total Asset Turnover	0.9	0.7	1.19		0.6	1.43	0.9	1.00	0.8	1.13
Average Age of Plant (Years)	16.4	9.3	1.76		9.9	1.66	9.3	1.75	14.1	1.16
Increase (Decrease) Total Net Patient Revenue	4.8%	3.6%	1.32		8.8%	0.55	4.3%	1.11	4.0%	1.20
Outpatient Gross Revenue (% of Total GPR)	87.9%	60.9%	1.44		83.8%	1.05	74.3%	1.18	85.7%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,545	\$15,675	0.55		\$11,112	0.77	\$14,111	0.61	\$8,176	1.05
Inpatient Net Revenue per Day	\$2,490	\$3,540	0.70		\$2,936	0.85	\$4,070	0.61	\$2,349	1.06
Outpatient Net Revenue per Visit	\$444	\$654	0.68		\$1,072	0.41	\$801	0.55	\$402	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$30,504,247	Cash & Cash Equivalents	\$1,276,418	Current Liabilities	\$1,908,008
Less Deductions	\$14,244,650	Net Patient Receivables	\$2,743,069	Long-Term Debt	\$11,765,620
Net Patient Revenue	\$16,259,597	Other Receivables	\$340,521	Other Liabilities	\$432,883
Plus Other Revenue	\$90,154			Subtotal	\$14,106,511
Total Revenue	\$16,349,751	Land, Buildings & Equipment (Net)	\$10,756,505	Unrestricted Fund Balance	\$4,387,640
Less Expenses	\$16,060,850	Other Assets	\$3,377,638	Restricted Fund Balance	\$30,290
Non-Operating Gains/Losses	\$41,140			Total Liabilities & Fund Balance	\$18,494,151
Net Income	\$330,041	Total Assets	\$18,494,151		

**197 Aurora BayCare Medical Center in Green Bay**  
 PO Box 8900, 2845 Greenbrier Drive  
 Green Bay, WI 54308  
 920-288-8000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Partnership

County: Brown  
 Analysis Area: Northeastern (4)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	66.3%	55.4%	1.19	49.3%	1.34	68.9%	0.96	59.0%	1.12
Obstetrics	49.7%	38.4%	1.29	36.0%	0.32	47.9%	1.04	49.5%	1.00
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	65.0%	56.3%	1.15	48.0%	1.35	66.1%	0.98	60.3%	1.08
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	63.6	26.5	2.40	23.1	2.75	101.6	0.63	56.6	1.12
Obstetrics	11.4	5.0	2.27	4.4	2.62	14.7	0.78	11.4	1.00
Pediatrics	0.0	1.4	N/A	0.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	108.5	48.3	2.25	40.6	2.67	193.9	0.56	100.7	1.08
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.9	0.84	3.5	0.94	4.3	0.76	3.3	1.00
Obstetrics	2.5	2.6	0.98	2.5	1.02	2.7	0.91	2.6	0.98
Pediatrics	0.0	3.5	N/A	3.3	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.9	4.3	0.90	3.6	1.08	4.8	0.82	4.0	0.97
<b>Surgical Operations</b>									
Inpatient	3,627	1,408	2.58	1,238	2.93	5,364	0.68	3,674	0.99
Outpatient	13,297	4,098	3.24	4,498	2.96	13,857	0.96	13,015	1.02
Inpatient as % of All Surgeries	21.4%	25.6%	0.84	21.6%	0.99	27.9%	0.77	22.0%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	327,712	132,001	2.48	188,046	1.74	422,002	0.78	292,972	1.12
Emergency Visits	27,752	17,964	1.54	19,336	1.44	48,744	0.57	26,539	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	22.0	18.9	1.16	17.5	1.26	55.0	0.40	21.0	1.05
Nurses, Licensed	630.6	244.4	2.58	253.8	2.48	909.8	0.69	506.6	1.24
Ancillary Nursing Personnel	106.8	40.0	2.67	33.6	3.17	148.5	0.72	98.9	1.08
All Other Personnel	1,011.3	484.8	2.09	503.6	2.01	1,773.6	0.57	735.7	1.37
Total FTEs	1,770.7	788.1	2.25	808.6	2.19	2,886.8	0.61	1,362.2	1.30
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.3	15.1	0.42	12.8	0.49	12.1	0.52	6.7	0.94
Nurses, Licensed	180.2	195.2	0.92	186.1	0.97	199.8	0.90	161.8	1.11
Ancillary Nursing Personnel	30.5	32.0	0.95	24.7	1.24	32.6	0.94	31.6	0.97
All Other Personnel	289.0	387.3	0.75	369.2	0.78	389.6	0.74	234.9	1.23
Total FTEs	505.9	629.5	0.80	592.8	0.85	634.1	0.80	435.0	1.16

**Total Hospital:**  
 Beds Set Up & Staffed 167  
 Discharges 10,139  
 Inpatient Days 39,614

**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 26  
 Total Births 1,413  
 Newborn Days 2,890



**197 Aurora BayCare Medical Center in Green Bay**  
Green Bay, WI 54308

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	96	7,112	23,214	66.3%	63.6	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	6	95	1,385	63.2%	3.8	14.6
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	23	1,660	4,169	49.7%	11.4	2.5
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	5	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	24	677	6,203	70.8%	17.0	9.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	177	4,643	70.7%	12.7	26.2
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	22	0	22.0	Surgical Personnel	37	15	43.4
Physicians & Dentists	71	4	72.4	Radiological Services Personnel	57	18	71.0
Medical & Dental Residents	0	0	0.0	Sonographers	17	8	21.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	18	16	26.9
Registered Nurses	477	204	598.7	Occupational Therapists	11	6	14.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	3	2.1
Licensed Practical Nurses	8	6	12.1	Physical Therapists	32	8	37.6
Ancillary Nursing Personnel	79	62	106.8	Physical Therapy Assistants/Aides	7	8	12.0
Medical Assistants	20	11	29.2	Recreational Therapists	0	1	0.1
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	7	3	8.6
Nurse Practitioners	16	4	18.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	2	6.8
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	254	142	332.9
Health Info Mgmt-Administrators/Technicians	28	9	33.5	All Other Personnel	169	102	239.2
Pharmacy Personnel	28	7	31.8				
Clinical Laboratory Personnel	19	8	23.9				
				<b>Total</b>	<b>1,389</b>	<b>647</b>	<b>1,770.7</b>

**197 Aurora BayCare Medical Center in Green Bay**

Green Bay, WI 54308

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$489,405,021	40.5%	44.8%	0.90	46.0%	0.88	45.3%	0.89	39.2%	1.03
Medical Assistance	\$132,543,334	11.0%	14.4%	0.76	12.0%	0.91	13.1%	0.83	11.4%	0.96
Commercial	\$558,627,041	46.2%	36.6%	1.26	38.7%	1.19	37.0%	1.25	47.0%	0.98
All Other	\$28,219,411	2.3%	4.2%	0.55	3.2%	0.73	4.5%	0.52	2.4%	0.98
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$389,332,774	32.2%	32.9%	0.98	33.6%	0.96	34.5%	0.93	30.7%	1.05
Medical Assistance	\$103,450,906	8.6%	10.7%	0.80	9.0%	0.95	10.2%	0.84	8.9%	0.96
Commercial	\$240,783,001	19.9%	14.8%	1.35	15.8%	1.26	16.0%	1.24	19.6%	1.02
Charity Care	\$10,667,537	0.9%	1.0%	0.89	0.9%	0.97	1.0%	0.91	0.7%	1.21
Bad Debt	\$11,644,835	1.0%	1.1%	0.91	0.8%	1.14	1.0%	0.98	1.0%	1.01
All Other	\$11,923,886	1.0%	1.9%	0.51	1.9%	0.52	1.9%	0.52	1.1%	0.90
Total Deductions	\$767,802,939	63.5%	62.4%	1.02	62.1%	1.02	64.5%	0.98	61.9%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	3.5%	6.3%	0.55	3.8%	0.92	5.9%	0.59	2.9%	1.18	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	20.8%	N/A	17.3%	N/A	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$130,060,811	38.8%	44.7%	0.87	46.9%	0.83	44.0%	0.88	38.3%	1.01
Supplies & Services	\$192,212,001	57.4%	47.9%	1.20	45.3%	1.27	49.6%	1.16	55.9%	1.03
Capital Component	\$12,670,608	3.8%	7.4%	0.51	7.7%	0.49	6.4%	0.59	5.8%	0.65
<b>Fiscal Statistics</b>										
Operating Margin (%)	26.7%	8.9%	2.98	11.6%	2.30	7.7%	3.49	26.9%	0.99	
Total Hospital Net Income (%)	26.6%	10.1%	2.64	14.2%	1.87	9.1%	2.92	26.9%	0.99	
Return on Equity (%)	25.7%	7.6%	3.38	9.8%	2.62	6.9%	3.70	26.7%	0.96	
Current Ratio	3.6	5.6	0.64	4.5	0.81	5.6	0.64	3.7	0.97	
Days in Net Patient Accounts Receivable	59.2	51.4	1.15	51.4	1.15	52.1	1.14	60.1	0.98	
Average Payment Period	82.7	41.5	1.99	55.6	1.49	43.2	1.92	74.7	1.11	
Equity Financing (%)	60.9%	73.6%	0.83	73.0%	0.83	76.9%	0.79	58.8%	1.04	
Long-Term Debt to Equity Ratio	0.4	0.2	2.35	0.2	1.94	0.1	3.14	0.5	0.84	
Times Interest Earned	-19.9	14.1	N/A	59.3	N/A	17.0	N/A	875.4	N/A	
Total Asset Turnover	1.0	0.7	1.30	0.7	1.44	0.8	1.29	1.0	0.97	
Average Age of Plant (Years)	8.3	9.3	0.89	10.2	0.82	10.4	0.80	8.9	0.94	
Increase (Decrease) Total Net Patient Revenue	7.7%	3.6%	2.12	4.9%	1.56	4.9%	1.56	9.8%	0.78	
Outpatient Gross Revenue (% of Total GPR)	67.6%	60.9%	1.11	69.2%	0.98	56.8%	1.19	66.6%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$16,388	\$15,675	1.05	\$13,057	1.26	\$17,864	0.92	\$16,976	0.97	
Inpatient Net Revenue per Day	\$4,013	\$3,540	1.13	\$3,477	1.15	\$3,709	1.08	\$4,074	0.99	
Outpatient Net Revenue per Visit	\$806	\$654	1.23	\$534	1.51	\$733	1.10	\$826	0.98	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,208,794,807	Cash & Cash Equivalents	\$9,616	Current Liabilities	\$72,267,046
Less Deductions	\$767,802,939	Net Patient Receivables	\$71,481,992	Long-Term Debt	\$111,844,997
Net Patient Revenue	\$440,991,868	Other Receivables	\$1,397,784	Other Liabilities	\$673,855
Plus Other Revenue	\$15,901,437			Subtotal	\$184,785,898
Total Revenue	\$456,893,305	Land, Buildings & Equipment (Net)	\$203,028,024	Unrestricted Fund Balance	\$288,098,486
Less Expenses	\$334,943,420	Other Assets	\$196,966,968	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$334,722	Total Assets	\$472,884,384	Total Liabilities & Fund Balance	\$472,884,384
Net Income	\$121,615,163				

**039 Bellin Hospital**  
 744 S Webster Ave, PO Box 23400  
 Green Bay, WI 54305  
 920-433-3500

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Brown  
 Analysis Area: Northeastern (4)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	55.3%	55.4%	1.00	49.3%	1.12	68.9%	0.80	55.4%	1.00
Obstetrics	50.8%	38.4%	1.33	36.0%	0.25	47.9%	1.06	47.8%	1.06
Pediatrics	10.4%	55.4%	0.19	20.9%	0.50	38.5%	0.27	7.2%	1.45
Total Hospital	48.3%	56.3%	0.86	48.0%	1.01	66.1%	0.73	49.2%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	43.7	26.5	1.65	23.1	1.89	101.6	0.43	43.7	1.00
Obstetrics	9.2	5.0	1.82	4.4	2.10	14.7	0.62	8.6	1.06
Pediatrics	0.9	1.4	0.65	0.6	1.55	3.6	0.65	0.6	1.45
Total Hospital	80.7	48.3	1.67	40.6	1.99	193.9	0.42	82.2	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.92	3.5	1.03	4.3	0.83	3.5	1.02
Obstetrics	2.3	2.6	0.90	2.5	0.94	2.7	0.84	2.3	1.02
Pediatrics	2.1	3.5	0.61	3.3	0.64	3.4	0.63	1.9	1.13
Total Hospital	3.4	4.3	0.80	3.6	0.95	4.8	0.73	3.5	1.00
<b>Surgical Operations</b>									
Inpatient	3,611	1,408	2.56	1,238	2.92	5,364	0.67	3,755	0.96
Outpatient	10,474	4,098	2.56	4,498	2.33	13,857	0.76	9,921	1.06
Inpatient as % of All Surgeries	25.6%	25.6%	1.00	21.6%	1.19	27.9%	0.92	27.5%	0.93
<b>Outpatient Visits</b>									
Non-Emergency Visits	1,014,184	132,001	7.68	188,046	5.39	422,002	2.40	954,815	1.06
Emergency Visits	38,870	17,964	2.16	19,336	2.01	48,744	0.80	38,242	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	14.0	18.9	0.74	17.5	0.80	55.0	0.25	17.0	0.82
Nurses, Licensed	873.3	244.4	3.57	253.8	3.44	909.8	0.96	815.0	1.07
Ancillary Nursing Personnel	58.7	40.0	1.47	33.6	1.75	148.5	0.40	59.7	0.98
All Other Personnel	1,875.3	484.8	3.87	503.6	3.72	1,773.6	1.06	1,852.7	1.01
Total FTEs	2,821.3	788.1	3.58	808.6	3.49	2,886.8	0.98	2,744.4	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.3	15.1	0.29	12.8	0.34	12.1	0.36	5.3	0.82
Nurses, Licensed	268.7	195.2	1.38	186.1	1.44	199.8	1.34	253.4	1.06
Ancillary Nursing Personnel	18.1	32.0	0.56	24.7	0.73	32.6	0.55	18.6	0.97
All Other Personnel	577.1	387.3	1.49	369.2	1.56	389.6	1.48	576.0	1.00
Total FTEs	868.2	629.5	1.38	592.8	1.46	634.1	1.37	853.2	1.02

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	167	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	33
Discharges	8,544	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,471
Inpatient Days	29,469			Inpatient Days	0	Newborn Days	2,902

**039 Bellin Hospital**  
Green Bay, WI 54305

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	79	4,448	15,935	55.3%	43.7	3.6
Orthopedic	1	30	2,122	4,404	40.2%	12.1	2.1
Rehabilitation & Physical Medicine	1	14	250	2,697	52.8%	7.4	10.8
Hospice	5	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
<b>Pediatric, acute</b>	1	9	161	342	10.4%	0.9	2.1
<b>Obstetrics</b>	1	18	1,441	3,340	50.8%	9.2	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	1	17	1,554	2,751	44.3%	7.5	1.8
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	14	0	14.0	Surgical Personnel	29	34	51.2
Physicians & Dentists	115	24	128.0	Radiological Services Personnel	67	41	91.9
Medical & Dental Residents	0	0	0.0	Sonographers	15	12	22.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	14	16.2
Registered Nurses	333	482	646.5	Occupational Therapists	6	15	14.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	1.6
Licensed Practical Nurses	80	56	116.0	Physical Therapists	44	22	55.6
Ancillary Nursing Personnel	15	100	58.7	Physical Therapy Assistants/Aides	5	13	13.7
Medical Assistants	91	62	129.9	Recreational Therapists	0	0	0.0
Physician Assistants	29	8	32.8	Dietitians & Nutritionists	5	9	11.3
Nurse Practitioners	74	17	84.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	17	8	20.7	Social Workers	7	11	14.5
Clinical Nurse Specialists	4	2	5.6	All Other Health Professionals	394	92	447.7
Health Info Mgmt-Administrators/Technicians	38	13	46.5	All Other Personnel	496	320	683.5
Pharmacy Personnel	30	16	41.6				
Clinical Laboratory Personnel	51	33	72.2				
				<b>Total</b>	<b>1,966</b>	<b>1,407</b>	<b>2,821.3</b>

**039 Bellin Hospital**  
Green Bay, WI 54305

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>4</sup>	Ratio	Value <sup>7</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$464,204,899	44.8%	44.8%	1.00	46.0%	0.97	45.3%	0.99	45.0%	0.99
Medical Assistance	\$112,688,953	10.9%	14.4%	0.76	12.0%	0.90	13.1%	0.83	10.6%	1.03
Commercial	\$426,800,670	41.1%	36.6%	1.12	38.7%	1.06	37.0%	1.11	41.0%	1.00
All Other	\$33,629,051	3.2%	4.2%	0.77	3.2%	1.01	4.5%	0.72	3.4%	0.94
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$329,289,242	31.7%	32.9%	0.96	33.6%	0.94	34.5%	0.92	33.3%	0.95
Medical Assistance	\$81,664,064	7.9%	10.7%	0.73	9.0%	0.87	10.2%	0.77	8.0%	0.98
Commercial	\$122,404,314	11.8%	14.8%	0.80	15.8%	0.75	16.0%	0.74	14.2%	0.83
Charity Care	\$7,905,176	0.8%	1.0%	0.77	0.9%	0.83	1.0%	0.79	0.5%	1.42
Bad Debt	\$9,394,156	0.9%	1.1%	0.86	0.8%	1.07	1.0%	0.92	0.6%	1.49
All Other	\$14,180,900	1.4%	1.9%	0.71	1.9%	0.72	1.9%	0.72	1.2%	1.12
Total Deductions	\$564,837,852	54.5%	62.4%	0.87	62.1%	0.88	64.5%	0.84	57.8%	0.94
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	6.3%	0.37	3.8%	0.62	5.9%	0.40	2.1%	1.09
Net Gains/Losses as % of Net Income		27.8%	12.7%	2.20	20.8%	1.34	17.3%	1.61	19.4%	1.43
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$263,632,142	58.2%	44.7%	1.30	46.9%	1.24	44.0%	1.32	56.8%	1.02
Supplies & Services	\$148,211,031	32.7%	47.9%	0.68	45.3%	0.72	49.6%	0.66	35.4%	0.92
Capital Component	\$41,502,370	9.2%	7.4%	1.24	7.7%	1.18	6.4%	1.43	7.8%	1.18
<b>Fiscal Statistics</b>										
Operating Margin (%)		6.3%	8.9%	0.70	11.6%	0.54	7.7%	0.82	5.4%	1.16
Total Hospital Net Income (%)		8.5%	10.1%	0.84	14.2%	0.60	9.1%	0.94	6.6%	1.28
Return on Equity (%)		7.5%	7.6%	0.99	9.8%	0.76	6.9%	1.08	6.3%	1.19
Current Ratio		2.9	5.6	0.51	4.5	0.65	5.6	0.52	3.2	0.91
Days in Net Patient Accounts Receivable		40.1	51.4	0.78	51.4	0.78	52.1	0.77	37.7	1.06
Average Payment Period		47.5	41.5	1.14	55.6	0.85	43.2	1.10	45.5	1.04
Equity Financing (%)		68.5%	73.6%	0.93	73.0%	0.94	76.9%	0.89	70.3%	0.97
Long-Term Debt to Equity Ratio		0.3	0.2	1.62	0.2	1.34	0.1	2.17	0.2	1.28
Times Interest Earned		10.3	14.1	0.73	59.3	0.17	17.0	0.61	8.9	1.16
Total Asset Turnover		0.9	0.7	1.16	0.7	1.28	0.8	1.14	0.9	0.92
Average Age of Plant (Years)		8.7	9.3	0.94	10.2	0.86	10.4	0.84	10.7	0.81
Increase (Decrease) Total Net Patient Revenue		6.1%	3.6%	1.69	4.9%	1.25	4.9%	1.25	6.3%	0.97
Outpatient Gross Revenue (% of Total GPR)		73.5%	60.9%	1.21	69.2%	1.06	56.8%	1.29	72.9%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,617		\$15,675	0.93	\$13,057	1.12	\$17,864	0.82	\$14,926	0.98
Inpatient Net Revenue per Day	\$3,980		\$3,540	1.12	\$3,477	1.14	\$3,709	1.07	\$4,053	0.98
Outpatient Net Revenue per Visit	\$339		\$654	0.52	\$534	0.63	\$733	0.46	\$324	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,037,323,573	Cash & Cash Equivalents	\$78,664,482	Current Liabilities	\$55,906,562
Less Deductions	\$564,837,852	Net Patient Receivables	\$51,893,499	Long-Term Debt	\$103,826,062
Net Patient Revenue	\$472,485,721	Other Receivables	\$358,045	Other Liabilities	\$17,811,382
Plus Other Revenue	\$11,344,017			Subtotal	\$177,544,006
Total Revenue	\$483,829,738	Land, Buildings & Equipment (Net)	\$197,658,269	Unrestricted Fund Balance	\$386,417,381
Less Expenses	\$453,345,543	Other Assets	\$235,387,092	Restricted Fund Balance	\$4,270,695
Non-Operating Gains/Losses	\$11,752,008			Total Liabilities & Fund Balance	\$563,961,387
Net Income	\$42,236,203	Total Assets	\$563,961,387		

**041 St Mary's Hospital Medical Center**  
 1726 Shawano Avenue  
 Green Bay, WI 54303  
 920-498-4200

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	42.6%	55.4%	0.77	49.3%	0.86	42.3%	1.01	42.5%	1.00
Obstetrics	23.3%	38.4%	0.61	36.0%	0.08	26.5%	0.88	29.6%	0.79
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	41.1%	56.3%	0.73	48.0%	0.86	42.3%	0.97	42.3%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	26.8	26.5	1.01	23.1	1.16	16.0	1.68	26.8	1.00
Obstetrics	2.8	5.0	0.56	4.4	0.64	2.3	1.24	3.6	0.79
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	34.1	48.3	0.71	40.6	0.84	27.2	1.26	35.1	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.77	3.5	0.86	3.3	0.90	3.1	0.97
Obstetrics	2.2	2.6	0.86	2.5	0.89	2.2	0.98	2.2	0.98
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.71	3.6	0.85	3.6	0.86	2.8	1.09
<b>Surgical Operations</b>									
Inpatient	978	1,408	0.69	1,238	0.79	726	1.35	1,053	0.93
Outpatient	5,669	4,098	1.38	4,498	1.26	2,865	1.98	5,031	1.13
Inpatient as % of All Surgeries	14.7%	25.6%	0.58	21.6%	0.68	20.2%	0.73	17.3%	0.85
<b>Outpatient Visits</b>									
Non-Emergency Visits	73,938	132,001	0.56	188,046	0.39	120,134	0.62	74,817	0.99
Emergency Visits	30,457	17,964	1.70	19,336	1.58	14,406	2.11	31,150	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	8.0	18.9	0.42	17.5	0.46	14.0	0.57	15.0	0.53
Nurses, Licensed	169.3	244.4	0.69	253.8	0.67	144.3	1.17	178.6	0.95
Ancillary Nursing Personnel	23.7	40.0	0.59	33.6	0.71	19.5	1.21	28.3	0.84
All Other Personnel	268.4	484.8	0.55	503.6	0.53	331.1	0.81	329.2	0.82
Total FTEs	469.4	788.1	0.60	808.6	0.58	508.9	0.92	551.2	0.85
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	7.3	15.1	0.48	12.8	0.57	14.4	0.51	12.5	0.58
Nurses, Licensed	154.8	195.2	0.79	186.1	0.83	148.1	1.05	149.1	1.04
Ancillary Nursing Personnel	21.7	32.0	0.68	24.7	0.88	20.1	1.08	23.6	0.92
All Other Personnel	245.4	387.3	0.63	369.2	0.66	340.0	0.72	274.9	0.89
Total FTEs	429.3	629.5	0.68	592.8	0.72	522.5	0.82	460.1	0.93

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	83	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	4,053	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	456
Inpatient Days	12,445			Inpatient Days	0	Newborn Days	882

**041 St Mary's Hospital Medical Center**  
Green Bay, WI 54303

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	63	3,283	9,787	42.6%	26.8	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	12	464	1,020	23.3%	2.8	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	3	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	8	273	1,638	56.1%	4.5	6.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	5	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	8	0	8.0	Surgical Personnel	10	13	20.0
Physicians & Dentists	1	1	1.8	Radiological Services Personnel	15	14	26.1
Medical & Dental Residents	0	0	0.0	Sonographers	3	2	5.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	7	9.2
Registered Nurses	61	152	166.1	Occupational Therapists	3	3	5.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	6	2.4	Physical Therapists	6	3	8.6
Ancillary Nursing Personnel	9	24	23.7	Physical Therapy Assistants/Aides	2	3	3.3
Medical Assistants	0	2	1.6	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	1	0.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	19	27.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	70	79	115.8
Pharmacy Personnel	8	2	9.0				
Clinical Laboratory Personnel	19	19	33.0				
				<b>Total</b>	<b>236</b>	<b>350</b>	<b>469.4</b>

**041 St Mary's Hospital Medical Center**  
Green Bay, WI 54303

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$160,253,792	43.5%	44.8%	0.97	46.0%	0.94	47.9%	0.91	43.0%	1.01
Medical Assistance	\$55,478,654	15.0%	14.4%	1.05	12.0%	1.25	12.0%	1.26	15.1%	1.00
Commercial	\$137,563,241	37.3%	36.6%	1.02	38.7%	0.96	36.4%	1.02	38.0%	0.98
All Other	\$15,472,588	4.2%	4.2%	0.99	3.2%	1.31	3.7%	1.13	4.0%	1.06
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$121,515,882	33.0%	32.9%	1.00	33.6%	0.98	33.3%	0.99	33.1%	1.00
Medical Assistance	\$43,719,688	11.9%	10.7%	1.10	9.0%	1.31	8.7%	1.36	12.0%	0.99
Commercial	\$59,344,773	16.1%	14.8%	1.09	15.8%	1.02	14.8%	1.09	16.4%	0.98
Charity Care	\$4,002,844	1.1%	1.0%	1.10	0.9%	1.19	0.9%	1.25	1.2%	0.88
Bad Debt	\$2,341,799	0.6%	1.1%	0.60	0.8%	0.75	1.0%	0.64	0.7%	0.94
All Other	\$11,817,184	3.2%	1.9%	1.67	1.9%	1.68	1.9%	1.66	1.6%	2.02
Total Deductions	\$242,742,170	65.8%	62.4%	1.05	62.1%	1.06	60.6%	1.09	64.9%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.9%	6.3%	0.61	3.8%	1.03	4.1%	0.95	4.1%	0.95
Net Gains/Losses as % of Net Income		32.5%	12.7%	2.56	20.8%	1.56	11.9%	2.72	27.3%	1.19
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$48,186,540	40.5%	44.7%	0.91	46.9%	0.86	46.3%	0.87	35.5%	1.14
Supplies & Services	\$60,708,755	51.0%	47.9%	1.07	45.3%	1.13	46.1%	1.11	57.1%	0.89
Capital Component	\$10,041,915	8.4%	7.4%	1.14	7.7%	1.09	7.6%	1.12	7.5%	1.13
<b>Fiscal Statistics</b>										
Operating Margin (%)		9.3%	8.9%	1.04	11.6%	0.80	8.9%	1.04	-6.2%	N/A
Total Hospital Net Income (%)		13.2%	10.1%	1.30	14.2%	0.93	10.0%	1.31	-8.8%	N/A
Return on Equity (%)		9.2%	7.6%	1.22	9.8%	0.94	6.7%	1.38	-5.9%	N/A
Current Ratio		1.6	5.6	0.28	4.5	0.35	6.0	0.26	1.4	1.17
Days in Net Patient Accounts Receivable		38.1	51.4	0.74	51.4	0.74	54.8	0.70	39.5	0.96
Average Payment Period		62.8	41.5	1.51	55.6	1.13	42.8	1.47	54.0	1.16
Equity Financing (%)		70.2%	73.6%	0.95	73.0%	0.96	78.1%	0.90	63.5%	1.11
Long-Term Debt to Equity Ratio		0.1	0.2	0.84	0.2	0.69	0.1	0.93	0.2	0.81
Times Interest Earned		38.0	14.1	2.70	59.3	0.64	18.4	2.06	-76.0	N/A
Total Asset Turnover		0.7	0.7	0.91	0.7	1.00	0.7	1.02	0.7	0.98
Average Age of Plant (Years)		11.8	9.3	1.28	10.2	1.17	9.0	1.32	12.8	0.92
Increase (Decrease) Total Net Patient Revenue		2.3%	3.6%	0.64	4.9%	0.47	2.6%	0.89	2.6%	0.89
Outpatient Gross Revenue (% of Total GPR)		68.8%	60.9%	1.13	69.2%	0.99	71.9%	0.96	68.0%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,773		\$15,675	0.69	\$13,057	0.83	\$11,179	0.96	\$9,027	1.19
Inpatient Net Revenue per Day	\$3,509		\$3,540	0.99	\$3,477	1.01	\$3,101	1.13	\$2,930	1.20
Outpatient Net Revenue per Visit	\$811		\$654	1.24	\$534	1.52	\$561	1.45	\$797	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$368,768,275	Cash & Cash Equivalents	\$4,134,266	Current Liabilities	\$19,384,639
Less Deductions	\$242,742,170	Net Patient Receivables	\$13,145,852	Long-Term Debt	\$18,945,861
Net Patient Revenue	\$126,026,105	Other Receivables	\$1,139,783	Other Liabilities	\$19,764,371
Plus Other Revenue	\$5,095,152			Subtotal	\$58,094,871
Total Revenue	\$131,121,257	Land, Buildings & Equipment (Net)	\$74,029,279	Unrestricted Fund Balance	\$136,998,581
Less Expenses	\$118,937,210	Other Assets	\$102,644,272	Restricted Fund Balance	\$7,497,332
Non-Operating Gains/Losses	\$5,855,983			Total Liabilities & Fund Balance	\$195,093,452
Net Income	\$18,040,030	Total Assets	\$195,093,452		



**042 St Vincent Hospital**  
 835 S Van Buren St, PO Box 13508  
 Green Bay, WI 54307  
 920-433-0111

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Brown  
 Analysis Area: Northeastern (4)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	53.2%	55.4%	0.96	49.3%	1.08	68.9%	0.77	49.8%	1.07
Obstetrics	55.7%	38.4%	1.45	36.0%	0.28	47.9%	1.16	63.7%	0.87
Pediatrics	25.6%	55.4%	0.46	20.9%	1.23	38.5%	0.66	24.0%	1.06
Total Hospital	54.0%	56.3%	0.96	48.0%	1.12	66.1%	0.82	53.1%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	66.0	26.5	2.49	23.1	2.86	101.6	0.65	61.8	1.07
Obstetrics	10.0	5.0	2.00	4.4	2.30	14.7	0.68	11.5	0.87
Pediatrics	5.1	1.4	3.55	0.6	8.45	3.6	3.55	4.8	1.06
Total Hospital	137.8	48.3	2.85	40.6	3.39	193.9	0.71	135.5	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.4	3.9	1.14	3.5	1.27	4.3	1.03	4.3	1.02
Obstetrics	3.2	2.6	1.25	2.5	1.30	2.7	1.17	3.4	0.95
Pediatrics	3.7	3.5	1.07	3.3	1.12	3.4	1.10	3.6	1.04
Total Hospital	4.7	4.3	1.08	3.6	1.29	4.8	0.98	4.8	0.97
<b>Surgical Operations</b>									
Inpatient	2,791	1,408	1.98	1,238	2.25	5,364	0.52	2,660	1.05
Outpatient	5,567	4,098	1.36	4,498	1.24	13,857	0.40	6,650	0.84
Inpatient as % of All Surgeries	33.4%	25.6%	1.31	21.6%	1.55	27.9%	1.20	28.6%	1.17
<b>Outpatient Visits</b>									
Non-Emergency Visits	120,164	132,001	0.91	188,046	0.64	422,002	0.28	124,085	0.97
Emergency Visits	35,054	17,964	1.95	19,336	1.81	48,744	0.72	36,422	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	35.0	18.9	1.85	17.5	2.00	55.0	0.64	48.5	0.72
Nurses, Licensed	484.9	244.4	1.98	253.8	1.91	909.8	0.53	525.0	0.92
Ancillary Nursing Personnel	69.5	40.0	1.74	33.6	2.07	148.5	0.47	67.9	1.02
All Other Personnel	1,009.3	484.8	2.08	503.6	2.00	1,773.6	0.57	1,067.0	0.95
Total FTEs	1,598.7	788.1	2.03	808.6	1.98	2,886.8	0.55	1,708.4	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	11.0	15.1	0.73	12.8	0.86	12.1	0.91	15.3	0.72
Nurses, Licensed	152.6	195.2	0.78	186.1	0.82	199.8	0.76	165.1	0.92
Ancillary Nursing Personnel	21.9	32.0	0.68	24.7	0.89	32.6	0.67	21.3	1.02
All Other Personnel	317.6	387.3	0.82	369.2	0.86	389.6	0.82	335.6	0.95
Total FTEs	503.1	629.5	0.80	592.8	0.85	634.1	0.79	537.3	0.94

**Total Hospital:**

Beds Set Up & Staffed 255  
 Discharges 10,770  
 Inpatient Days 50,286

**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 24  
 Total Births 1,098  
 Newborn Days 1,918

**042 St Vincent Hospital**  
Green Bay, WI 54307

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	124	5,429	24,100	53.2%	66.0	4.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	32	320	4,505	38.6%	12.3	14.1
Hospice	4	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
<b>Pediatric, acute</b>	1	20	501	1,867	25.6%	5.1	3.7
<b>Obstetrics</b>	1	18	1,137	3,660	55.7%	10.0	3.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	20	1,588	5,629	77.1%	15.4	3.5
Cardiac Intensive Unit	1	4	248	1,094	74.9%	3.0	4.4
Pediatric Intensive Care	1	4	506	1,481	101.4%	4.1	2.9
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	9	633	2,183	66.5%	6.0	3.4
Neonatal Intensive/Intermediate Care	1	24	332	5,767	65.8%	15.8	17.4
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	35	0	35.0	Surgical Personnel	21	20	33.7
Physicians & Dentists	7	2	8.0	Radiological Services Personnel	30	29	51.3
Medical & Dental Residents	0	0	0.0	Sonographers	6	7	10.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	19	8	24.8
Registered Nurses	223	326	461.9	Occupational Therapists	18	13	24.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.2
Licensed Practical Nurses	7	7	11.2	Physical Therapists	31	13	39.3
Ancillary Nursing Personnel	18	97	69.5	Physical Therapy Assistants/Aides	12	7	16.5
Medical Assistants	12	6	16.1	Recreational Therapists	3	7	6.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	8	7	12.9
Nurse Practitioners	11	2	11.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	11	25	27.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	109	42	136.8
Health Info Mgmt-Administrators/Technicians	14	3	15.8	All Other Personnel	344	186	464.1
Pharmacy Personnel	47	13	54.9				
Clinical Laboratory Personnel	38	35	64.2				
				<b>Total</b>	<b>1,024</b>	<b>857</b>	<b>1,598.7</b>

**042 St Vincent Hospital**  
Green Bay, WI 54307

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$484,382,232	48.9%	44.8%	1.09	46.0%	1.06	45.3%	1.08	47.7%	1.03
Medical Assistance	\$128,656,419	13.0%	14.4%	0.90	12.0%	1.08	13.1%	0.99	13.8%	0.94
Commercial	\$339,562,789	34.3%	36.6%	0.94	38.7%	0.89	37.0%	0.93	34.7%	0.99
All Other	\$37,980,320	3.8%	4.2%	0.91	3.2%	1.20	4.5%	0.85	3.8%	1.01
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$361,088,169	36.5%	32.9%	1.11	33.6%	1.08	34.5%	1.06	35.7%	1.02
Medical Assistance	\$97,431,787	9.8%	10.7%	0.92	9.0%	1.09	10.2%	0.97	10.4%	0.94
Commercial	\$155,808,744	15.7%	14.8%	1.06	15.8%	1.00	16.0%	0.98	15.5%	1.02
Charity Care	\$9,084,232	0.9%	1.0%	0.93	0.9%	1.00	1.0%	0.95	1.1%	0.85
Bad Debt	\$3,297,350	0.3%	1.1%	0.31	0.8%	0.39	1.0%	0.34	0.5%	0.66
All Other	\$27,530,521	2.8%	1.9%	1.45	1.9%	1.46	1.9%	1.47	2.8%	0.99
Total Deductions	\$654,240,803	66.0%	62.4%	1.06	62.1%	1.06	64.5%	1.02	66.0%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.0%	6.3%	0.31	3.8%	0.53	5.9%	0.34	1.4%	1.44
Net Gains/Losses as % of Net Income		45.6%	12.7%	3.60	20.8%	2.20	17.3%	2.64	174.1%	0.26
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$113,190,473	37.2%	44.7%	0.83	46.9%	0.79	44.0%	0.85	38.4%	0.97
Supplies & Services	\$168,341,080	55.3%	47.9%	1.16	45.3%	1.22	49.6%	1.11	54.1%	1.02
Capital Component	\$22,805,999	7.5%	7.4%	1.02	7.7%	0.97	6.4%	1.17	7.5%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)		11.3%	8.9%	1.27	11.6%	0.97	7.7%	1.48	8.0%	1.41
Total Hospital Net Income (%)		19.0%	10.1%	1.88	14.2%	1.34	9.1%	2.09	-13.3%	N/A
Return on Equity (%)		10.9%	7.6%	1.43	9.8%	1.11	6.9%	1.56	-5.9%	N/A
Current Ratio		2.3	5.6	0.40	4.5	0.51	5.6	0.40	2.0	1.15
Days in Net Patient Accounts Receivable		44.7	51.4	0.87	51.4	0.87	52.1	0.86	49.4	0.90
Average Payment Period		60.0	41.5	1.45	55.6	1.08	43.2	1.39	66.1	0.91
Equity Financing (%)		75.9%	73.6%	1.03	73.0%	1.04	76.9%	0.99	67.6%	1.12
Long-Term Debt to Equity Ratio		0.1	0.2	0.54	0.2	0.45	0.1	0.72	0.1	0.74
Times Interest Earned		69.9	14.1	4.96	59.3	1.18	17.0	4.11	-34.4	N/A
Total Asset Turnover		0.5	0.7	0.70	0.7	0.78	0.8	0.70	0.5	0.96
Average Age of Plant (Years)		13.0	9.3	1.41	10.2	1.28	10.4	1.26	13.7	0.95
Increase (Decrease) Total Net Patient Revenue		6.0%	3.6%	1.65	4.9%	1.22	4.9%	1.22	14.3%	0.42
Outpatient Gross Revenue (% of Total GPR)		56.5%	60.9%	0.93	69.2%	0.82	56.8%	0.99	57.6%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$15,046	\$15,675	0.96	\$13,057	1.15	\$17,864	0.84	\$14,264	1.05
Inpatient Net Revenue per Day		\$3,210	\$3,540	0.91	\$3,477	0.92	\$3,709	0.87	\$2,986	1.08
Outpatient Net Revenue per Visit		\$1,144	\$654	1.75	\$534	2.14	\$733	1.56	\$1,088	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$990,581,760	Cash & Cash Equivalents	\$10,157,010	Current Liabilities	\$47,405,839
Less Deductions	\$654,240,803	Net Patient Receivables	\$41,153,019	Long-Term Debt	\$44,438,687
Net Patient Revenue	\$336,340,957	Other Receivables	\$10,456,501	Other Liabilities	\$66,267,660
Plus Other Revenue	\$6,836,331			Subtotal	\$158,112,186
Total Revenue	\$343,177,288	Land, Buildings & Equipment (Net)	\$128,590,565	Unrestricted Fund Balance	\$499,103,045
Less Expenses	\$304,337,552	Other Assets	\$466,858,136	Restricted Fund Balance	\$15,748,770
Non-Operating Gains/Losses	\$32,605,159			Total Liabilities & Fund Balance	\$657,215,231
Net Income	\$71,444,895	Total Assets	\$657,215,231		

**043 Aurora Medical Center in Hartford**  
 1032 East Sumner Street  
 Hartford, WI 53027  
 262-673-2300

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

County: Washington  
 Analysis Area: Southeastern (2A)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	37.4%	55.4%	0.67	52.9%	0.71	46.2%	0.81	35.0%	1.07
Obstetrics	0.0%	38.4%	N/A	30.5%	N/A	22.2%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	40.4%	56.3%	0.72	48.2%	0.84	43.7%	0.92	38.6%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	10.5	26.5	0.39	35.0	0.30	8.0	1.31	9.8	1.07
Obstetrics	0.0	5.0	N/A	5.7	N/A	1.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.7	48.3	0.28	55.0	0.25	10.5	1.31	13.1	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.77	3.6	0.84	3.3	0.92	3.0	0.99
Obstetrics	0.0	2.6	N/A	2.3	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.76	3.9	0.84	3.4	0.96	3.4	0.98
<b>Surgical Operations</b>									
Inpatient	467	1,408	0.33	1,426	0.33	302	1.55	394	1.19
Outpatient	2,156	4,098	0.53	3,666	0.59	1,304	1.65	2,200	0.98
Inpatient as % of All Surgeries	17.8%	25.6%	0.70	28.0%	0.64	18.8%	0.95	15.2%	1.17
<b>Outpatient Visits</b>									
Non-Emergency Visits	74,266	132,001	0.56	147,718	0.50	63,510	1.17	73,242	1.01
Emergency Visits	8,195	17,964	0.46	23,681	0.35	8,037	1.02	8,550	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	18.9	0.26	19.1	0.26	12.6	0.40	5.0	1.00
Nurses, Licensed	96.8	244.4	0.40	263.5	0.37	78.6	1.23	93.7	1.03
Ancillary Nursing Personnel	19.0	40.0	0.47	43.7	0.43	13.9	1.36	14.3	1.33
All Other Personnel	224.0	484.8	0.46	513.5	0.44	187.4	1.20	173.4	1.29
Total FTEs	344.9	788.1	0.44	839.7	0.41	292.5	1.18	286.4	1.20
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.7	15.1	0.71	11.9	0.90	29.3	0.37	10.0	1.07
Nurses, Licensed	208.0	195.2	1.07	164.8	1.26	183.3	1.13	187.5	1.11
Ancillary Nursing Personnel	40.8	32.0	1.28	27.3	1.49	32.5	1.26	28.6	1.43
All Other Personnel	481.3	387.3	1.24	321.1	1.50	436.8	1.10	347.1	1.39
Total FTEs	740.8	629.5	1.18	525.2	1.41	681.8	1.09	573.2	1.29

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	34	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	1,532	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	5,010			Inpatient Days	0	Newborn Days	0

**043 Aurora Medical Center in Hartford**  
Hartford, WI 53027

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	28	1,277	3,823	37.4%	10.5	3.0
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	6	257	1,187	54.2%	3.3	4.6
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	5	0	5.0	Surgical Personnel	5	0	5.0
Physicians & Dentists	10	10	11.1	Radiological Services Personnel	10	8	16.5
Medical & Dental Residents	0	0	0.0	Sonographers	1	4	2.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	3	6.3
Registered Nurses	62	39	86.8	Occupational Therapists	1	10	6.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.5	Physical Therapists	10	18	23.0
Ancillary Nursing Personnel	5	31	19.0	Physical Therapy Assistants/Aides	1	3	3.5
Medical Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.6
Nurse Practitioners	3	2	4.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	0	3	2.4
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	49	52	77.5
Health Info Mgmt-Administrators/Technicians	2	4	5.3	All Other Personnel	32	27	49.5
Pharmacy Personnel	4	2	5.6				
Clinical Laboratory Personnel	6	3	8.5				
				<b>Total</b>	<b>217</b>	<b>221</b>	<b>344.9</b>

**043 Aurora Medical Center in Hartford**  
Hartford, WI 53027

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$86,708,417	46.5%	44.8%	1.04	48.2%	0.96	46.2%	1.01	45.7%	1.02
Medical Assistance	\$14,577,973	7.8%	14.4%	0.54	10.5%	0.74	12.7%	0.61	7.9%	0.99
Commercial	\$81,156,721	43.5%	36.6%	1.19	38.7%	1.12	37.2%	1.17	44.0%	0.99
All Other	\$4,022,849	2.2%	4.2%	0.51	2.5%	0.86	3.9%	0.56	2.5%	0.88
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$70,685,475	37.9%	32.9%	1.15	37.8%	1.00	28.8%	1.32	37.0%	1.02
Medical Assistance	\$12,515,214	6.7%	10.7%	0.62	8.1%	0.83	8.6%	0.78	6.8%	0.99
Commercial	\$39,458,276	21.2%	14.8%	1.43	16.8%	1.26	13.1%	1.62	20.6%	1.03
Charity Care	\$1,518,780	0.8%	1.0%	0.82	1.0%	0.85	1.0%	0.81	0.9%	0.88
Bad Debt	\$1,636,157	0.9%	1.1%	0.83	1.0%	0.86	1.5%	0.59	1.2%	0.72
All Other	\$1,672,267	0.9%	1.9%	0.47	1.1%	0.85	1.9%	0.46	1.0%	0.92
Total Deductions	\$127,486,169	68.4%	62.4%	1.10	65.8%	1.04	54.9%	1.25	67.5%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.6%	6.3%	0.10		4.3%	0.15	6.2%	0.10	0.6%	1.13
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	20.5%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$24,159,894	46.5%	44.7%	1.04	39.6%	1.17	50.7%	0.92	47.2%	0.98
Supplies & Services	\$24,661,365	47.5%	47.9%	0.99	51.6%	0.92	40.1%	1.18	46.8%	1.02
Capital Component	\$3,093,754	6.0%	7.4%	0.81	8.7%	0.68	9.2%	0.64	6.0%	0.99
<b>Fiscal Statistics</b>										
Operating Margin (%)	12.5%	8.9%	1.40		11.5%	1.09	4.7%	2.69	10.2%	1.23
Total Hospital Net Income (%)	12.4%	10.1%	1.23		10.0%	1.24	5.8%	2.13	10.2%	1.22
Return on Equity (%)	5.7%	7.6%	0.75		6.2%	0.91	5.1%	1.12	4.8%	1.19
Current Ratio	25.1	5.6	4.44		8.9	2.80	4.9	5.10	22.5	1.11
Days in Net Patient Accounts Receivable	55.4	51.4	1.08		48.8	1.14	51.9	1.07	54.6	1.02
Average Payment Period	32.5	41.5	0.78		42.8	0.76	33.7	0.96	33.8	0.96
Equity Financing (%)	96.5%	73.6%	1.31		80.2%	1.20	70.2%	1.37	96.2%	1.00
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	0.0	14.1	N/A		13.9	N/A	4.7	N/A	0.0	N/A
Total Asset Turnover	0.5	0.7	0.62		0.6	0.73	0.9	0.53	0.5	0.98
Average Age of Plant (Years)	9.2	9.3	0.99		8.9	1.04	7.5	1.23	11.7	0.79
Increase (Decrease) Total Net Patient Revenue	1.8%	3.6%	0.50		1.8%	1.01	2.8%	0.64	-0.4%	N/A
Outpatient Gross Revenue (% of Total GPR)	70.1%	60.9%	1.15		63.2%	1.11	75.7%	0.93	73.0%	0.96
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,876	\$15,675	0.69		\$12,886	0.84	\$12,189	0.89	\$10,479	1.04
Inpatient Net Revenue per Day	\$3,282	\$3,540	0.93		\$3,088	1.06	\$3,423	0.96	\$3,046	1.08
Outpatient Net Revenue per Visit	\$533	\$654	0.82		\$646	0.82	\$558	0.95	\$551	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$186,465,960	Cash & Cash Equivalents	\$101,455,738	Current Liabilities	\$4,425,945
Less Deductions	\$127,486,169	Net Patient Receivables	\$8,959,481	Long-Term Debt	\$0
Net Patient Revenue	\$58,979,791	Other Receivables	\$17,547	Other Liabilities	\$76,146
Plus Other Revenue	\$377,762			Subtotal	\$4,502,091
Total Revenue	\$59,357,553	Land, Buildings & Equipment (Net)	\$17,632,398	Unrestricted Fund Balance	\$124,400,882
Less Expenses	\$51,915,013	Other Assets	\$837,809	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$105,038	Total Assets	\$128,902,973	Total Liabilities & Fund Balance	\$128,902,973
Net Income	\$7,337,502				

**044 Hayward Area Memorial Hospital**  
 11040 N State Road 77  
 Hayward, WI 54843  
 715-934-4321

Fiscal Year: 04/01 to 03/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Sawyer  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	25.7%	55.4%	0.46	20.9%	1.23	19.8%	1.30	22.8%	1.13
Obstetrics	21.6%	38.4%	0.56	19.4%	0.04	18.3%	1.18	24.3%	0.89
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.1%	56.3%	0.45	22.7%	1.10	23.2%	1.08	23.0%	1.09
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.4	26.5	0.20	4.0	1.34	3.3	1.62	4.8	1.13
Obstetrics	0.9	5.0	0.17	0.7	1.21	0.5	1.62	1.0	0.89
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	6.3	48.3	0.13	5.5	1.14	4.7	1.34	5.8	1.09
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.87	2.9	1.17	3.0	1.12	3.4	0.99
Obstetrics	2.3	2.6	0.89	2.2	1.06	2.2	1.03	2.2	1.03
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.1	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.73	3.1	1.04	2.9	1.09	3.1	1.01
<b>Surgical Operations</b>									
Inpatient	109	1,408	0.08	57	1.91	249	0.44	86	1.27
Outpatient	726	4,098	0.18	963	0.75	1,286	0.56	627	1.16
Inpatient as % of All Surgeries	13.1%	25.6%	0.51	5.6%	2.33	16.2%	0.80	12.1%	1.08
<b>Outpatient Visits</b>									
Non-Emergency Visits	3,130	132,001	0.02	18,612	0.17	24,580	0.13	6,406	0.49
Emergency Visits	10,081	17,964	0.56	7,144	1.41	4,890	2.06	9,498	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	3.9	0.78	5.9	0.51	3.0	1.00
Nurses, Licensed	56.4	244.4	0.23	55.2	1.02	42.0	1.34	52.4	1.08
Ancillary Nursing Personnel	5.4	40.0	0.14	9.0	0.61	8.1	0.67	6.9	0.79
All Other Personnel	128.4	484.8	0.26	137.0	0.94	98.5	1.30	128.0	1.00
Total FTEs	193.3	788.1	0.25	205.0	0.94	154.4	1.25	190.3	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.9	15.1	0.72	11.1	0.98	32.0	0.34	12.4	0.88
Nurses, Licensed	204.5	195.2	1.05	158.7	1.29	227.6	0.90	216.4	0.94
Ancillary Nursing Personnel	19.7	32.0	0.62	25.8	0.77	43.9	0.45	28.6	0.69
All Other Personnel	465.9	387.3	1.20	394.2	1.18	534.3	0.87	528.7	0.88
Total FTEs	701.0	629.5	1.11	589.9	1.19	837.8	0.84	786.2	0.89

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	6
Discharges	720	Preferred Provider Organization (PPO)	Yes	Discharges	77	Total Births	137
Inpatient Days	2,288			Inpatient Days	722	Newborn Days	315

**044 Hayward Area Memorial Hospital**  
Hayward, WI 54843

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2017	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	21	582	1,973	25.7%	5.4	3.4
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	138	315	21.6%	0.9	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	3	0	3.0	Surgical Personnel	1	2	2.4
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	7	8	10.0
Medical & Dental Residents	0	0	0.0	Sonographers	2	0	2.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	2	2.8
Registered Nurses	43	15	49.7	Occupational Therapists	1	2	2.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	6	3	7.7
Ancillary Nursing Personnel	3	7	5.4	Physical Therapy Assistants/Aides	3	1	3.7
Medical Assistants	1	0	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	1	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	1	2.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	7	3	8.6	All Other Personnel	59	40	68.7
Pharmacy Personnel	4	1	4.4				
Clinical Laboratory Personnel	10	2	10.1				
				<b>Total</b>	<b>161</b>	<b>88</b>	<b>193.3</b>



**044 Hayward Area Memorial Hospital**  
Hayward, WI 54843

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$38,685,562	47.7%	44.8%	1.07	48.8%	0.98	45.4%	1.05	47.7%	1.00
Medical Assistance	\$17,293,653	21.3%	14.4%	1.48	18.2%	1.17	11.2%	1.90	22.9%	0.93
Commercial	\$21,427,315	26.4%	36.6%	0.72	29.1%	0.91	40.6%	0.65	23.9%	1.11
All Other	\$3,665,032	4.5%	4.2%	1.07	3.9%	1.15	2.8%	1.59	5.5%	0.82
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$23,210,757	28.6%	32.9%	0.87	27.1%	1.06	26.7%	1.07	29.0%	0.99
Medical Assistance	\$10,285,536	12.7%	10.7%	1.18	11.3%	1.12	7.8%	1.62	12.8%	0.99
Commercial	\$1,387,193	1.7%	14.8%	0.12	4.4%	0.39	13.1%	0.13	3.3%	0.52
Charity Care	\$142,135	0.2%	1.0%	0.18	0.8%	0.21	0.5%	0.35	0.2%	1.03
Bad Debt	\$1,927,740	2.4%	1.1%	2.25	2.2%	1.10	1.6%	1.50	2.7%	0.88
All Other	\$608,093	0.8%	1.9%	0.39	1.0%	0.75	1.0%	0.74	0.0%	15.18
Total Deductions	\$37,561,454	46.3%	62.4%	0.74	46.8%	0.99	50.8%	0.91	47.9%	0.97
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.0%	6.3%	0.15		1.4%	0.70	3.0%	0.33	2.0%	0.48
Net Gains/Losses as % of Net Income	11.7%	12.7%	0.92		29.4%	0.40	4.4%	2.64	0.5%	24.85
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$18,961,615	50.9%	44.7%	1.14	53.0%	0.96	48.1%	1.06	50.9%	1.00
Supplies & Services	\$14,187,137	38.1%	47.9%	0.80	39.2%	0.97	43.6%	0.87	37.4%	1.02
Capital Component	\$4,113,114	11.0%	7.4%	1.50	7.8%	1.41	8.2%	1.34	11.7%	0.94
<b>Fiscal Statistics</b>										
Operating Margin (%)	15.2%	8.9%	1.70		8.3%	1.83	14.0%	1.09	12.4%	1.23
Total Hospital Net Income (%)	16.9%	10.1%	1.67		11.3%	1.49	14.5%	1.16	12.5%	1.35
Return on Equity (%)	10.8%	7.6%	1.43		7.2%	1.50	12.9%	0.84	8.1%	1.35
Current Ratio	7.9	5.6	1.41		5.9	1.33	3.6	2.21	7.1	1.11
Days in Net Patient Accounts Receivable	50.0	51.4	0.97		53.6	0.93	54.9	0.91	87.9	0.57
Average Payment Period	53.7	41.5	1.29		50.0	1.07	53.8	1.00	55.2	0.97
Equity Financing (%)	81.0%	73.6%	1.10		77.1%	1.05	59.1%	1.37	76.9%	1.05
Long-Term Debt to Equity Ratio	0.1	0.2	0.88		0.2	0.79	0.5	0.32	0.2	0.73
Times Interest Earned	20.5	14.1	1.46		15.0	1.37	14.4	1.42	12.5	1.64
Total Asset Turnover	0.6	0.7	0.85		0.6	1.02	0.9	0.71	0.6	0.98
Average Age of Plant (Years)	7.7	9.3	0.83		9.9	0.78	9.3	0.83	6.8	1.14
Increase (Decrease) Total Net Patient Revenue	8.1%	3.6%	2.22		8.8%	0.92	4.3%	1.87	4.2%	1.94
Outpatient Gross Revenue (% of Total GPR)	77.3%	60.9%	1.27		83.8%	0.92	74.3%	1.04	76.2%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$16,552	\$15,675	1.06		\$11,112	1.49	\$14,111	1.17	\$17,326	0.96
Inpatient Net Revenue per Day	\$4,355	\$3,540	1.23		\$2,936	1.48	\$4,070	1.07	\$4,566	0.95
Outpatient Net Revenue per Visit	\$2,435	\$654	3.72		\$1,072	2.27	\$801	3.04	\$1,837	1.33

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$81,071,562	Cash & Cash Equivalents	\$31,548,230	Current Liabilities	\$5,044,689
Less Deductions	\$37,561,454	Net Patient Receivables	\$5,962,108	Long-Term Debt	\$8,197,772
Net Patient Revenue	\$43,510,108	Other Receivables	\$1,177,806	Other Liabilities	\$0
Plus Other Revenue	\$428,862			Subtotal	\$13,242,461
Total Revenue	\$43,938,970	Land, Buildings & Equipment (Net)	\$21,751,911	Unrestricted Fund Balance	\$56,499,036
Less Expenses	\$37,261,866	Other Assets	\$9,301,442	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$881,468			Total Liabilities & Fund Balance	\$69,741,497
Net Income	\$7,558,572	Total Assets	\$69,741,497		

**045 Gundersen St. Joseph's Hospital and Clinics**  
 PO Box 527, 400 Water Avenue  
 Hillsboro, WI 54634  
 608-489-8000

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

County: Vernon  
 Analysis Area: Southwestern (5B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	12.1%	55.4%	0.22	49.4%	0.25	11.3%	1.07	16.9%	0.72
Obstetrics	0.0%	38.4%	N/A	56.6%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	29.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	12.2%	56.3%	0.22	56.0%	0.22	17.4%	0.70	16.9%	0.72
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.6	26.5	0.06	15.5	0.10	1.8	0.87	2.2	0.72
Obstetrics	0.0	5.0	N/A	3.5	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.6	48.3	0.03	28.8	0.05	2.9	0.55	2.2	0.72
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.9	0.82	4.0	0.80	2.9	1.08	3.4	0.93
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.6	N/A	2.9	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.74	4.5	0.71	4.0	0.80	3.4	0.93
<b>Surgical Operations</b>									
Inpatient	39	1,408	0.03	938	0.04	116	0.34	43	0.91
Outpatient	590	4,098	0.14	2,728	0.22	1,063	0.56	460	1.28
Inpatient as % of All Surgeries	6.2%	25.6%	0.24	25.6%	0.24	9.8%	0.63	8.5%	0.73
<b>Outpatient Visits</b>									
Non-Emergency Visits	35,373	132,001	0.27	92,956	0.38	20,790	1.70	31,446	1.12
Emergency Visits	2,033	17,964	0.11	13,295	0.15	2,393	0.85	1,867	1.09
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	16.6	18.9	0.88	8.3	2.00	3.2	5.23	16.8	0.99
Nurses, Licensed	31.3	244.4	0.13	167.9	0.19	79.1	0.40	31.2	1.00
Ancillary Nursing Personnel	5.5	40.0	0.14	24.9	0.22	11.1	0.50	6.0	0.92
All Other Personnel	98.5	484.8	0.20	382.3	0.26	112.6	0.88	91.0	1.08
Total FTEs	152.0	788.1	0.19	583.5	0.26	205.9	0.74	145.0	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	118.8	15.1	7.88	7.9	15.03	24.4	4.87	91.7	1.30
Nurses, Licensed	224.2	195.2	1.15	159.8	1.40	608.9	0.37	170.2	1.32
Ancillary Nursing Personnel	39.4	32.0	1.23	23.7	1.66	85.1	0.46	32.6	1.21
All Other Personnel	705.3	387.3	1.82	363.8	1.94	866.4	0.81	496.9	1.42
Total FTEs	1,087.7	629.5	1.73	555.1	1.96	1,584.8	0.69	791.4	1.37

**Total Hospital:**

Beds Set Up & Staffed 13  
 Discharges 181  
 Inpatient Days 577

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 2  
 Discharges 21  
 Inpatient Days 178

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**045 Gundersen St. Joseph's Hospital and Clinics**  
Hillsboro, WI 54634

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	13	181	576	12.1%	1.6	3.2
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	1	1	0.0%	0.0	1.0
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	16	1	16.6	Surgical Personnel	0	1	0.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	2	4.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	1	1.0
Registered Nurses	26	14	27.3	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.7
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	4	7	5.5	Physical Therapy Assistants/Aides	3	1	3.0
Medical Assistants	12	5	12.8	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	0	1	0.5
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	4	2.3
Health Info Mgmt-Administrators/Technicians	2	1	2.0	All Other Personnel	42	24	48.3
Pharmacy Personnel	3	1	3.0				
Clinical Laboratory Personnel	8	1	8.7				
				<b>Total</b>	<b>138</b>	<b>65</b>	<b>152.0</b>

**045 Gundersen St. Joseph's Hospital and Clinics**  
Hillsboro, WI 54634

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$21,541,127	46.8%	44.8%	1.05	45.7%	1.02	42.6%	1.10	48.1%	0.97
Medical Assistance	\$6,022,444	13.1%	14.4%	0.91	10.6%	1.23	12.7%	1.03	12.4%	1.05
Commercial	\$13,909,244	30.2%	36.6%	0.82	37.7%	0.80	40.5%	0.75	30.6%	0.99
All Other	\$4,553,971	9.9%	4.2%	2.34	5.9%	1.69	4.2%	2.37	8.9%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$9,572,970	20.8%	32.9%	0.63	33.8%	0.62	20.7%	1.00	21.2%	0.98
Medical Assistance	\$3,058,334	6.6%	10.7%	0.62	8.9%	0.75	7.9%	0.84	6.4%	1.04
Commercial	\$5,549,423	12.1%	14.8%	0.82	13.6%	0.88	11.6%	1.03	7.6%	1.59
Charity Care	\$400,441	0.9%	1.0%	0.88	0.7%	1.30	0.9%	1.00	0.6%	1.37
Bad Debt	\$1,716,478	3.7%	1.1%	3.53	1.3%	2.85	2.0%	1.86	2.7%	1.40
All Other	\$2,598,952	5.6%	1.9%	2.95	4.0%	1.41	1.5%	3.80	5.5%	1.03
Total Deductions	\$22,896,598	49.7%	62.4%	0.80	62.3%	0.80	44.6%	1.12	43.9%	1.13
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.6%	6.3%	0.41	20.5%	0.13	3.9%	0.66	3.1%	0.84
Net Gains/Losses as % of Net Income		3.6%	12.7%	0.29	6.0%	0.61	1.9%	1.95	3.3%	1.12
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$11,710,421	54.0%	44.7%	1.21	56.6%	0.96	51.0%	1.06	53.5%	1.01
Supplies & Services	\$9,536,588	44.0%	47.9%	0.92	38.6%	1.14	42.2%	1.04	44.3%	0.99
Capital Component	\$420,959	1.9%	7.4%	0.26	4.9%	0.40	6.8%	0.28	2.2%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.7%	8.9%	0.98	8.3%	1.06	6.0%	1.47	12.0%	0.73
Total Hospital Net Income (%)		9.0%	10.1%	0.90	8.7%	1.03	6.1%	1.49	12.3%	0.73
Return on Equity (%)		11.6%	7.6%	1.53	7.3%	1.60	8.8%	1.31	17.4%	0.67
Current Ratio		6.9	5.6	1.22	12.8	0.54	2.8	2.49	6.9	0.99
Days in Net Patient Accounts Receivable		48.6	51.4	0.95	67.7	0.72	58.0	0.84	61.8	0.79
Average Payment Period		36.8	41.5	0.89	24.3	1.52	45.2	0.81	37.7	0.98
Equity Financing (%)		85.7%	73.6%	1.16	90.3%	0.95	56.7%	1.51	84.4%	1.02
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.0	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	14.1	N/A	51.2	N/A	9.6	N/A	0.0	N/A
Total Asset Turnover		1.3	0.7	1.72	0.8	1.55	1.5	0.88	1.4	0.91
Average Age of Plant (Years)		32.0	9.3	3.45	9.3	3.43	9.2	3.48	31.1	1.03
Increase (Decrease) Total Net Patient Revenue		6.3%	3.6%	1.74	-3.9%	N/A	3.4%	1.89	2.3%	2.74
Outpatient Gross Revenue (% of Total GPR)		88.7%	60.9%	1.46	74.2%	1.19	76.0%	1.17	88.1%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$17,546		\$15,675	1.12	\$16,231	1.08	\$19,283	0.91	\$12,552	1.40
Inpatient Net Revenue per Day	\$4,694		\$3,540	1.33	\$3,609	1.30	\$2,854	1.65	\$3,211	1.46
Outpatient Net Revenue per Visit	\$569		\$654	0.87	\$891	0.64	\$720	0.79	\$584	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$46,026,786	Cash & Cash Equivalents	\$10,940,285	Current Liabilities	\$2,146,579
Less Deductions	\$22,896,598	Net Patient Receivables	\$3,079,994	Long-Term Debt	\$0
Net Patient Revenue	\$23,130,188	Other Receivables	\$113	Other Liabilities	\$515,343
Plus Other Revenue	\$614,792			Subtotal	\$2,661,922
Total Revenue	\$23,744,980	Land, Buildings & Equipment (Net)	\$2,368,458	Unrestricted Fund Balance	\$15,904,374
Less Expenses	\$21,667,968	Other Assets	\$2,177,446	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$78,624			Total Liabilities & Fund Balance	\$18,566,296
Net Income	\$2,155,636	Total Assets	\$18,566,296		

**046 Hudson Hospital & Clinics**  
 405 Stageline Road  
 Hudson, WI 54016  
 715-531-6000

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

County: Saint Croix  
 Analysis Area: West Central (5A)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	32.7%	55.4%	0.59	42.7%	0.76	38.8%	0.84	28.8%	1.14
Obstetrics	51.5%	38.4%	1.34	30.0%	0.12	31.2%	1.65	50.1%	1.03
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	38.2%	56.3%	0.68	43.6%	0.88	40.5%	0.94	35.0%	1.09
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.6	26.5	0.21	11.7	0.47	10.1	0.55	4.9	1.14
Obstetrics	3.6	5.0	0.72	2.1	1.72	2.1	1.70	3.5	1.03
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.1	N/A	0.0	N/A
Total Hospital	9.2	48.3	0.19	18.6	0.49	15.5	0.59	8.4	1.09
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.9	0.68	3.7	0.70	2.9	0.90	2.5	1.07
Obstetrics	2.3	2.6	0.91	2.4	0.97	2.3	1.01	2.2	1.05
Pediatrics	0.0	3.5	N/A	1.9	N/A	2.1	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.58	3.9	0.64	3.0	0.82	2.4	1.06
<b>Surgical Operations</b>									
Inpatient	271	1,408	0.19	496	0.55	502	0.54	282	0.96
Outpatient	1,556	4,098	0.38	1,861	0.84	2,146	0.73	1,583	0.98
Inpatient as % of All Surgeries	14.8%	25.6%	0.58	21.1%	0.70	19.0%	0.78	15.1%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	23,779	132,001	0.18	70,369	0.34	53,087	0.45	22,813	1.04
Emergency Visits	11,513	17,964	0.64	8,210	1.40	13,724	0.84	12,068	0.95
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	27.7	18.9	1.47	11.1	2.48	11.1	2.50	24.0	1.15
Nurses, Licensed	86.4	244.4	0.35	121.7	0.71	104.4	0.83	74.4	1.16
Ancillary Nursing Personnel	25.7	40.0	0.64	18.3	1.40	20.7	1.24	20.3	1.26
All Other Personnel	138.9	484.8	0.29	252.8	0.55	226.8	0.61	136.8	1.01
Total FTEs	278.7	788.1	0.35	404.0	0.69	362.9	0.77	255.6	1.09
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	65.1	15.1	4.32	19.3	3.37	19.8	3.29	61.7	1.06
Nurses, Licensed	203.3	195.2	1.04	211.1	0.96	187.1	1.09	191.4	1.06
Ancillary Nursing Personnel	60.4	32.0	1.89	31.8	1.90	37.1	1.63	52.2	1.16
All Other Personnel	326.6	387.3	0.84	438.4	0.75	406.6	0.80	351.7	0.93
Total FTEs	655.5	629.5	1.04	700.6	0.94	650.6	1.01	657.0	1.00

**Total Hospital:**  
 Beds Set Up & Staffed 24  
 Discharges 1,334  
 Inpatient Days 3,345

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 47  
 Inpatient Days 362

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 568  
 Newborn Days 1,123

**046 Hudson Hospital & Clinics**

Hudson, WI 54016

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	17	769	2,028	32.7%	5.6	2.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	7	565	1,317	51.5%	3.6	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	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
<b>Subacute care</b>	5	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	27	1	27.7	Surgical Personnel	4	6	6.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	7	9.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	3	3.3
Registered Nurses	11	82	78.0	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	3	2.5	Physical Therapists	4	3	4.9
Ancillary Nursing Personnel	7	20	25.7	Physical Therapy Assistants/Aides	0	1	0.9
Medical Assistants	3	0	3.0	Recreational Therapists	0	1	0.9
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	2	5.9	Social Workers	0	2	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	4	10.9
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	52	29	71.4
Pharmacy Personnel	7	8	12.6				
Clinical Laboratory Personnel	7	2	8.9				
				<b>Total</b>	<b>145</b>	<b>174</b>	<b>278.7</b>

**046 Hudson Hospital & Clinics**

Hudson, WI 54016

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$44,259,216	39.4%	44.8%	0.88	49.2%	0.80	48.9%	0.81	35.7%	1.10
Medical Assistance	\$12,370,340	11.0%	14.4%	0.77	12.0%	0.92	11.7%	0.94	11.8%	0.93
Commercial	\$51,994,163	46.3%	36.6%	1.26	35.1%	1.32	35.9%	1.29	49.3%	0.94
All Other	\$3,575,309	3.2%	4.2%	0.76	3.7%	0.87	3.5%	0.92	3.2%	1.01
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$25,890,847	23.1%	32.9%	0.70	32.5%	0.71	35.0%	0.66	13.1%	1.76
Medical Assistance	\$7,462,869	6.7%	10.7%	0.62	8.6%	0.78	8.5%	0.78	3.9%	1.69
Commercial	\$19,774,321	17.6%	14.8%	1.19	10.0%	1.77	12.4%	1.42	28.2%	0.63
Charity Care	\$852,732	0.8%	1.0%	0.77	0.9%	0.85	1.4%	0.53	0.6%	1.33
Bad Debt	\$1,702,395	1.5%	1.1%	1.44	1.2%	1.22	1.3%	1.19	1.5%	1.01
All Other	\$1,687,157	1.5%	1.9%	0.78	1.6%	0.97	1.3%	1.14	1.8%	0.82
Total Deductions	\$57,370,321	51.1%	62.4%	0.82	54.7%	0.93	59.8%	0.85	49.1%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.3%	6.3%	0.69	4.1%	1.06	3.3%	1.30	4.7%	0.92
Net Gains/Losses as % of Net Income		12.6%	12.7%	0.99	48.3%	0.26	29.9%	0.42	9.8%	1.28
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$24,749,282	45.5%	44.7%	1.02	53.1%	0.86	47.5%	0.96	44.0%	1.03
Supplies & Services	\$24,618,975	45.3%	47.9%	0.95	40.3%	1.12	42.7%	1.06	44.2%	1.02
Capital Component	\$5,032,813	9.3%	7.4%	1.25	6.6%	1.39	9.8%	0.95	11.8%	0.78
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.1%	8.9%	0.57	6.5%	0.78	4.5%	1.13	4.6%	1.11
Total Hospital Net Income (%)		5.8%	10.1%	0.57	11.8%	0.49	6.3%	0.92	5.0%	1.15
Return on Equity (%)		4.3%	7.6%	0.57	8.3%	0.52	4.0%	1.07	3.6%	1.22
Current Ratio		2.8	5.6	0.50	3.7	0.77	5.4	0.53	3.3	0.85
Days in Net Patient Accounts Receivable		36.0	51.4	0.70	54.8	0.66	50.1	0.72	38.6	0.93
Average Payment Period		66.3	41.5	1.60	56.1	1.18	41.4	1.60	65.0	1.02
Equity Financing (%)		65.1%	73.6%	0.88	76.5%	0.85	67.6%	0.96	61.8%	1.05
Long-Term Debt to Equity Ratio		0.3	0.2	2.04	0.2	2.23	0.3	1.02	0.4	0.84
Times Interest Earned		5.5	14.1	0.39	26.4	0.21	4.4	1.25	3.2	1.72
Total Asset Turnover		0.7	0.7	1.00	0.7	1.13	0.6	1.18	0.7	1.06
Average Age of Plant (Years)		10.1	9.3	1.09	10.3	0.98	9.4	1.07	7.9	1.27
Increase (Decrease) Total Net Patient Revenue		3.4%	3.6%	0.95	14.9%	0.23	0.5%	6.53	-3.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.5%	60.9%	1.29	67.9%	1.16	71.6%	1.10	78.2%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$9,413	\$15,675	0.60	\$13,969	0.67	\$10,854	0.87	\$8,287	1.14
Inpatient Net Revenue per Day		\$3,496	\$3,540	0.99	\$3,407	1.03	\$3,395	1.03	\$3,266	1.07
Outpatient Net Revenue per Visit		\$1,232	\$654	1.88	\$718	1.72	\$743	1.66	\$1,247	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$112,199,028	Cash & Cash Equivalents	\$19,174,327	Current Liabilities	\$9,145,913
Less Deductions	\$57,370,321	Net Patient Receivables	\$5,414,487	Long-Term Debt	\$17,020,358
Net Patient Revenue	\$54,828,707	Other Receivables	\$237,485	Other Liabilities	\$799,005
Plus Other Revenue	\$2,493,486			Subtotal	\$26,965,276
Total Revenue	\$57,322,193	Land, Buildings & Equipment (Net)	\$36,067,924	Unrestricted Fund Balance	\$50,284,204
Less Expenses	\$54,401,070	Other Assets	\$16,355,257	Restricted Fund Balance	\$3,556,676
Non-Operating Gains/Losses	\$420,283			Total Liabilities & Fund Balance	\$77,249,480
Net Income	\$3,341,406	Total Assets	\$77,249,480		

**048 Mercy Health Hospital and Trauma Center - Janesville**  
 1000 Mineral Point Ave, PO Box 5003  
 Janesville, WI 53547  
 608-756-6000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Rock  
 Analysis Area: Southern (1)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	83.0%	55.4%	1.50	57.1%	1.45	58.7%	1.41	77.4%	1.07
Obstetrics	32.6%	38.4%	0.85	41.6%	0.12	36.5%	0.89	39.9%	0.82
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	80.5%	56.3%	1.43	58.9%	1.37	58.0%	1.39	76.1%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	37.4	26.5	1.41	24.0	1.56	38.4	0.97	34.8	1.07
Obstetrics	4.9	5.0	0.97	4.7	1.05	7.1	0.69	4.8	1.02
Pediatrics	0.0	1.4	N/A	2.4	N/A	5.4	N/A	0.0	N/A
Total Hospital	86.1	48.3	1.78	50.8	1.70	79.6	1.08	81.5	1.06
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.9	0.97	3.9	0.98	3.8	0.99	3.6	1.04
Obstetrics	2.1	2.6	0.81	2.7	0.77	2.5	0.82	2.1	1.01
Pediatrics	0.0	3.5	N/A	3.5	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.1	4.3	0.94	4.3	0.95	4.4	0.93	4.1	1.00
<b>Surgical Operations</b>									
Inpatient	2,190	1,408	1.55	2,094	1.05	1,955	1.12	2,188	1.00
Outpatient	5,509	4,098	1.34	7,088	0.78	5,493	1.00	5,632	0.98
Inpatient as % of All Surgeries	28.4%	25.6%	1.11	22.8%	1.25	26.2%	1.08	28.0%	1.02
<b>Outpatient Visits</b>									
Non-Emergency Visits	1,029,811	132,001	7.80	161,897	6.36	208,790	4.93	1,033,143	1.00
Emergency Visits	34,564	17,964	1.92	17,257	2.00	31,589	1.09	35,548	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	104.0	18.9	5.51	25.5	4.08	28.7	3.62	60.6	1.72
Nurses, Licensed	446.4	244.4	1.83	290.0	1.54	343.5	1.30	429.7	1.04
Ancillary Nursing Personnel	55.5	40.0	1.39	47.6	1.16	56.6	0.98	56.6	0.98
All Other Personnel	1,035.3	484.8	2.14	681.8	1.52	642.7	1.61	968.6	1.07
Total FTEs	1,641.2	788.1	2.08	1,045.0	1.57	1,071.5	1.53	1,515.5	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	41.9	15.1	2.77	20.7	2.02	14.6	2.87	23.7	1.77
Nurses, Licensed	179.7	195.2	0.92	235.4	0.76	174.3	1.03	168.0	1.07
Ancillary Nursing Personnel	22.3	32.0	0.70	38.7	0.58	28.7	0.78	22.1	1.01
All Other Personnel	416.7	387.3	1.08	553.4	0.75	326.0	1.28	378.7	1.10
Total FTEs	660.6	629.5	1.05	848.1	0.78	543.5	1.22	592.4	1.11

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	107	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	4
Discharges	7,729	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	835
Inpatient Days	31,427			Inpatient Days	0	Newborn Days	1,570



**048 Mercy Health Hospital and Trauma Center - Janesville**  
 Janesville, WI 53547

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	45	3,605	13,640	83.0%	37.4	3.8
Orthopedic	1	13	1,311	4,559	96.1%	12.5	3.5
Rehabilitation & Physical Medicine	1	4	142	1,764	120.8%	4.8	12.4
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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	15	863	1,784	32.6%	4.9	2.1
<b>Psychiatric</b>	1	4	957	2,848	195.1%	7.8	3.0
<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	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	351	3,456	67.6%	9.5	9.8
Step-Down (Special Care)	1	12	649	3,376	77.1%	9.2	5.2
Neonatal Intensive/Intermediate Care	3	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	104	0	104.0	Surgical Personnel	16	7	19.3
Physicians & Dentists	158	77	173.3	Radiological Services Personnel	34	58	63.8
Medical & Dental Residents	20	0	20.0	Sonographers	4	4	5.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	9	13.3
Registered Nurses	281	251	398.7	Occupational Therapists	5	12	10.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	2	3.8
Licensed Practical Nurses	10	10	15.2	Physical Therapists	11	9	15.4
Ancillary Nursing Personnel	37	71	55.5	Physical Therapy Assistants/Aides	5	6	8.7
Medical Assistants	34	34	66.0	Recreational Therapists	0	0	0.0
Physician Assistants	13	7	15.9	Dietitians & Nutritionists	5	6	9.5
Nurse Practitioners	24	8	28.5	Psychologists	3	3	4.8
Certified Registered Nurse Anesthetists	4	3	4.0	Social Workers	7	15	12.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	81	88	125.8
Health Info Mgmt-Administrators/Technicians	37	10	43.3	All Other Personnel	281	177	361.5
Pharmacy Personnel	31	21	39.3				
Clinical Laboratory Personnel	21	5	23.7				
				<b>Total</b>	<b>1,239</b>	<b>893</b>	<b>1,641.2</b>

**048 Mercy Health Hospital and Trauma Center - Janesville**  
 Janesville, WI 53547

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>6</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$371,217,934	41.1%	44.8%	0.92	41.1%	1.00	40.7%	1.01	34.2%	1.20
Medical Assistance	\$120,352,530	13.3%	14.4%	0.93	11.8%	1.13	19.9%	0.67	10.7%	1.24
Commercial	\$270,090,186	29.9%	36.6%	0.82	39.9%	0.75	35.3%	0.85	27.6%	1.08
All Other	\$142,511,551	15.8%	4.2%	3.73	7.2%	2.20	4.1%	3.84	27.5%	0.57
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$283,276,093	31.3%	32.9%	0.95	30.1%	1.04	30.5%	1.03	27.2%	1.15
Medical Assistance	\$94,795,379	10.5%	10.7%	0.98	8.7%	1.20	14.4%	0.73	8.5%	1.24
Commercial	\$123,995,384	13.7%	14.8%	0.93	18.1%	0.76	13.0%	1.06	13.0%	1.05
Charity Care	\$5,870,542	0.6%	1.0%	0.66	0.9%	0.74	1.0%	0.63	0.5%	1.21
Bad Debt	\$14,006,703	1.5%	1.1%	1.47	1.1%	1.40	1.0%	1.51	1.8%	0.88
All Other	\$99,181,019	11.0%	1.9%	5.72	3.4%	3.27	2.2%	4.89	17.9%	0.61
Total Deductions	\$621,125,120	68.7%	62.4%	1.10	62.3%	1.10	62.2%	1.11	68.9%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		36.9%	6.3%	5.82	7.1%	5.22	9.8%	3.78	37.7%	0.98
Net Gains/Losses as % of Net Income		21.7%	12.7%	1.71	48.2%	0.45	4.7%	4.66	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$172,952,177	39.6%	44.7%	0.88	48.0%	0.82	42.9%	0.92	38.9%	1.02
Supplies & Services	\$240,271,018	55.0%	47.9%	1.15	44.6%	1.23	48.6%	1.13	54.9%	1.00
Capital Component	\$24,024,380	5.5%	7.4%	0.75	7.5%	0.74	8.5%	0.65	6.2%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.5%	8.9%	0.28	3.0%	0.84	13.6%	0.19	3.7%	0.69
Total Hospital Net Income (%)		3.2%	10.1%	0.32	5.7%	0.57	14.1%	0.23	3.2%	1.01
Return on Equity (%)		2.7%	7.6%	0.35	4.4%	0.61	10.4%	0.26	2.9%	0.92
Current Ratio		3.1	5.6	0.55	2.1	1.48	6.4	0.48	2.2	1.41
Days in Net Patient Accounts Receivable		75.9	51.4	1.48	49.0	1.55	47.5	1.60	72.4	1.05
Average Payment Period		58.8	41.5	1.42	54.8	1.07	36.9	1.59	73.6	0.80
Equity Financing (%)		39.2%	73.6%	0.53	60.8%	0.64	68.5%	0.57	36.8%	1.06
Long-Term Debt to Equity Ratio		0.0	0.2	0.03	0.3	0.01	0.2	0.03	0.0	0.33
Times Interest Earned		3.7	14.1	0.26	5.3	0.70	17.7	0.21	3.2	1.14
Total Asset Turnover		0.8	0.7	1.12	0.8	1.10	0.7	1.14	0.9	0.90
Average Age of Plant (Years)		19.0	9.3	2.05	10.6	1.80	7.9	2.42	15.7	1.21
Increase (Decrease) Total Net Patient Revenue		0.9%	3.6%	0.25	3.3%	0.28	2.0%	0.45	11.6%	0.08
Outpatient Gross Revenue (% of Total GPR)		65.4%	60.9%	1.07	59.0%	1.11	59.1%	1.11	68.5%	0.96
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,703		\$15,675	0.87	\$17,327	0.79	\$14,805	0.93	\$13,546	1.01
Inpatient Net Revenue per Day	\$3,380		\$3,540	0.95	\$4,029	0.84	\$3,359	1.01	\$3,360	1.01
Outpatient Net Revenue per Visit	\$180		\$654	0.27	\$588	0.31	\$542	0.33	\$185	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$904,172,201	Cash & Cash Equivalents	\$77,654,295	Current Liabilities	\$67,734,982
Less Deductions	\$621,125,120	Net Patient Receivables	\$58,850,990	Long-Term Debt	\$915,404
Net Patient Revenue	\$283,047,081	Other Receivables	\$49,932,439	Other Liabilities	\$259,914,398
Plus Other Revenue	\$165,590,339			Subtotal	\$328,564,784
Total Revenue	\$448,637,420	Land, Buildings & Equipment (Net)	\$259,641,169	Unrestricted Fund Balance	\$211,561,443
Less Expenses	\$437,247,575	Other Assets	\$94,047,334	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,162,586			Total Liabilities & Fund Balance	\$540,126,227
Net Income	\$14,552,431	Total Assets	\$540,126,227		

**317 St Mary's Janesville Hospital**  
 3400 E. Racine Street  
 Janesville, WI 53546  
 608-373-8011

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Rock  
 Analysis Area: Southern (1)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	47.5%	55.4%	0.86	57.1%	0.83	38.8%	1.22	51.9%	0.91
Obstetrics	34.0%	38.4%	0.89	41.6%	0.07	31.2%	1.09	36.2%	0.94
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	44.0%	56.3%	0.78	58.9%	0.75	40.5%	1.08	47.6%	0.92
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	18.1	26.5	0.68	24.0	0.75	10.1	1.78	19.7	0.91
Obstetrics	2.7	5.0	0.54	4.7	0.58	2.1	1.28	2.9	0.94
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.1	N/A	0.0	N/A
Total Hospital	22.0	48.3	0.45	50.8	0.43	15.5	1.42	23.8	0.92
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.9	0.84	3.9	0.84	2.9	1.11	3.3	1.00
Obstetrics	2.1	2.6	0.82	2.7	0.79	2.3	0.92	2.2	0.98
Pediatrics	0.0	3.5	N/A	3.5	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.72	4.3	0.72	3.0	1.02	3.1	0.99
<b>Surgical Operations</b>									
Inpatient	660	1,408	0.47	2,094	0.32	502	1.31	668	0.99
Outpatient	2,598	4,098	0.63	7,088	0.37	2,146	1.21	2,320	1.12
Inpatient as % of All Surgeries	20.3%	25.6%	0.79	22.8%	0.89	19.0%	1.07	22.4%	0.91
<b>Outpatient Visits</b>									
Non-Emergency Visits	16,793	132,001	0.13	161,897	0.10	53,087	0.32	17,050	0.98
Emergency Visits	16,952	17,964	0.94	17,257	0.98	13,724	1.24	17,022	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.0	18.9	0.79	25.5	0.59	11.1	1.36	5.3	2.83
Nurses, Licensed	94.3	244.4	0.39	290.0	0.33	104.4	0.90	109.3	0.86
Ancillary Nursing Personnel	18.3	40.0	0.46	47.6	0.38	20.7	0.88	18.4	0.99
All Other Personnel	190.3	484.8	0.39	681.8	0.28	226.8	0.84	182.2	1.04
Total FTEs	317.8	788.1	0.40	1,045.0	0.30	362.9	0.88	315.1	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	26.6	15.1	1.76	20.7	1.29	19.8	1.34	9.4	2.83
Nurses, Licensed	167.3	195.2	0.86	235.4	0.71	187.1	0.89	194.1	0.86
Ancillary Nursing Personnel	32.4	32.0	1.01	38.7	0.84	37.1	0.87	32.6	0.99
All Other Personnel	337.5	387.3	0.87	553.4	0.61	406.6	0.83	323.5	1.04
Total FTEs	563.8	629.5	0.90	848.1	0.66	650.6	0.87	559.6	1.01

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	50	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	2,584	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	435
Inpatient Days	8,023			Inpatient Days	0	Newborn Days	844

**317 St Mary's Janesville Hospital**  
 Janesville, WI 53546

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	38	2,020	6,589	47.5%	18.1	3.3
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	4	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	8	470	993	34.0%	2.7	2.1
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	4	94	441	30.2%	1.2	4.7
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	5	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	15	0	15.0	Surgical Personnel	6	4	6.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	33	26.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	1	0.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	4	6.1
Registered Nurses	72	45	89.3	Occupational Therapists	1	2	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	3	2.4
Ancillary Nursing Personnel	15	9	18.3	Physical Therapy Assistants/Aides	1	1	1.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	0	4.0
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	21	11	27.9
Health Info Mgmt-Administrators/Technicians	2	5	4.5	All Other Personnel	52	26	69.5
Pharmacy Personnel	5	3	7.2				
Clinical Laboratory Personnel	27	10	31.7				
				<b>Total</b>	<b>242</b>	<b>159</b>	<b>317.8</b>

**317 St Mary's Janesville Hospital**  
Janesville, WI 53546

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>4</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$112,072,960	55.4%	44.8%	1.24	41.1%	1.35	48.9%	1.13	53.6%	1.03
Medical Assistance	\$27,443,954	13.6%	14.4%	0.94	11.8%	1.15	11.7%	1.16	14.0%	0.97
Commercial	\$56,182,544	27.8%	36.6%	0.76	39.9%	0.70	35.9%	0.77	29.3%	0.95
All Other	\$6,569,935	3.2%	4.2%	0.77	7.2%	0.45	3.5%	0.94	3.0%	1.07
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$92,279,335	45.6%	32.9%	1.39	30.1%	1.52	35.0%	1.31	43.6%	1.05
Medical Assistance	\$20,979,577	10.4%	10.7%	0.97	8.7%	1.19	8.5%	1.22	10.8%	0.96
Commercial	\$15,480,538	7.7%	14.8%	0.52	18.1%	0.42	12.4%	0.62	6.4%	1.20
Charity Care	\$3,414,218	1.7%	1.0%	1.71	0.9%	1.92	1.4%	1.18	1.7%	0.97
Bad Debt	\$2,539,433	1.3%	1.1%	1.19	1.1%	1.13	1.3%	0.99	1.4%	0.89
All Other	\$2,172,628	1.1%	1.9%	0.56	3.4%	0.32	1.3%	0.81	0.7%	1.52
Total Deductions	\$136,865,729	67.7%	62.4%	1.08	62.3%	1.09	59.8%	1.13	64.6%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	6.3%	0.36	7.1%	0.33	3.3%	0.69	3.4%	0.68
Net Gains/Losses as % of Net Income		48.1%	12.7%	3.80	48.2%	1.00	29.9%	1.61	22.5%	2.14
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$28,072,991	43.2%	44.7%	0.97	48.0%	0.90	47.5%	0.91	43.2%	1.00
Supplies & Services	\$25,818,814	39.7%	47.9%	0.83	44.6%	0.89	42.7%	0.93	37.4%	1.06
Capital Component	\$11,086,341	17.1%	7.4%	2.31	7.5%	2.28	9.8%	1.74	19.4%	0.88
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.9%	8.9%	0.33	3.0%	0.98	4.5%	0.66	9.6%	0.31
Total Hospital Net Income (%)		5.5%	10.1%	0.55	5.7%	0.97	6.3%	0.88	12.1%	0.46
Return on Equity (%)		3.7%	7.6%	0.49	4.4%	0.84	4.0%	0.92	9.8%	0.38
Current Ratio		1.8	5.6	0.33	2.1	0.89	5.4	0.34	3.2	0.58
Days in Net Patient Accounts Receivable		46.3	51.4	0.90	49.0	0.95	50.1	0.92	43.5	1.06
Average Payment Period		50.1	41.5	1.21	54.8	0.91	41.4	1.21	45.7	1.10
Equity Financing (%)		83.7%	73.6%	1.14	60.8%	1.38	67.6%	1.24	8.7%	9.61
Long-Term Debt to Equity Ratio		0.0	0.2	0.00	0.3	0.00	0.3	0.00	0.0	0.16
Times Interest Earned		2.0	14.1	0.14	5.3	0.37	4.4	0.44	2.9	0.68
Total Asset Turnover		0.7	0.7	0.88	0.8	0.87	0.6	1.04	0.8	0.83
Average Age of Plant (Years)		5.8	9.3	0.63	10.6	0.55	9.4	0.62	4.5	1.29
Increase (Decrease) Total Net Patient Revenue		-4.3%	3.6%	N/A	3.3%	N/A	0.5%	N/A	9.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		61.0%	60.9%	1.00	59.0%	1.03	71.6%	0.85	58.0%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,293		\$15,675	0.66	\$17,327	0.59	\$10,854	0.95	\$10,820	0.95
Inpatient Net Revenue per Day	\$3,312		\$3,540	0.94	\$4,029	0.82	\$3,395	0.98	\$3,470	0.95
Outpatient Net Revenue per Visit	\$1,225		\$654	1.87	\$588	2.08	\$743	1.65	\$1,205	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$202,269,393	Cash & Cash Equivalents	\$3,178,439	Current Liabilities	\$8,025,348
Less Deductions	\$136,865,729	Net Patient Receivables	\$8,299,194	Long-Term Debt	\$30,567
Net Patient Revenue	\$65,403,664	Other Receivables	\$1,802,649	Other Liabilities	\$8,621,104
Plus Other Revenue	\$1,547,118			Subtotal	\$16,677,019
Total Revenue	\$66,950,782	Land, Buildings & Equipment (Net)	\$55,806,026	Unrestricted Fund Balance	\$85,630,858
Less Expenses	\$64,978,146	Other Assets	\$33,221,569	Restricted Fund Balance	\$281,660
Non-Operating Gains/Losses	\$1,829,054			Total Liabilities & Fund Balance	\$102,307,877
Net Income	\$3,801,690	Total Assets	\$102,307,877		

**189 Aurora Medical Center in Kenosha**  
 10400 75th Avenue  
 Kenosha, WI 53142  
 262-948-5600

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

County: Kenosha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	68.4%	55.4%	1.23	52.9%	1.29	58.7%	1.17	64.1%	1.07
Obstetrics	58.5%	38.4%	1.53	30.5%	0.15	36.5%	1.60	56.4%	1.04
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	63.0%	56.3%	1.12	48.2%	1.31	58.0%	1.09	62.0%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	37.0	26.5	1.39	35.0	1.06	38.4	0.96	34.6	1.07
Obstetrics	4.7	5.0	0.93	5.7	0.82	7.1	0.66	4.5	1.04
Pediatrics	0.0	1.4	N/A	0.3	N/A	5.4	N/A	0.0	N/A
Total Hospital	49.8	48.3	1.03	55.0	0.91	79.6	0.63	49.0	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.81	3.6	0.88	3.8	0.82	3.3	0.95
Obstetrics	2.2	2.6	0.87	2.3	0.95	2.5	0.89	2.2	1.00
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.72	3.9	0.80	4.4	0.72	3.2	0.97
<b>Surgical Operations</b>									
Inpatient	1,607	1,408	1.14	1,426	1.13	1,955	0.82	1,518	1.06
Outpatient	5,844	4,098	1.43	3,666	1.59	5,493	1.06	5,585	1.05
Inpatient as % of All Surgeries	21.6%	25.6%	0.84	28.0%	0.77	26.2%	0.82	21.4%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	159,994	132,001	1.21	147,718	1.08	208,790	0.77	154,747	1.03
Emergency Visits	29,742	17,964	1.66	23,681	1.26	31,589	0.94	30,032	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.0	18.9	0.79	19.1	0.79	28.7	0.52	11.0	1.36
Nurses, Licensed	349.5	244.4	1.43	263.5	1.33	343.5	1.02	255.6	1.37
Ancillary Nursing Personnel	46.3	40.0	1.16	43.7	1.06	56.6	0.82	54.9	0.84
All Other Personnel	758.4	484.8	1.56	513.5	1.48	642.7	1.18	402.8	1.88
Total FTEs	1,169.3	788.1	1.48	839.7	1.39	1,071.5	1.09	724.3	1.61
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.3	15.1	0.55	11.9	0.69	14.6	0.57	6.3	1.30
Nurses, Licensed	192.6	195.2	0.99	164.8	1.17	174.3	1.11	147.3	1.31
Ancillary Nursing Personnel	25.5	32.0	0.80	27.3	0.93	28.7	0.89	31.6	0.81
All Other Personnel	418.0	387.3	1.08	321.1	1.30	326.0	1.28	232.1	1.80
Total FTEs	644.4	629.5	1.02	525.2	1.23	543.5	1.19	417.3	1.54

**Total Hospital:**  
 Beds Set Up & Staffed 79  
 Discharges 5,815  
 Inpatient Days 18,177

**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 3  
 Total Births 740  
 Newborn Days 1,775

**189 Aurora Medical Center in Kenosha**  
Kenosha, WI 53142

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	54	4,304	13,490	68.4%	37.0	3.1
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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	8	765	1,709	58.5%	4.7	2.2
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	5	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	12	511	2,492	56.9%	6.8	4.9
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	5	60	486	26.6%	1.3	8.1
Other Intensive Care	3	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>	3	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	15	0	15.0	Surgical Personnel	15	4	18.0
Physicians & Dentists	63	21	70.7	Radiological Services Personnel	44	26	61.1
Medical & Dental Residents	0	0	0.0	Sonographers	10	7	15.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	7	10.9
Registered Nurses	279	86	329.0	Occupational Therapists	7	7	11.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	1.0	Physical Therapists	22	6	25.0
Ancillary Nursing Personnel	35	21	46.3	Physical Therapy Assistants/Aides	7	0	7.0
Medical Assistants	56	16	68.2	Recreational Therapists	0	0	0.0
Physician Assistants	16	3	16.7	Dietitians & Nutritionists	2	2	2.5
Nurse Practitioners	11	9	16.5	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	6	0	6.0
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	156	86	199.0
Health Info Mgmt-Administrators/Technicians	26	8	31.6	All Other Personnel	142	64	184.0
Pharmacy Personnel	12	10	16.7				
Clinical Laboratory Personnel	11	5	13.9				
				<b>Total</b>	<b>947</b>	<b>389</b>	<b>1,169.3</b>

**189 Aurora Medical Center in Kenosha**

Kenosha, WI 53142

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$301,017,622	44.6%	44.8%	1.00	48.2%	0.92	40.7%	1.09	42.8%	1.04
Medical Assistance	\$66,455,402	9.8%	14.4%	0.68	10.5%	0.93	19.9%	0.49	10.1%	0.97
Commercial	\$289,551,004	42.9%	36.6%	1.17	38.7%	1.11	35.3%	1.22	44.4%	0.96
All Other	\$18,622,263	2.8%	4.2%	0.65	2.5%	1.10	4.1%	0.67	2.6%	1.04
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$247,007,334	36.6%	32.9%	1.11	37.8%	0.97	30.5%	1.20	35.1%	1.04
Medical Assistance	\$54,333,150	8.0%	10.7%	0.75	8.1%	0.99	14.4%	0.56	8.2%	0.98
Commercial	\$124,220,343	18.4%	14.8%	1.24	16.8%	1.09	13.0%	1.42	18.8%	0.98
Charity Care	\$7,129,685	1.1%	1.0%	1.07	1.0%	1.10	1.0%	1.02	0.8%	1.25
Bad Debt	\$9,829,445	1.5%	1.1%	1.38	1.0%	1.43	1.0%	1.41	1.4%	1.01
All Other	\$8,853,061	1.3%	1.9%	0.68	1.1%	1.24	2.2%	0.58	1.4%	0.94
Total Deductions	\$451,373,018	66.8%	62.4%	1.07	65.8%	1.02	62.2%	1.07	65.7%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.3%	6.3%	0.05		4.3%	0.08	9.8%	0.03	0.4%	0.89
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	4.7%	N/A	0.8%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$59,649,641	37.7%	44.7%	0.84	39.6%	0.95	42.9%	0.88	37.3%	1.01
Supplies & Services	\$88,577,478	56.0%	47.9%	1.17	51.6%	1.08	48.6%	1.15	54.7%	1.02
Capital Component	\$10,020,393	6.3%	7.4%	0.86	8.7%	0.73	8.5%	0.74	7.9%	0.80
<b>Fiscal Statistics</b>										
Operating Margin (%)	29.7%	8.9%	3.32		11.5%	2.57	13.6%	2.19	30.0%	0.99
Total Hospital Net Income (%)	29.6%	10.1%	2.92		10.0%	2.96	14.1%	2.09	30.1%	0.98
Return on Equity (%)	9.8%	7.6%	1.28		6.2%	1.57	10.4%	0.94	10.3%	0.95
Current Ratio	51.8	5.6	9.17		8.9	5.79	6.4	8.04	39.9	1.30
Days in Net Patient Accounts Receivable	49.8	51.4	0.97		48.8	1.02	47.5	1.05	55.3	0.90
Average Payment Period	27.9	41.5	0.67		42.8	0.65	36.9	0.76	35.4	0.79
Equity Financing (%)	98.2%	73.6%	1.34		80.2%	1.22	68.5%	1.43	97.8%	1.01
Long-Term Debt to Equity Ratio	0.0	0.2	0.00		0.1	0.00	0.2	0.00	0.0	0.67
Times Interest Earned	3,655.4	14.1	259.65		13.9	262.67	17.7	206.11	2,385.9	1.53
Total Asset Turnover	0.3	0.7	0.45		0.6	0.52	0.7	0.45	0.3	0.97
Average Age of Plant (Years)	7.3	9.3	0.79		8.9	0.82	7.9	0.93	6.3	1.16
Increase (Decrease) Total Net Patient Revenue	7.0%	3.6%	1.94		1.8%	3.90	2.0%	3.51	6.0%	1.18
Outpatient Gross Revenue (% of Total GPR)	71.2%	60.9%	1.17		63.2%	1.13	59.1%	1.20	70.6%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,624	\$15,675	0.74		\$12,886	0.90	\$14,805	0.79	\$11,605	1.00
Inpatient Net Revenue per Day	\$3,549	\$3,540	1.00		\$3,088	1.15	\$3,359	1.06	\$3,461	1.03
Outpatient Net Revenue per Visit	\$878	\$654	1.34		\$646	1.36	\$542	1.62	\$832	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$675,646,291	Cash & Cash Equivalents	\$558,852,850	Current Liabilities	\$11,411,748
Less Deductions	\$451,373,018	Net Patient Receivables	\$30,594,809	Long-Term Debt	\$174,298
Net Patient Revenue	\$224,273,273	Other Receivables	\$406,245	Other Liabilities	\$342,031
Plus Other Revenue	\$742,084			Subtotal	\$11,928,077
Total Revenue	\$225,015,357	Land, Buildings & Equipment (Net)	\$87,930,991	Unrestricted Fund Balance	\$668,839,327
Less Expenses	\$158,247,512	Other Assets	\$2,982,509	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$381,927	Total Assets	\$680,767,404	Total Liabilities & Fund Balance	\$680,767,404
Net Income	\$66,385,918				



**305 Froedtert South**  
 6308 8th Ave  
 Kenosha, WI 53143  
 262-656-3011

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Kenosha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	50.1%	55.4%	0.90	52.9%	0.95	68.9%	0.73	52.0%	0.96
Obstetrics	17.4%	38.4%	0.45	30.5%	0.22	47.9%	0.36	17.7%	0.99
Pediatrics	5.6%	55.4%	0.10	10.4%	0.54	38.5%	0.14	5.4%	1.03
Total Hospital	37.3%	56.3%	0.66	48.2%	0.77	66.1%	0.57	42.4%	0.88
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	62.2	26.5	2.34	35.0	1.78	101.6	0.61	64.5	0.96
Obstetrics	6.8	5.0	1.35	5.7	1.19	14.7	0.46	6.9	0.99
Pediatrics	0.7	1.4	0.46	0.3	2.03	3.6	0.46	0.7	1.03
Total Hospital	82.5	48.3	1.71	55.0	1.50	193.9	0.43	93.7	0.88
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.7	3.9	1.21	3.6	1.32	4.3	1.09	4.3	1.09
Obstetrics	2.3	2.6	0.89	2.3	0.97	2.7	0.83	2.3	1.00
Pediatrics	3.2	3.5	0.91	2.3	1.37	3.4	0.94	2.8	1.15
Total Hospital	4.1	4.3	0.95	3.9	1.05	4.8	0.86	4.4	0.93
<b>Surgical Operations</b>									
Inpatient	1,803	1,408	1.28	1,426	1.26	5,364	0.34	2,127	0.85
Outpatient	4,999	4,098	1.22	3,666	1.36	13,857	0.36	5,395	0.93
Inpatient as % of All Surgeries	26.5%	25.6%	1.04	28.0%	0.95	27.9%	0.95	28.3%	0.94
<b>Outpatient Visits</b>									
Non-Emergency Visits	271,816	132,001	2.06	147,718	1.84	422,002	0.64	271,430	1.00
Emergency Visits	67,715	17,964	3.77	23,681	2.86	48,744	1.39	70,954	0.95
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	84.8	18.9	4.49	19.1	4.45	55.0	1.54	61.9	1.37
Nurses, Licensed	509.9	244.4	2.09	263.5	1.93	909.8	0.56	535.6	0.95
Ancillary Nursing Personnel	103.9	40.0	2.60	43.7	2.38	148.5	0.70	113.5	0.92
All Other Personnel	1,179.9	484.8	2.43	513.5	2.30	1,773.6	0.67	1,226.0	0.96
Total FTEs	1,878.5	788.1	2.38	839.7	2.24	2,886.8	0.65	1,936.9	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	30.4	15.1	2.01	11.9	2.55	12.1	2.51	22.5	1.35
Nurses, Licensed	182.6	195.2	0.94	164.8	1.11	199.8	0.91	194.8	0.94
Ancillary Nursing Personnel	37.2	32.0	1.16	27.3	1.36	32.6	1.14	41.3	0.90
All Other Personnel	422.6	387.3	1.09	321.1	1.32	389.6	1.08	446.0	0.95
Total FTEs	672.9	629.5	1.07	525.2	1.28	634.1	1.06	704.6	0.95

**Total Hospital:**  
 Beds Set Up & Staffed 221  
 Discharges 7,362  
 Inpatient Days 30,112

**Contract with:**  
 Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) No

**Medicare-certified Swing Beds:**  
 Average Beds Used 0  
 Discharges 0  
 Inpatient Days 0

**Newborn Nursery:**  
 Bassinets 24  
 Total Births 1,064  
 Newborn Days 2,293

**305 Froedtert South**  
Kenosha, WI 53143

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	124	4,830	22,696	50.1%	62.2	4.7
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	5	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	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>	1	12	77	244	5.6%	0.7	3.2
<b>Obstetrics</b>	1	39	1,086	2,478	17.4%	6.8	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	4	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	31	531	4,694	41.5%	12.9	8.8
Step-Down (Special Care)	1	15	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	2	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>	2	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	83	5	84.8	Surgical Personnel	30	2	32.1
Physicians & Dentists	57	4	58.1	Radiological Services Personnel	37	36	59.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	22	16	27.2
Registered Nurses	352	206	491.9	Occupational Therapists	6	2	7.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	11	0	11.0	Physical Therapists	22	3	23.3
Ancillary Nursing Personnel	58	92	103.9	Physical Therapy Assistants/Aides	13	5	16.1
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	7	1	7.7	Dietitians & Nutritionists	6	1	6.9
Nurse Practitioners	7	0	7.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	1	7.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	148	98	190.3
Health Info Mgmt-Administrators/Technicians	60	7	64.1	All Other Personnel	522	105	575.7
Pharmacy Personnel	39	10	44.9				
Clinical Laboratory Personnel	55	10	59.4				
				<b>Total</b>	<b>1,542</b>	<b>604</b>	<b>1,878.5</b>

**305 Froedtert South**  
Kenosha, WI 53143

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$382,677,312	45.5%	44.8%	1.02	48.2%	0.94	45.3%	1.00	43.7%	1.04
Medical Assistance	\$137,940,883	16.4%	14.4%	1.14	10.5%	1.56	13.1%	1.25	17.3%	0.95
Commercial	\$296,066,762	35.2%	36.6%	0.96	38.7%	0.91	37.0%	0.95	36.5%	0.96
All Other	\$24,320,492	2.9%	4.2%	0.69	2.5%	1.16	4.5%	0.64	2.5%	1.18
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$284,716,569	33.9%	32.9%	1.03	37.8%	0.89	34.5%	0.98	32.8%	1.03
Medical Assistance	\$99,212,269	11.8%	10.7%	1.10	8.1%	1.45	10.2%	1.16	12.7%	0.93
Commercial	\$123,562,521	14.7%	14.8%	0.99	16.8%	0.87	16.0%	0.92	13.0%	1.13
Charity Care	\$7,737,516	0.9%	1.0%	0.93	1.0%	0.96	1.0%	0.95	1.4%	0.67
Bad Debt	\$14,375,487	1.7%	1.1%	1.62	1.0%	1.68	1.0%	1.74	1.2%	1.39
All Other	\$8,048,723	1.0%	1.9%	0.50	1.1%	0.91	1.9%	0.51	0.7%	1.32
Total Deductions	\$537,653,085	63.9%	62.4%	1.02	65.8%	0.97	64.5%	0.99	61.9%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.0%	6.3%	0.31		4.3%	0.46	5.9%	0.34	2.5%	0.80
Net Gains/Losses as % of Net Income	24.3%	12.7%	1.92		N/A	N/A	17.3%	1.40	1.5%	15.87
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$168,798,724	56.2%	44.7%	1.26	39.6%	1.42	44.0%	1.28	54.6%	1.03
Supplies & Services	\$103,927,264	34.6%	47.9%	0.72	51.6%	0.67	49.6%	0.70	35.2%	0.98
Capital Component	\$27,643,200	9.2%	7.4%	1.25	8.7%	1.06	6.4%	1.44	10.2%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)	2.9%	8.9%	0.33		11.5%	0.25	7.7%	0.38	6.4%	0.46
Total Hospital Net Income (%)	3.8%	10.1%	0.38		10.0%	0.38	9.1%	0.42	6.4%	0.60
Return on Equity (%)	2.6%	7.6%	0.35		6.2%	0.42	6.9%	0.38	4.1%	0.64
Current Ratio	5.4	5.6	0.96		8.9	0.61	5.6	0.96	6.0	0.90
Days in Net Patient Accounts Receivable	61.0	51.4	1.19		48.8	1.25	52.1	1.17	66.1	0.92
Average Payment Period	39.9	41.5	0.96		42.8	0.93	43.2	0.92	48.2	0.83
Equity Financing (%)	74.8%	73.6%	1.02		80.2%	0.93	76.9%	0.97	73.0%	1.02
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	0.0	14.1	N/A		13.9	N/A	17.0	N/A	0.0	N/A
Total Asset Turnover	0.7	0.7	0.92		0.6	1.08	0.8	0.91	0.6	1.07
Average Age of Plant (Years)	9.7	9.3	1.05		8.9	1.09	10.4	0.94	11.9	0.82
Increase (Decrease) Total Net Patient Revenue	-1.5%	3.6%	N/A		1.8%	N/A	4.9%	N/A	3.8%	N/A
Outpatient Gross Revenue (% of Total GPR)	67.9%	60.9%	1.11		63.2%	1.07	56.8%	1.19	65.9%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,271	\$15,675	0.78		\$12,886	0.95	\$17,864	0.69	\$11,883	1.03
Inpatient Net Revenue per Day	\$2,758	\$3,540	0.78		\$3,088	0.89	\$3,709	0.74	\$2,716	1.02
Outpatient Net Revenue per Visit	\$670	\$654	1.02		\$646	1.04	\$733	0.91	\$656	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$841,005,449	Cash & Cash Equivalents	\$17,148,772	Current Liabilities	\$30,086,339
Less Deductions	\$537,653,085	Net Patient Receivables	\$50,733,443	Long-Term Debt	\$0
Net Patient Revenue	\$303,352,364	Other Receivables	\$419,404	Other Liabilities	\$84,355,356
Plus Other Revenue	\$6,088,073			Subtotal	\$114,441,695
Total Revenue	\$309,440,437	Land, Buildings & Equipment (Net)	\$198,662,926	Unrestricted Fund Balance	\$339,226,692
Less Expenses	\$300,369,188	Other Assets	\$186,703,842	Restricted Fund Balance	\$2,296,413
Non-Operating Gains/Losses	\$2,912,585			Total Liabilities & Fund Balance	\$453,668,387
Net Income	\$11,983,834	Total Assets	\$453,668,387		

**056 Gundersen Lutheran Medical Center**  
 1900 South Avenue  
 La Crosse, WI 54601  
 608-782-7300

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

County: La Crosse  
 Analysis Area: Southwestern (5B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	68.9%	55.4%	1.24	49.4%	1.39	68.9%	1.00	68.3%	1.01
Obstetrics	73.1%	38.4%	1.91	56.6%	0.19	47.9%	1.53	71.7%	1.02
Pediatrics	31.4%	55.4%	0.57	29.0%	1.08	38.5%	0.82	31.4%	1.00
Total Hospital	68.9%	56.3%	1.22	56.0%	1.23	66.1%	1.04	68.0%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	75.0	26.5	2.83	15.5	4.85	101.6	0.74	72.4	1.04
Obstetrics	11.0	5.0	2.18	3.5	3.10	14.7	0.75	10.8	1.02
Pediatrics	3.8	1.4	2.62	0.5	6.99	3.6	2.62	3.8	1.00
Total Hospital	187.5	48.3	3.88	28.8	6.52	193.9	0.97	183.0	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.88	4.0	0.87	4.3	0.80	3.3	1.03
Obstetrics	2.5	2.6	0.96	2.6	0.95	2.7	0.90	2.5	0.99
Pediatrics	2.6	3.5	0.75	2.6	1.00	3.4	0.77	2.4	1.09
Total Hospital	5.3	4.3	1.24	4.5	1.19	4.8	1.12	5.2	1.02
<b>Surgical Operations</b>									
Inpatient	5,010	1,408	3.56	938	5.34	5,364	0.93	4,790	1.05
Outpatient	13,775	4,098	3.36	2,728	5.05	13,857	0.99	13,479	1.02
Inpatient as % of All Surgeries	26.7%	25.6%	1.04	25.6%	1.04	27.9%	0.96	26.2%	1.02
<b>Outpatient Visits</b>									
Non-Emergency Visits	582,262	132,001	4.41	92,956	6.26	422,002	1.38	590,433	0.99
Emergency Visits	57,430	17,964	3.20	13,295	4.32	48,744	1.18	56,226	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.9	N/A	8.3	N/A	55.0	N/A	0.0	N/A
Nurses, Licensed	526.0	244.4	2.15	167.9	3.13	909.8	0.58	487.0	1.08
Ancillary Nursing Personnel	56.0	40.0	1.40	24.9	2.25	148.5	0.38	65.0	0.86
All Other Personnel	1,248.0	484.8	2.57	382.3	3.26	1,773.6	0.70	1,289.0	0.97
Total FTEs	1,830.0	788.1	2.32	583.5	3.14	2,886.8	0.63	1,841.0	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	15.1	N/A	7.9	N/A	12.1	N/A	0.0	N/A
Nurses, Licensed	82.9	195.2	0.42	159.8	0.52	199.8	0.41	77.1	1.07
Ancillary Nursing Personnel	8.8	32.0	0.28	23.7	0.37	32.6	0.27	10.3	0.86
All Other Personnel	196.6	387.3	0.51	363.8	0.54	389.6	0.50	204.1	0.96
Total FTEs	288.3	629.5	0.46	555.1	0.52	634.1	0.45	291.5	0.99

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	272	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	15
Discharges	12,800	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,561
Inpatient Days	68,439			Inpatient Days	0	Newborn Days	2,702

**056 Gundersen Lutheran Medical Center**  
La Crosse, WI 54601

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	109	7,959	27,393	68.9%	75.0	3.4
Orthopedic	1	48	3,659	12,589	71.9%	34.5	3.4
Rehabilitation & Physical Medicine	1	16	378	4,634	79.3%	12.7	12.3
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
<b>Pediatric, acute</b>	1	12	527	1,375	31.4%	3.8	2.6
<b>Obstetrics</b>	1	15	1,621	4,004	73.1%	11.0	2.5
<b>Psychiatric</b>	1	30	1,506	9,290	84.8%	25.5	6.2
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	4	84	159	10.9%	0.4	1.9
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	24	2,701	5,560	63.5%	15.2	2.1
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	14	255	3,435	67.2%	9.4	13.5
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	0	0	0.0	Surgical Personnel	51	26	51.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	29	38	29.0
Medical & Dental Residents	0	0	0.0	Sonographers	17	12	17.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	24	30	24.0
Registered Nurses	510	779	510.0	Occupational Therapists	23	7	23.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	3	2.0
Licensed Practical Nurses	13	30	13.0	Physical Therapists	35	13	35.0
Ancillary Nursing Personnel	56	149	56.0	Physical Therapy Assistants/Aides	12	9	12.0
Medical Assistants	139	74	139.0	Recreational Therapists	3	7	3.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	18	5	18.0
Nurse Practitioners	3	2	3.0	Psychologists	12	0	12.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	37	21	37.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	308	348	308.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	446	158	446.0
Pharmacy Personnel	56	17	56.0				
Clinical Laboratory Personnel	36	29	36.0				
				<b>Total</b>	<b>1,830</b>	<b>1,757</b>	<b>1,830.0</b>

**056 Gundersen Lutheran Medical Center**

La Crosse, WI 54601

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$958,926,444	45.9%	44.8%	1.02	45.7%	1.00	45.3%	1.01	45.9%	1.00
Medical Assistance	\$208,188,117	10.0%	14.4%	0.69	10.6%	0.94	13.1%	0.76	10.0%	1.00
Commercial	\$799,003,096	38.2%	36.6%	1.04	37.7%	1.01	37.0%	1.03	34.6%	1.10
All Other	\$125,039,116	6.0%	4.2%	1.42	5.9%	1.02	4.5%	1.33	9.6%	0.62
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$767,754,020	36.7%	32.9%	1.11	33.8%	1.09	34.5%	1.07	32.3%	1.14
Medical Assistance	\$192,094,880	9.2%	10.7%	0.86	8.9%	1.04	10.2%	0.90	8.1%	1.13
Commercial	\$278,638,961	13.3%	14.8%	0.90	13.6%	0.98	16.0%	0.83	8.3%	1.61
Charity Care	\$10,489,058	0.5%	1.0%	0.51	0.7%	0.75	1.0%	0.52	0.8%	0.60
Bad Debt	\$21,127,664	1.0%	1.1%	0.96	1.3%	0.77	1.0%	1.03	0.6%	1.80
All Other	\$111,867,791	5.3%	1.9%	2.79	4.0%	1.34	1.9%	2.83	13.5%	0.40
Total Deductions	\$1,381,972,374	66.1%	62.4%	1.06	62.3%	1.06	64.5%	1.02	63.6%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		25.2%	6.3%	3.96	20.5%	1.23	5.9%	4.29	21.8%	1.15
Net Gains/Losses as % of Net Income		1.0%	12.7%	0.08	6.0%	0.17	17.3%	0.06	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$474,155,947	55.6%	44.7%	1.24	56.6%	0.98	44.0%	1.26	57.4%	0.97
Supplies & Services	\$341,856,692	40.1%	47.9%	0.84	38.6%	1.04	49.6%	0.81	38.0%	1.05
Capital Component	\$37,360,598	4.4%	7.4%	0.59	4.9%	0.90	6.4%	0.68	4.7%	0.94
<b>Fiscal Statistics</b>										
Operating Margin (%)		9.9%	8.9%	1.11	8.3%	1.20	7.7%	1.30	26.0%	0.38
Total Hospital Net Income (%)		10.0%	10.1%	0.99	8.7%	1.15	9.1%	1.10	11.6%	0.87
Return on Equity (%)		7.2%	7.6%	0.95	7.3%	1.00	6.9%	1.04	7.2%	1.01
Current Ratio		231.9	5.6	41.06	12.8	18.17	5.6	41.13	319.4	0.73
Days in Net Patient Accounts Receivable		74.0	51.4	1.44	67.7	1.09	52.1	1.42	57.1	1.30
Average Payment Period		1.9	41.5	0.05	24.3	0.08	43.2	0.04	1.6	1.21
Equity Financing (%)		99.6%	73.6%	1.35	90.3%	1.10	76.9%	1.29	99.7%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.0	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	14.1	N/A	51.2	N/A	17.0	N/A	0.0	N/A
Total Asset Turnover		0.7	0.7	0.97	0.8	0.87	0.8	0.96	0.7	0.97
Average Age of Plant (Years)		6.6	9.3	0.71	9.3	0.71	10.4	0.63	7.2	0.91
Increase (Decrease) Total Net Patient Revenue		0.4%	3.6%	0.10	-3.9%	N/A	4.9%	0.07	-0.7%	N/A
Outpatient Gross Revenue (% of Total GPR)		73.3%	60.9%	1.20	74.2%	0.99	56.8%	1.29	73.3%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$18,452		\$15,675	1.18	\$16,231	1.14	\$17,864	1.03	\$17,502	1.05
Inpatient Net Revenue per Day	\$3,816		\$3,540	1.08	\$3,609	1.06	\$3,709	1.03	\$3,623	1.05
Outpatient Net Revenue per Visit	\$772		\$654	1.18	\$891	0.87	\$733	1.05	\$763	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$2,091,156,773	Cash & Cash Equivalents	\$331,139	Current Liabilities	\$4,334,189
Less Deductions	\$1,381,972,374	Net Patient Receivables	\$143,768,651	Long-Term Debt	\$0
Net Patient Revenue	\$709,184,399	Other Receivables	\$9,839,704	Other Liabilities	\$1,290,162
Plus Other Revenue	\$238,336,532			Subtotal	\$5,624,351
Total Revenue	\$947,520,931	Land, Buildings & Equipment (Net)	\$306,497,956	Unrestricted Fund Balance	\$1,306,214,272
Less Expenses	\$853,373,237	Other Assets	\$851,401,173	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$942,393			Total Liabilities & Fund Balance	\$1,311,838,623
Net Income	\$95,090,087	Total Assets	\$1,311,838,623		

**057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse**  
 700 West Avenue South  
 La Crosse, WI 54601  
 608-785-0940

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: La Crosse  
 Analysis Area: Southwestern (5B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	74.1%	55.4%	1.34	49.4%	1.50	68.9%	1.07	88.2%	0.84
Obstetrics	73.2%	38.4%	1.91	56.6%	0.09	47.9%	1.53	86.1%	0.85
Pediatrics	0.0%	55.4%	N/A	29.0%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	72.5%	56.3%	1.29	56.0%	1.30	66.1%	1.10	88.8%	0.82
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	51.1	26.5	1.93	15.5	3.31	101.6	0.50	47.6	1.07
Obstetrics	5.1	5.0	1.02	3.5	1.45	14.7	0.35	4.3	1.19
Pediatrics	0.0	1.4	N/A	0.5	N/A	3.6	N/A	0.0	N/A
Total Hospital	66.0	48.3	1.37	28.8	2.29	193.9	0.34	64.8	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	7.0	3.9	1.81	4.0	1.77	4.3	1.63	3.7	1.91
Obstetrics	4.0	2.6	1.55	2.6	1.53	2.7	1.45	1.9	2.15
Pediatrics	0.0	3.5	N/A	2.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.0	4.3	0.92	4.5	0.88	4.8	0.83	3.9	1.02
<b>Surgical Operations</b>									
Inpatient	1,465	1,408	1.04	938	1.56	5,364	0.27	1,614	0.91
Outpatient	6,479	4,098	1.58	2,728	2.38	13,857	0.47	6,574	0.99
Inpatient as % of All Surgeries	18.4%	25.6%	0.72	25.6%	0.72	27.9%	0.66	19.7%	0.94
<b>Outpatient Visits</b>									
Non-Emergency Visits	76,538	132,001	0.58	92,956	0.82	422,002	0.18	78,993	0.97
Emergency Visits	23,526	17,964	1.31	13,295	1.77	48,744	0.48	19,266	1.22
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	32.5	18.9	1.72	8.3	3.91	55.0	0.59	35.5	0.91
Nurses, Licensed	615.7	244.4	2.52	167.9	3.67	909.8	0.68	613.0	1.00
Ancillary Nursing Personnel	55.5	40.0	1.39	24.9	2.23	148.5	0.37	66.0	0.84
All Other Personnel	1,253.3	484.8	2.59	382.3	3.28	1,773.6	0.71	1,334.5	0.94
Total FTEs	1,956.8	788.1	2.48	583.5	3.35	2,886.8	0.68	2,049.0	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.4	15.1	0.89	7.9	1.70	12.1	1.11	15.6	0.86
Nurses, Licensed	254.5	195.2	1.30	159.8	1.59	199.8	1.27	268.5	0.95
Ancillary Nursing Personnel	22.9	32.0	0.72	23.7	0.97	32.6	0.70	28.9	0.79
All Other Personnel	518.1	387.3	1.34	363.8	1.42	389.6	1.33	584.6	0.89
Total FTEs	808.9	629.5	1.28	555.1	1.46	634.1	1.28	897.5	0.90

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	91	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	5
Discharges	6,079	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	846
Inpatient Days	24,073			Inpatient Days	0	Newborn Days	1,423

**057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse**  
La Crosse, WI 54601

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	69	2,655	18,661	74.1%	51.1	7.0
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	1	0	0	0	0.0%	0.0	0.0
Other Acute	1	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	7	469	1,871	73.2%	5.1	4.0
<b>Psychiatric</b>	4	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	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	10	152	2,297	62.9%	6.3	15.1
Step-Down (Special Care)	1	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	5	56	1,244	68.2%	3.4	22.2
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	2	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	2	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	32	1	32.5	Surgical Personnel	11	21	26.6
Physicians & Dentists	135	75	182.3	Radiological Services Personnel	25	33	46.3
Medical & Dental Residents	15	1	15.5	Sonographers	7	17	17.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	19	16	26.7
Registered Nurses	245	315	475.6	Occupational Therapists	4	6	7.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	39	53	79.4	Physical Therapists	11	11	18.8
Ancillary Nursing Personnel	12	75	55.5	Physical Therapy Assistants/Aides	9	13	14.7
Medical Assistants	33	40	63.8	Recreational Therapists	2	4	4.5
Physician Assistants	17	5	19.5	Dietitians & Nutritionists	1	2	2.1
Nurse Practitioners	30	8	35.1	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	17	6	20.6	Social Workers	13	18	19.2
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	181	78	225.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	319	190	430.5
Pharmacy Personnel	35	36	53.2				
Clinical Laboratory Personnel	39	53	79.2				
				<b>Total</b>	<b>1,256</b>	<b>1,077</b>	<b>1,956.8</b>



**057 Mayo Clinic Health System - Franciscan Healthcare in La Crosse**

La Crosse, WI 54601

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5B Value	Ratio	7 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$371,772,770	45.9%	44.8%	1.02	45.7%	1.00	45.3%	1.01	43.8%	1.05
Medical Assistance	\$81,479,082	10.0%	14.4%	0.70	10.6%	0.94	13.1%	0.76	10.5%	0.95
Commercial	\$317,791,997	39.2%	36.6%	1.07	37.7%	1.04	37.0%	1.06	39.9%	0.98
All Other	\$39,790,687	4.9%	4.2%	1.16	5.9%	0.84	4.5%	1.09	5.8%	0.85
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$274,839,570	33.9%	32.9%	1.03	33.8%	1.00	34.5%	0.98	32.2%	1.05
Medical Assistance	\$72,079,578	8.9%	10.7%	0.83	8.9%	1.00	10.2%	0.87	8.6%	1.04
Commercial	\$144,688,918	17.8%	14.8%	1.21	13.6%	1.31	16.0%	1.11	14.4%	1.24
Charity Care	\$3,332,906	0.4%	1.0%	0.42	0.7%	0.61	1.0%	0.43	0.5%	0.91
Bad Debt	\$10,815,510	1.3%	1.1%	1.26	1.3%	1.02	1.0%	1.36	1.9%	0.71
All Other	\$14,154,672	1.7%	1.9%	0.91	4.0%	0.44	1.9%	0.92	1.8%	1.00
Total Deductions	\$519,911,154	64.1%	62.4%	1.03	62.3%	1.03	64.5%	0.99	59.3%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		19.5%	6.3%	3.07	20.5%	0.95	5.9%	3.33	9.1%	2.15
Net Gains/Losses as % of Net Income		2.3%	12.7%	0.18	6.0%	0.39	17.3%	0.13	7.4%	0.31
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$188,459,190	58.4%	44.7%	1.31	56.6%	1.03	44.0%	1.33	62.2%	0.94
Supplies & Services	\$123,471,349	38.3%	47.9%	0.80	38.6%	0.99	49.6%	0.77	34.6%	1.11
Capital Component	\$10,499,767	3.3%	7.4%	0.44	4.9%	0.67	6.4%	0.51	3.2%	1.01
<b>Fiscal Statistics</b>										
Operating Margin (%)		10.8%	8.9%	1.20	8.3%	1.30	7.7%	1.41	3.3%	3.25
Total Hospital Net Income (%)		11.0%	10.1%	1.09	8.7%	1.26	9.1%	1.21	3.6%	3.09
Return on Equity (%)		14.8%	7.6%	1.94	7.3%	2.03	6.9%	2.13	5.7%	2.61
Current Ratio		1.4	5.6	0.25	12.8	0.11	5.6	0.25	0.9	1.58
Days in Net Patient Accounts Receivable		67.9	51.4	1.32	67.7	1.00	52.1	1.30	48.2	1.41
Average Payment Period		72.7	41.5	1.75	24.3	3.00	43.2	1.68	69.7	1.04
Equity Financing (%)		72.9%	73.6%	0.99	90.3%	0.81	76.9%	0.95	68.9%	1.06
Long-Term Debt to Equity Ratio		0.0	0.2	0.01	0.0	0.02	0.1	0.01	0.0	0.68
Times Interest Earned	16,280.0		14.1	1,156.4	51.2	317.78	17.0	957.59	47.0	346.26
Total Asset Turnover		1.3	0.7	1.80	0.8	1.62	0.8	1.78	1.6	0.85
Average Age of Plant (Years)		20.7	9.3	2.23	9.3	2.22	10.4	2.00	16.2	1.28
Increase (Decrease) Total Net Patient Revenue		-17.2%	3.6%	N/A	-3.9%	4.42	4.9%	N/A	14.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		73.4%	60.9%	1.21	74.2%	0.99	56.8%	1.29	73.3%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,781		\$15,675	0.82	\$16,231	0.79	\$17,864	0.72	\$17,604	0.73
Inpatient Net Revenue per Day	\$3,310		\$3,540	0.94	\$3,609	0.92	\$3,709	0.89	\$4,837	0.68
Outpatient Net Revenue per Visit	\$2,239		\$654	3.42	\$891	2.51	\$733	3.05	\$2,643	0.85

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$810,834,536	Cash & Cash Equivalents	\$25,420	Current Liabilities	\$62,512,033
Less Deductions	\$519,911,154	Net Patient Receivables	\$54,098,812	Long-Term Debt	\$171,390
Net Patient Revenue	\$290,923,382	Other Receivables	\$3,772,759	Other Liabilities	\$10,546,109
Plus Other Revenue	\$70,416,621			Subtotal	\$73,229,532
Total Revenue	\$361,340,003	Land, Buildings & Equipment (Net)	\$102,160,949	Unrestricted Fund Balance	\$196,534,886
Less Expenses	\$322,430,306	Other Assets	\$109,706,478	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$925,080			Total Liabilities & Fund Balance	\$269,764,418
Net Income	\$39,834,777	Total Assets	\$269,764,418		

**058 Rusk County Memorial Hospital**  
 900 College Avenue West  
 Ladysmith, WI 54848  
 715-532-5561

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: County

County: Rusk  
 Analysis Area: West Central (5A)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	11.6%	55.4%	0.21	42.7%	0.27	19.8%	0.59	11.0%	1.06
Obstetrics	0.0%	38.4%	N/A	30.0%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	12.8%	56.3%	0.23	43.6%	0.29	23.2%	0.55	12.9%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.9	26.5	0.11	11.7	0.25	3.3	0.87	2.8	1.06
Obstetrics	0.0	5.0	N/A	2.1	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	0.00
Total Hospital	3.2	48.3	0.07	18.6	0.17	4.7	0.68	3.2	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.9	0.67	3.7	0.70	3.0	0.86	2.8	0.95
Obstetrics	0.0	2.6	N/A	2.4	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	1.9	N/A	3.1	N/A	1.5	0.00
Total Hospital	2.7	4.3	0.63	3.9	0.70	2.9	0.94	2.8	0.97
<b>Surgical Operations</b>									
Inpatient	13	1,408	0.01	496	0.03	249	0.05	326	0.04
Outpatient	284	4,098	0.07	1,861	0.15	1,286	0.22	303	0.94
Inpatient as % of All Surgeries	4.4%	25.6%	0.17	21.1%	0.21	16.2%	0.27	51.8%	0.08
<b>Outpatient Visits</b>									
Non-Emergency Visits	26,479	132,001	0.20	70,369	0.38	24,580	1.08	27,148	0.98
Emergency Visits	5,657	17,964	0.31	8,210	0.69	4,890	1.16	5,688	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	13.0	18.9	0.69	11.1	1.17	5.9	2.20	21.0	0.62
Nurses, Licensed	35.0	244.4	0.14	121.7	0.29	42.0	0.83	38.1	0.92
Ancillary Nursing Personnel	7.2	40.0	0.18	18.3	0.39	8.1	0.89	7.0	1.03
All Other Personnel	99.1	484.8	0.20	252.8	0.39	98.5	1.01	81.3	1.22
Total FTEs	154.3	788.1	0.20	404.0	0.38	154.4	1.00	147.4	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	75.1	15.1	4.98	19.3	3.89	32.0	2.35	145.4	0.52
Nurses, Licensed	202.3	195.2	1.04	211.1	0.96	227.6	0.89	263.9	0.77
Ancillary Nursing Personnel	41.6	32.0	1.30	31.8	1.31	43.9	0.95	48.5	0.86
All Other Personnel	572.9	387.3	1.48	438.4	1.31	534.3	1.07	563.1	1.02
Total FTEs	891.9	629.5	1.42	700.6	1.27	837.8	1.06	1,020.8	0.87

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	0
Discharges	427	Preferred Provider Organization (PPO)	Yes	Discharges	54	Total Births	0
Inpatient Days	1,170			Inpatient Days	450	Newborn Days	0

**058 Rusk County Memorial Hospital**  
Ladysmith, WI 54848

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	25	407	1,062	11.6%	2.9	2.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	0	20	108	0.0%	0.3	5.4
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	13	0	13.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	9	2	10.0	Radiological Services Personnel	7	0	7.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	30	4	32.4	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	6	2	7.2	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	2	1	2.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	1	0.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	17	0	17.0
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	36	5	39.0
Pharmacy Personnel	1	1	1.5				
Clinical Laboratory Personnel	7	0	7.0				
				<b>Total</b>	<b>145</b>	<b>16</b>	<b>154.3</b>

**058 Rusk County Memorial Hospital**  
Ladysmith, WI 54848

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$19,002,395	57.3%	44.8%	1.28	49.2%	1.16	45.4%	1.26	54.2%	1.06
Medical Assistance	\$5,172,219	15.6%	14.4%	1.09	12.0%	1.30	11.2%	1.39	16.6%	0.94
Commercial	\$7,455,634	22.5%	36.6%	0.61	35.1%	0.64	40.6%	0.55	23.9%	0.94
All Other	\$1,529,076	4.6%	4.2%	1.09	3.7%	1.26	2.8%	1.63	5.2%	0.88
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,486,060	16.5%	32.9%	0.50	32.5%	0.51	26.7%	0.62	16.3%	1.02
Medical Assistance	\$2,707,313	8.2%	10.7%	0.76	8.6%	0.95	7.8%	1.04	8.6%	0.95
Commercial	\$790,550	2.4%	14.8%	0.16	10.0%	0.24	13.1%	0.18	2.0%	1.18
Charity Care	\$75,284	0.2%	1.0%	0.23	0.9%	0.25	0.5%	0.45	0.4%	0.53
Bad Debt	\$601,595	1.8%	1.1%	1.72	1.2%	1.46	1.6%	1.14	2.4%	0.77
All Other	\$561,224	1.7%	1.9%	0.88	1.6%	1.09	1.0%	1.67	1.9%	0.90
Total Deductions	\$10,222,026	30.8%	62.4%	0.49	54.7%	0.56	50.8%	0.61	31.6%	0.98
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.6%	6.3%	0.26	4.1%	0.40	3.0%	0.56	1.6%	1.03
Net Gains/Losses as % of Net Income		45.4%	12.7%	3.58	48.3%	0.94	4.4%	10.25	231.9%	0.20
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$14,773,560	60.2%	44.7%	1.35	53.1%	1.13	48.1%	1.25	60.2%	1.00
Supplies & Services	\$8,347,667	34.0%	47.9%	0.71	40.3%	0.84	43.6%	0.78	34.4%	0.99
Capital Component	\$1,425,133	5.8%	7.4%	0.79	6.6%	0.88	8.2%	0.71	5.4%	1.09
<b>Fiscal Statistics</b>										
Operating Margin (%)		-5.3%	8.9%	N/A	6.5%	N/A	14.0%	N/A	0.9%	N/A
Total Hospital Net Income (%)		-10.1%	10.1%	N/A	11.8%	N/A	14.5%	N/A	-0.7%	15.31
Return on Equity (%)		-13.0%	7.6%	N/A	8.3%	N/A	12.9%	N/A	-0.7%	17.79
Current Ratio		4.4	5.6	0.77	3.7	1.19	3.6	1.21	4.6	0.94
Days in Net Patient Accounts Receivable		55.1	51.4	1.07	54.8	1.01	54.9	1.00	50.9	1.08
Average Payment Period		29.8	41.5	0.72	56.1	0.53	53.8	0.55	36.0	0.83
Equity Financing (%)		74.6%	73.6%	1.01	76.5%	0.98	59.1%	1.26	73.4%	1.02
Long-Term Debt to Equity Ratio		0.0	0.2	0.21	0.2	0.23	0.5	0.08	0.0	1.37
Times Interest Earned		0.0	14.1	N/A	26.4	N/A	14.4	N/A	0.0	N/A
Total Asset Turnover		1.4	0.7	1.82	0.7	2.06	0.9	1.53	1.1	1.20
Average Age of Plant (Years)		11.3	9.3	1.22	10.3	1.10	9.3	1.21	12.6	0.90
Increase (Decrease) Total Net Patient Revenue		0.2%	3.6%	0.06	14.9%	0.02	4.3%	0.05	2.6%	0.09
Outpatient Gross Revenue (% of Total GPR)		81.5%	60.9%	1.34	67.9%	1.20	74.3%	1.10	77.7%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$13,986	\$15,675	0.89	\$13,969	1.00	\$14,111	0.99	\$14,230	0.98
Inpatient Net Revenue per Day		\$4,087	\$3,540	1.15	\$3,407	1.20	\$4,070	1.00	\$3,543	1.15
Outpatient Net Revenue per Visit		\$520	\$654	0.80	\$718	0.72	\$801	0.65	\$503	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$33,159,324	Cash & Cash Equivalents	\$2,739,546	Current Liabilities	\$1,904,558
Less Deductions	\$10,222,026	Net Patient Receivables	\$3,465,616	Long-Term Debt	\$444,490
Net Patient Revenue	\$22,937,298	Other Receivables	\$1,210,704	Other Liabilities	\$2,030,718
Plus Other Revenue	\$383,180			Subtotal	\$4,379,766
Total Revenue	\$23,320,478	Land, Buildings & Equipment (Net)	\$5,068,093		
Less Expenses	\$24,546,360	Other Assets	\$4,743,176	Unrestricted Fund Balance	\$12,847,369
Non-Operating Gains/Losses	-\$1,018,720			Restricted Fund Balance	\$0
Net Income	-\$2,244,602	Total Assets	\$17,227,135	Total Liabilities & Fund Balance	\$17,227,135

**309 Mercyhealth Hospital and Medical Center - Walworth**  
 N 2950 State Road 67  
 Lake Geneva, WI 53147  
 262-245-0535

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

County: Walworth  
 Analysis Area: Southeastern (2A)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	76.1%	55.4%	1.37	52.9%	1.44	46.2%	1.64	58.9%	1.29
Obstetrics	36.9%	38.4%	0.96	30.5%	0.04	22.2%	1.66	51.6%	0.71
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	61.5%	56.3%	1.09	48.2%	1.27	43.7%	1.41	56.3%	1.09
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.1	26.5	0.34	35.0	0.26	8.0	1.14	8.8	1.03
Obstetrics	1.1	5.0	0.22	5.7	0.19	1.0	1.17	1.0	1.07
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.5	48.3	0.22	55.0	0.19	10.5	1.00	10.1	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.80	3.6	0.88	3.3	0.96	3.3	0.94
Obstetrics	2.1	2.6	0.84	2.3	0.92	2.1	1.02	2.1	1.00
Pediatrics	0.0	3.5	N/A	2.3	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.70	3.9	0.78	3.4	0.89	3.2	0.94
<b>Surgical Operations</b>									
Inpatient	525	1,408	0.37	1,426	0.37	302	1.74	615	0.85
Outpatient	2,947	4,098	0.72	3,666	0.80	1,304	2.26	2,986	0.99
Inpatient as % of All Surgeries	15.1%	25.6%	0.59	28.0%	0.54	18.8%	0.80	17.1%	0.89
<b>Outpatient Visits</b>									
Non-Emergency Visits	148,172	132,001	1.12	147,718	1.00	63,510	2.33	137,836	1.07
Emergency Visits	11,230	17,964	0.63	23,681	0.47	8,037	1.40	12,893	0.87
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.8	18.9	0.04	19.1	0.04	12.6	0.06	5.0	0.16
Nurses, Licensed	95.7	244.4	0.39	263.5	0.36	78.6	1.22	94.6	1.01
Ancillary Nursing Personnel	11.2	40.0	0.28	43.7	0.26	13.9	0.80	9.2	1.21
All Other Personnel	187.1	484.8	0.39	513.5	0.36	187.4	1.00	194.5	0.96
Total FTEs	294.7	788.1	0.37	839.7	0.35	292.5	1.01	303.3	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.9	15.1	0.12	11.9	0.16	29.3	0.06	11.2	0.17
Nurses, Licensed	222.6	195.2	1.14	164.8	1.35	183.3	1.21	212.3	1.05
Ancillary Nursing Personnel	25.9	32.0	0.81	27.3	0.95	32.5	0.80	20.6	1.26
All Other Personnel	435.0	387.3	1.12	321.1	1.35	436.8	1.00	436.4	1.00
Total FTEs	685.4	629.5	1.09	525.2	1.31	681.8	1.01	680.6	1.01

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	17	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	1
Discharges	1,253	Preferred Provider Organization (PPO)	Yes	Discharges	1	Total Births	166
Inpatient Days	3,815			Inpatient Days	8	Newborn Days	299

**309 Mercyhealth Hospital and Medical Center - Walworth**  
 Lake Geneva, WI 53147

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	12	1,065	3,331	76.1%	9.1	3.1
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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	3	188	404	36.9%	1.1	2.1
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	2	8	80	11.0%	0.2	10.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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	0	1	0.8	Surgical Personnel	3	6	5.1
Physicians & Dentists	28	21	33.5	Radiological Services Personnel	9	19	17.5
Medical & Dental Residents	0	0	0.0	Sonographers	1	8	1.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	2	1.8
Registered Nurses	50	110	87.0	Occupational Therapists	1	5	1.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	5	3.7	Physical Therapists	4	7	5.6
Ancillary Nursing Personnel	1	19	11.2	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	7	14	13.7	Recreational Therapists	0	0	0.0
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	0	4.0	Psychologists	1	1	1.8
Certified Registered Nurse Anesthetists	1	1	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	24	12.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	51	39	69.2
Pharmacy Personnel	4	6	6.5				
Clinical Laboratory Personnel	8	3	10.5				
				<b>Total</b>	<b>188</b>	<b>291</b>	<b>294.7</b>

**309 Mercyhealth Hospital and Medical Center - Walworth**  
Lake Geneva, WI 53147

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$70,455,270	39.4%	44.8%	0.88	48.2%	0.82	46.2%	0.85	31.3%	1.26
Medical Assistance	\$19,170,973	10.7%	14.4%	0.75	10.5%	1.02	12.7%	0.84	11.0%	0.97
Commercial	\$64,076,250	35.8%	36.6%	0.98	38.7%	0.92	37.2%	0.96	32.9%	1.09
All Other	\$25,330,041	14.1%	4.2%	3.35	2.5%	5.66	3.9%	3.65	24.8%	0.57
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$51,346,207	28.7%	32.9%	0.87	37.8%	0.76	28.8%	0.99	21.0%	1.37
Medical Assistance	\$15,519,720	8.7%	10.7%	0.81	8.1%	1.07	8.6%	1.01	7.3%	1.19
Commercial	\$28,927,600	16.2%	14.8%	1.09	16.8%	0.96	13.1%	1.24	13.2%	1.22
Charity Care	\$1,064,076	0.6%	1.0%	0.60	1.0%	0.62	1.0%	0.59	0.5%	1.17
Bad Debt	\$2,782,325	1.6%	1.1%	1.47	1.0%	1.53	1.5%	1.05	1.8%	0.86
All Other	\$17,585,597	9.8%	1.9%	5.13	1.1%	9.33	1.9%	5.08	15.0%	0.65
Total Deductions	\$117,225,525	65.5%	62.4%	1.05	65.8%	1.00	54.9%	1.19	58.8%	1.11
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	27.0%	6.3%	4.25		4.3%	6.26	6.2%	4.33	3.5%	7.62
Net Gains/Losses as % of Net Income	0.0%	12.7%	N/A		N/A	N/A	20.5%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$22,924,438	27.8%	44.7%	0.62	39.6%	0.70	50.7%	0.55	30.1%	0.92
Supplies & Services	\$51,924,880	62.9%	47.9%	1.31	51.6%	1.22	40.1%	1.57	58.7%	1.07
Capital Component	\$7,651,854	9.3%	7.4%	1.26	8.7%	1.06	9.2%	1.00	11.2%	0.83
<b>Fiscal Statistics</b>										
Operating Margin (%)	2.5%	8.9%	0.28		11.5%	0.22	4.7%	0.54	5.4%	0.47
Total Hospital Net Income (%)	2.5%	10.1%	0.25		10.0%	0.25	5.8%	0.44	5.4%	0.47
Return on Equity (%)	0.0%	7.6%	N/A		6.2%	N/A	5.1%	N/A	0.0%	N/A
Current Ratio	0.0	5.6	N/A		8.9	N/A	4.9	N/A	0.0	N/A
Days in Net Patient Accounts Receivable	0.0	51.4	N/A		48.8	N/A	51.9	N/A	0.0	N/A
Average Payment Period	0.0	41.5	N/A		42.8	N/A	33.7	N/A	0.0	N/A
Equity Financing (%)	0.0%	73.6%	N/A		80.2%	N/A	70.2%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	2.2	14.1	0.16		13.9	0.16	4.7	0.47	3.1	0.72
Total Asset Turnover	0.0	0.7	N/A		0.6	N/A	0.9	N/A	0.0	N/A
Average Age of Plant (Years)	0.0	9.3	N/A		8.9	N/A	7.5	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue	-16.4%	3.6%	N/A		1.8%	N/A	2.8%	N/A	15.1%	N/A
Outpatient Gross Revenue (% of Total GPR)	75.5%	60.9%	1.24		63.2%	1.20	75.7%	1.00	77.6%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,959	\$15,675	0.76		\$12,886	0.93	\$12,189	0.98	\$17,254	0.69
Inpatient Net Revenue per Day	\$3,902	\$3,540	1.10		\$3,088	1.26	\$3,423	1.14	\$5,407	0.72
Outpatient Net Revenue per Visit	\$311	\$654	0.48		\$646	0.48	\$558	0.56	\$381	0.82

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$179,032,534	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$117,225,525	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$61,807,009	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$22,841,647			Subtotal	\$0
Total Revenue	\$84,648,656	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$82,501,172	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$0	Total Liabilities & Fund Balance	\$0
Net Income	\$2,147,484				

**059 Grant Regional Health Center**  
 507 South Monroe Street  
 Lancaster, WI 53813  
 608-723-2143

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

County: Grant  
 Analysis Area: Southern (1)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	97.0%	55.4%	1.75	57.1%	1.70	19.8%	4.90	66.8%	1.45
Obstetrics	105.2%	38.4%	2.74	41.6%	0.03	18.3%	5.74	49.9%	2.11
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	102.6%	56.3%	1.82	58.9%	1.74	23.2%	4.42	64.1%	1.60
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.9	26.5	0.11	24.0	0.12	3.3	0.87	3.3	0.87
Obstetrics	1.1	5.0	0.21	4.7	0.23	0.5	1.98	1.0	1.05
Pediatrics	0.1	1.4	0.05	2.4	0.03	0.0	0.05	0.1	1.00
Total Hospital	4.1	48.3	0.08	50.8	0.08	4.7	0.87	4.5	0.91
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.9	0.74	3.9	0.74	3.0	0.95	3.0	0.94
Obstetrics	2.1	2.6	0.81	2.7	0.78	2.2	0.94	2.1	0.98
Pediatrics	3.1	3.5	0.90	3.5	0.88	3.1	1.00	2.3	1.33
Total Hospital	2.7	4.3	0.63	4.3	0.63	2.9	0.93	2.8	0.98
<b>Surgical Operations</b>									
Inpatient	123	1,408	0.09	2,094	0.06	249	0.49	137	0.90
Outpatient	849	4,098	0.21	7,088	0.12	1,286	0.66	885	0.96
Inpatient as % of All Surgeries	12.7%	25.6%	0.49	22.8%	0.55	16.2%	0.78	13.4%	0.94
<b>Outpatient Visits</b>									
Non-Emergency Visits	24,396	132,001	0.18	161,897	0.15	24,580	0.99	25,149	0.97
Emergency Visits	3,042	17,964	0.17	17,257	0.18	4,890	0.62	3,136	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	18.9	0.26	25.5	0.20	5.9	0.85	5.0	1.00
Nurses, Licensed	52.6	244.4	0.22	290.0	0.18	42.0	1.25	59.3	0.89
Ancillary Nursing Personnel	7.1	40.0	0.18	47.6	0.15	8.1	0.87	5.1	1.39
All Other Personnel	130.1	484.8	0.27	681.8	0.19	98.5	1.32	122.7	1.06
Total FTEs	194.7	788.1	0.25	1,045.0	0.19	154.4	1.26	192.1	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	22.8	15.1	1.51	20.7	1.10	32.0	0.71	22.0	1.03
Nurses, Licensed	239.4	195.2	1.23	235.4	1.02	227.6	1.05	261.0	0.92
Ancillary Nursing Personnel	32.1	32.0	1.00	38.7	0.83	43.9	0.73	22.4	1.44
All Other Personnel	591.8	387.3	1.53	553.4	1.07	534.3	1.11	539.6	1.10
Total FTEs	886.0	629.5	1.41	848.1	1.04	837.8	1.06	845.0	1.05

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	4	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	1
Discharges	552	Preferred Provider Organization (PPO)	Yes	Discharges	53	Total Births	179
Inpatient Days	1,498			Inpatient Days	241	Newborn Days	338



**059 Grant Regional Health Center**  
Lancaster, WI 53813

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	3	370	1,062	97.0%	2.9	2.9
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	1	0	6	15	0.0%	0.0	2.5
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	5	9	0.0%	0.0	1.8
<b>Pediatric, acute</b>	2	0	9	28	0.0%	0.1	3.1
<b>Obstetrics</b>	1	1	184	384	105.2%	1.1	2.1
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	5	0	5.0	Surgical Personnel	2	2	3.3
Physicians & Dentists	8	2	10.1	Radiological Services Personnel	1	6	6.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	24	23	41.5	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	5	1	5.8	Physical Therapists	5	3	7.1
Ancillary Nursing Personnel	2	6	7.1	Physical Therapy Assistants/Aides	2	3	3.9
Medical Assistants	2	1	2.6	Recreational Therapists	0	0	0.0
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	1	1	1.1
Nurse Practitioners	2	1	2.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	1	2.7	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	6	13.1
Health Info Mgmt-Administrators/Technicians	8	1	9.1	All Other Personnel	39	25	55.2
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	8	1	8.6				
				<b>Total</b>	<b>135</b>	<b>83</b>	<b>194.7</b>

**059 Grant Regional Health Center**  
Lancaster, WI 53813

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>2</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$18,534,145	40.8%	44.8%	0.91	41.1%	0.99	45.4%	0.90	39.8%	1.03
Medical Assistance	\$5,741,331	12.6%	14.4%	0.88	11.8%	1.07	11.2%	1.12	11.8%	1.07
Commercial	\$19,223,850	42.3%	36.6%	1.15	39.9%	1.06	40.6%	1.04	43.2%	0.98
All Other	\$1,971,687	4.3%	4.2%	1.03	7.2%	0.61	2.8%	1.53	5.2%	0.83
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$9,272,378	20.4%	32.9%	0.62	30.1%	0.68	26.7%	0.76	18.8%	1.09
Medical Assistance	\$3,469,092	7.6%	10.7%	0.71	8.7%	0.88	7.8%	0.97	7.5%	1.01
Commercial	\$6,159,096	13.5%	14.8%	0.92	18.1%	0.75	13.1%	1.03	13.9%	0.97
Charity Care	\$296,562	0.7%	1.0%	0.66	0.9%	0.74	0.5%	1.29	0.3%	2.03
Bad Debt	\$443,036	1.0%	1.1%	0.92	1.1%	0.88	1.6%	0.61	1.7%	0.59
All Other	\$353,926	0.8%	1.9%	0.41	3.4%	0.23	1.0%	0.77	0.8%	0.97
Total Deductions	\$19,994,090	44.0%	62.4%	0.70	62.3%	0.71	50.8%	0.87	43.0%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	3.6%	6.3%	0.56	7.1%	0.50	3.0%	1.21	3.7%	0.96	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	48.2%	N/A	4.4%	N/A	52.5%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$17,097,060	63.2%	44.7%	1.41	48.0%	1.32	48.1%	1.31	62.9%	1.01
Supplies & Services	\$7,975,128	29.5%	47.9%	0.62	44.6%	0.66	43.6%	0.68	29.4%	1.00
Capital Component	\$1,974,612	7.3%	7.4%	0.99	7.5%	0.98	8.2%	0.89	7.8%	0.94
<b>Fiscal Statistics</b>										
Operating Margin (%)	-2.4%	8.9%	N/A	3.0%	N/A	14.0%	N/A	3.0%	N/A	
Total Hospital Net Income (%)	-2.1%	10.1%	N/A	5.7%	N/A	14.5%	N/A	6.1%	N/A	
Return on Equity (%)	-1.0%	7.6%	N/A	4.4%	N/A	12.9%	N/A	4.6%	N/A	
Current Ratio	1.1	5.6	0.20	2.1	0.55	3.6	0.32	2.1	0.54	
Days in Net Patient Accounts Receivable	98.7	51.4	1.92	49.0	2.02	54.9	1.80	50.1	1.97	
Average Payment Period	129.1	41.5	3.11	54.8	2.35	53.8	2.40	43.9	2.94	
Equity Financing (%)	49.7%	73.6%	0.68	60.8%	0.82	59.1%	0.84	75.4%	0.66	
Long-Term Debt to Equity Ratio	0.7	0.2	4.11	0.3	2.22	0.5	1.49	0.2	3.10	
Times Interest Earned	-1.1	14.1	N/A	5.3	N/A	14.4	N/A	6.7	N/A	
Total Asset Turnover	0.5	0.7	0.65	0.8	0.64	0.9	0.54	0.7	0.65	
Average Age of Plant (Years)	11.8	9.3	1.27	10.6	1.11	9.3	1.26	10.5	1.12	
Increase (Decrease) Total Net Patient Revenue	-1.7%	3.6%	N/A	3.3%	N/A	4.3%	N/A	9.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	81.4%	60.9%	1.34	59.0%	1.38	74.3%	1.09	80.3%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,580	\$15,675	0.61	\$17,327	0.55	\$14,111	0.68	\$10,001	0.96	
Inpatient Net Revenue per Day	\$3,209	\$3,540	0.91	\$4,029	0.80	\$4,070	0.79	\$3,435	0.93	
Outpatient Net Revenue per Visit	\$732	\$654	1.12	\$588	1.24	\$801	0.91	\$708	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$45,471,013	Cash & Cash Equivalents	\$1,291,297	Current Liabilities	\$9,037,582
Less Deductions	\$19,994,090	Net Patient Receivables	\$6,891,930	Long-Term Debt	\$18,651,782
Net Patient Revenue	\$25,476,923	Other Receivables	\$787,449	Other Liabilities	\$0
Plus Other Revenue	\$941,929			Subtotal	\$27,689,364
Total Revenue	\$26,418,852	Land, Buildings & Equipment (Net)	\$28,924,408	Unrestricted Fund Balance	\$27,410,380
Less Expenses	\$27,046,800	Other Assets	\$17,204,660	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$63,184			Total Liabilities & Fund Balance	\$55,099,744
Net Income	-\$564,764	Total Assets	\$55,099,744		

**063 St Mary's Hospital**  
 700 South Park Street  
 Madison, WI 53715  
 608-251-6100

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Dane  
 Analysis Area: Southern (1)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	76.3%	55.4%	1.38	57.1%	1.34	68.9%	1.11	83.7%	0.91
Obstetrics	54.8%	38.4%	1.43	41.6%	0.62	47.9%	1.14	57.2%	0.96
Pediatrics	16.2%	55.4%	0.29	55.3%	0.29	38.5%	0.42	19.2%	0.84
Total Hospital	68.0%	56.3%	1.21	58.9%	1.15	66.1%	1.03	71.3%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	24.4	26.5	0.92	24.0	1.02	101.6	0.24	26.8	0.91
Obstetrics	25.8	5.0	5.13	4.7	5.53	14.7	1.75	26.9	0.96
Pediatrics	1.9	1.4	1.35	2.4	0.80	3.6	1.35	2.3	0.84
Total Hospital	241.3	48.3	4.99	50.8	4.75	193.9	1.24	253.0	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.88	3.9	0.88	4.3	0.79	3.3	1.02
Obstetrics	3.1	2.6	1.19	2.7	1.14	2.7	1.11	3.1	0.99
Pediatrics	2.0	3.5	0.57	3.5	0.56	3.4	0.58	1.8	1.07
Total Hospital	4.5	4.3	1.05	4.3	1.06	4.8	0.96	4.5	1.00
<b>Surgical Operations</b>									
Inpatient	5,363	1,408	3.81	2,094	2.56	5,364	1.00	5,705	0.94
Outpatient	3,672	4,098	0.90	7,088	0.52	13,857	0.26	3,865	0.95
Inpatient as % of All Surgeries	59.4%	25.6%	2.32	22.8%	2.60	27.9%	2.13	59.6%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	51,048	132,001	0.39	161,897	0.32	422,002	0.12	58,127	0.88
Emergency Visits	48,598	17,964	2.71	17,257	2.82	48,744	1.00	49,330	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	92.4	18.9	4.89	25.5	3.63	55.0	1.68	88.9	1.04
Nurses, Licensed	705.3	244.4	2.89	290.0	2.43	909.8	0.78	699.7	1.01
Ancillary Nursing Personnel	146.8	40.0	3.67	47.6	3.08	148.5	0.99	149.1	0.98
All Other Personnel	890.9	484.8	1.84	681.8	1.31	1,773.6	0.50	887.3	1.00
Total FTEs	1,835.4	788.1	2.33	1,045.0	1.76	2,886.8	0.64	1,825.1	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	26.7	15.1	1.77	20.7	1.29	12.1	2.21	24.8	1.08
Nurses, Licensed	203.9	195.2	1.04	235.4	0.87	199.8	1.02	195.6	1.04
Ancillary Nursing Personnel	42.4	32.0	1.33	38.7	1.10	32.6	1.30	41.7	1.02
All Other Personnel	257.6	387.3	0.67	553.4	0.47	389.6	0.66	248.0	1.04
Total FTEs	530.6	629.5	0.84	848.1	0.63	634.1	0.84	510.1	1.04

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	355	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	30
Discharges	19,369	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	3,007
Inpatient Days	88,067			Inpatient Days	0	Newborn Days	5,955

**063 St Mary's Hospital**  
Madison, WI 53715

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	32	2,600	8,910	76.3%	24.4	3.4
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	4	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
<b>Pediatric, acute</b>	1	12	359	708	16.2%	1.9	2.0
<b>Obstetrics</b>	1	47	3,079	9,401	54.8%	25.8	3.1
<b>Psychiatric</b>	1	20	1,001	5,931	81.2%	16.2	5.9
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	27	272	5,647	57.3%	15.5	20.8
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	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	179	11,654	50,693	77.6%	138.9	4.3
Neonatal Intensive/Intermediate Care	1	38	404	6,777	48.9%	18.6	16.8
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	91	2	92.4	Surgical Personnel	18	9	24.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	32	43	54.9
Medical & Dental Residents	0	0	0.0	Sonographers	1	13	10.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	19	26	27.2
Registered Nurses	379	564	700.8	Occupational Therapists	5	10	10.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	0	3.0
Licensed Practical Nurses	2	1	2.5	Physical Therapists	11	10	13.1
Ancillary Nursing Personnel	80	136	146.8	Physical Therapy Assistants/Aides	7	6	9.6
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	1	5.5
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	9	22	18.6
Clinical Nurse Specialists	2	1	2.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	23	4	25.4	All Other Personnel	487	295	617.1
Pharmacy Personnel	28	34	44.8				
Clinical Laboratory Personnel	20	13	26.8				
				<b>Total</b>	<b>1,222</b>	<b>1,190</b>	<b>1,835.4</b>

**063 St Mary's Hospital**  
Madison, WI 53715

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>7</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$610,927,333	52.5%	44.8%	1.17	41.1%	1.28	45.3%	1.16	51.3%	1.02
Medical Assistance	\$147,780,699	12.7%	14.4%	0.88	11.8%	1.08	13.1%	0.97	13.8%	0.92
Commercial	\$374,764,189	32.2%	36.6%	0.88	39.9%	0.81	37.0%	0.87	33.1%	0.97
All Other	\$29,995,342	2.6%	4.2%	0.61	7.2%	0.36	4.5%	0.57	1.7%	1.48
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$439,668,481	37.8%	32.9%	1.15	30.1%	1.26	34.5%	1.10	35.7%	1.06
Medical Assistance	\$111,506,343	9.6%	10.7%	0.89	8.7%	1.10	10.2%	0.94	10.3%	0.93
Commercial	\$176,253,216	15.1%	14.8%	1.02	18.1%	0.84	16.0%	0.95	16.5%	0.92
Charity Care	\$15,107,699	1.3%	1.0%	1.31	0.9%	1.48	1.0%	1.34	0.9%	1.40
Bad Debt	\$8,040,926	0.7%	1.1%	0.65	1.1%	0.62	1.0%	0.70	0.7%	0.96
All Other	\$5,782,843	0.5%	1.9%	0.26	3.4%	0.15	1.9%	0.26	0.5%	1.10
Total Deductions	\$756,359,508	65.0%	62.4%	1.04	62.3%	1.04	64.5%	1.01	64.7%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	3.8%	6.3%	0.61	7.1%	0.54	5.9%	0.66	1.6%	2.34	
Net Gains/Losses as % of Net Income	20.0%	12.7%	1.58	48.2%	0.41	17.3%	1.15	61.0%	0.33	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$173,333,672	45.6%	44.7%	1.02	48.0%	0.95	44.0%	1.04	44.8%	1.02
Supplies & Services	\$180,607,656	47.5%	47.9%	0.99	44.6%	1.07	49.6%	0.96	46.4%	1.02
Capital Component	\$26,269,932	6.9%	7.4%	0.94	7.5%	0.93	6.4%	1.08	8.8%	0.78
<b>Fiscal Statistics</b>										
Operating Margin (%)	10.2%	8.9%	1.14	3.0%	3.37	7.7%	1.33	3.8%	2.67	
Total Hospital Net Income (%)	12.4%	10.1%	1.23	5.7%	2.19	9.1%	1.36	9.2%	1.35	
Return on Equity (%)	15.3%	7.6%	2.01	4.4%	3.47	6.9%	2.20	12.4%	1.23	
Current Ratio	1.0	5.6	0.18	2.1	0.48	5.6	0.18	1.1	0.87	
Days in Net Patient Accounts Receivable	33.7	51.4	0.66	49.0	0.69	52.1	0.65	26.6	1.27	
Average Payment Period	62.7	41.5	1.51	54.8	1.14	43.2	1.45	53.4	1.17	
Equity Financing (%)	78.0%	73.6%	1.06	60.8%	1.28	76.9%	1.01	100.1%	0.78	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.3	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned	16.0	14.1	1.14	5.3	3.00	17.0	0.94	4.4	3.62	
Total Asset Turnover	1.2	0.7	1.62	0.8	1.59	0.8	1.60	1.3	0.95	
Average Age of Plant (Years)	15.8	9.3	1.70	10.6	1.50	10.4	1.53	14.8	1.07	
Increase (Decrease) Total Net Patient Revenue	2.4%	3.6%	0.67	3.3%	0.74	4.9%	0.49	-3.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	30.1%	60.9%	0.49	59.0%	0.51	56.8%	0.53	29.3%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,426	\$15,675	0.92	\$17,327	0.83	\$17,864	0.81	\$15,759	0.92	
Inpatient Net Revenue per Day	\$3,165	\$3,540	0.89	\$4,029	0.79	\$3,709	0.85	\$3,464	0.91	
Outpatient Net Revenue per Visit	\$1,362	\$654	2.08	\$588	2.31	\$733	1.86	\$788	1.73	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,163,467,563	Cash & Cash Equivalents	\$14,628,566	Current Liabilities	\$61,994,593
Less Deductions	\$756,359,508	Net Patient Receivables	\$37,545,628	Long-Term Debt	\$0
Net Patient Revenue	\$407,108,055	Other Receivables	\$1,981,792	Other Liabilities	\$15,593,110
Plus Other Revenue	\$16,262,384			Subtotal	\$77,587,703
Total Revenue	\$423,370,439	Land, Buildings & Equipment (Net)	\$153,761,527	Unrestricted Fund Balance	\$275,280,904
Less Expenses	\$380,211,260	Other Assets	\$144,951,094	Restricted Fund Balance	\$3,929,499
Non-Operating Gains/Losses	\$10,769,509			Total Liabilities & Fund Balance	\$352,868,607
Net Income	\$53,928,688	Total Assets	\$352,868,607		

**061 UnityPoint Health - Meriter**  
 202 South Park Street  
 Madison, WI 53715  
 608-417-6000

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

County: Dane  
 Analysis Area: Southern (1)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	65.7%	55.4%	1.18	57.1%	1.15	68.9%	0.95	47.6%	1.38
Obstetrics	80.5%	38.4%	2.10	41.6%	0.85	47.9%	1.68	59.1%	1.36
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	79.3%	56.3%	1.41	58.9%	1.35	66.1%	1.20	57.4%	1.38
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	38.7	26.5	1.46	24.0	1.61	101.6	0.38	50.4	0.77
Obstetrics	35.4	5.0	7.05	4.7	7.60	14.7	2.40	34.3	1.03
Pediatrics	0.0	1.4	N/A	2.4	N/A	3.6	N/A	0.0	N/A
Total Hospital	172.1	48.3	3.56	50.8	3.39	193.9	0.89	176.7	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.76	3.9	0.76	4.3	0.69	3.4	0.87
Obstetrics	3.0	2.6	1.16	2.7	1.12	2.7	1.09	2.9	1.03
Pediatrics	0.0	3.5	N/A	3.5	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.3	4.3	0.98	4.3	0.99	4.8	0.90	4.3	0.98
<b>Surgical Operations</b>									
Inpatient	2,069	1,408	1.47	2,094	0.99	5,364	0.39	2,201	0.94
Outpatient	5,608	4,098	1.37	7,088	0.79	13,857	0.40	6,119	0.92
Inpatient as % of All Surgeries	27.0%	25.6%	1.05	22.8%	1.18	27.9%	0.97	26.5%	1.02
<b>Outpatient Visits</b>									
Non-Emergency Visits	166,797	132,001	1.26	161,897	1.03	422,002	0.40	163,851	1.02
Emergency Visits	39,308	17,964	2.19	17,257	2.28	48,744	0.81	43,194	0.91
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.0	18.9	0.58	25.5	0.43	55.0	0.20	35.0	0.31
Nurses, Licensed	672.4	244.4	2.75	290.0	2.32	909.8	0.74	614.6	1.09
Ancillary Nursing Personnel	96.4	40.0	2.41	47.6	2.02	148.5	0.65	86.8	1.11
All Other Personnel	1,416.4	484.8	2.92	681.8	2.08	1,773.6	0.80	1,400.4	1.01
Total FTEs	2,196.2	788.1	2.79	1,045.0	2.10	2,886.8	0.76	2,136.8	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.2	15.1	0.22	20.7	0.16	12.1	0.27	9.8	0.33
Nurses, Licensed	198.5	195.2	1.02	235.4	0.84	199.8	0.99	172.8	1.15
Ancillary Nursing Personnel	28.5	32.0	0.89	38.7	0.74	32.6	0.87	24.4	1.17
All Other Personnel	418.3	387.3	1.08	553.4	0.76	389.6	1.07	393.7	1.06
Total FTEs	648.5	629.5	1.03	848.1	0.76	634.1	1.02	600.8	1.08

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	217	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	29
Discharges	14,748	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	4,138
Inpatient Days	62,834			Inpatient Days	0	Newborn Days	8,095

**061 UnityPoint Health - Meriter**  
Madison, WI 53715

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	2	59	4,780	14,140	65.7%	38.7	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	44	4,326	12,921	80.5%	35.4	3.0
<b>Psychiatric</b>	1	25	1,551	9,098	99.7%	24.9	5.9
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	7	146	2,264	88.6%	6.2	15.5
Cardiac Intensive Unit	1	38	2,704	11,735	84.6%	32.2	4.3
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	32	552	8,728	74.7%	23.9	15.8
Other Intensive Care	1	12	689	3,948	90.1%	10.8	5.7
<b>Subacute care</b>	5	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	11	0	11.0	Surgical Personnel	6	18	19.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	30	31	46.4
Medical & Dental Residents	0	0	0.0	Sonographers	14	14	23.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	30	28.1
Registered Nurses	237	671	658.5	Occupational Therapists	9	22	18.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	4	4.5
Licensed Practical Nurses	3	5	6.2	Physical Therapists	21	42	43.4
Ancillary Nursing Personnel	29	136	96.4	Physical Therapy Assistants/Aides	3	13	10.2
Medical Assistants	30	41	55.4	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	4	7	8.7
Nurse Practitioners	1	1	1.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	16	19	23.6
Clinical Nurse Specialists	5	2	5.8	All Other Health Professionals	158	156	235.8
Health Info Mgmt-Administrators/Technicians	25	4	27.2	All Other Personnel	542	443	776.6
Pharmacy Personnel	44	29	58.3				
Clinical Laboratory Personnel	27	16	36.9	<b>Total</b>	<b>1,229</b>	<b>1,704</b>	<b>2,196.2</b>

**061 UnityPoint Health - Meriter**

Madison, WI 53715

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>7</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$434,609,677	40.0%	44.8%	0.89	41.1%	0.97	45.3%	0.88	37.9%	1.06
Medical Assistance	\$158,273,470	14.6%	14.4%	1.01	11.8%	1.24	13.1%	1.11	15.3%	0.95
Commercial	\$466,363,512	43.0%	36.6%	1.17	39.9%	1.08	37.0%	1.16	44.2%	0.97
All Other	\$26,069,184	2.4%	4.2%	0.57	7.2%	0.34	4.5%	0.53	2.5%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$327,300,414	30.2%	32.9%	0.92	30.1%	1.00	34.5%	0.88	28.6%	1.06
Medical Assistance	\$117,161,128	10.8%	10.7%	1.00	8.7%	1.24	10.2%	1.06	11.2%	0.97
Commercial	\$212,416,828	19.6%	14.8%	1.32	18.1%	1.08	16.0%	1.22	20.6%	0.95
Charity Care	\$8,218,770	0.8%	1.0%	0.77	0.9%	0.86	1.0%	0.78	0.5%	1.64
Bad Debt	\$8,173,585	0.8%	1.1%	0.71	1.1%	0.68	1.0%	0.77	0.7%	1.05
All Other	\$13,006,767	1.2%	1.9%	0.63	3.4%	0.36	1.9%	0.63	0.7%	1.65
Total Deductions	\$686,277,492	63.2%	62.4%	1.01	62.3%	1.02	64.5%	0.98	62.3%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		9.7%	6.3%	1.53	7.1%	1.37	5.9%	1.66	7.5%	1.30
Net Gains/Losses as % of Net Income		66.1%	12.7%	5.22	48.2%	1.37	17.3%	3.82	63.8%	1.04
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$189,439,634	44.9%	44.7%	1.00	48.0%	0.94	44.0%	1.02	42.8%	1.05
Supplies & Services	\$197,462,679	46.8%	47.9%	0.98	44.6%	1.05	49.6%	0.94	49.0%	0.96
Capital Component	\$34,918,288	8.3%	7.4%	1.12	7.5%	1.11	6.4%	1.29	8.2%	1.01
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.5%	8.9%	0.51	3.0%	1.50	7.7%	0.59	3.6%	1.26
Total Hospital Net Income (%)		12.3%	10.1%	1.22	5.7%	2.17	9.1%	1.35	9.3%	1.32
Return on Equity (%)		7.7%	7.6%	1.02	4.4%	1.75	6.9%	1.11	6.3%	1.23
Current Ratio		2.3	5.6	0.40	2.1	1.08	5.6	0.40	2.1	1.09
Days in Net Patient Accounts Receivable		49.0	51.4	0.95	49.0	1.00	52.1	0.94	46.4	1.06
Average Payment Period		40.7	41.5	0.98	54.8	0.74	43.2	0.94	39.3	1.03
Equity Financing (%)		61.9%	73.6%	0.84	60.8%	1.02	76.9%	0.80	58.1%	1.07
Long-Term Debt to Equity Ratio		0.4	0.2	2.37	0.3	1.28	0.1	3.16	0.5	0.83
Times Interest Earned		8.5	14.1	0.60	5.3	1.59	17.0	0.50	6.5	1.31
Total Asset Turnover		0.6	0.7	0.78	0.8	0.76	0.8	0.77	0.6	0.91
Average Age of Plant (Years)		4.0	9.3	0.44	10.6	0.38	10.4	0.39	3.0	1.36
Increase (Decrease) Total Net Patient Revenue		-4.1%	3.6%	N/A	3.3%	N/A	4.9%	N/A	-2.8%	1.45
Outpatient Gross Revenue (% of Total GPR)		49.2%	60.9%	0.81	59.0%	0.83	56.8%	0.86	50.3%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$14,779	\$15,675	0.94	\$17,327	0.85	\$17,864	0.83	\$14,983	0.99
Inpatient Net Revenue per Day		\$3,469	\$3,540	0.98	\$4,029	0.86	\$3,709	0.94	\$3,457	1.00
Outpatient Net Revenue per Visit		\$918	\$654	1.40	\$588	1.56	\$733	1.25	\$969	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,085,315,843	Cash & Cash Equivalents	\$39,679,883	Current Liabilities	\$44,841,558
Less Deductions	\$686,277,492	Net Patient Receivables	\$53,524,984	Long-Term Debt	\$185,980,257
Net Patient Revenue	\$399,038,351	Other Receivables	\$3,968,321	Other Liabilities	\$56,862,873
Plus Other Revenue	\$42,863,799			Subtotal	\$287,684,688
Total Revenue	\$441,902,150	Land, Buildings & Equipment (Net)	\$256,336,263	Unrestricted Fund Balance	\$474,856,432
Less Expenses	\$421,820,601	Other Assets	\$414,035,862	Restricted Fund Balance	\$5,004,194
Non-Operating Gains/Losses	\$39,154,400			Total Liabilities & Fund Balance	\$762,541,120
Net Income	\$59,235,949	Total Assets	\$767,545,313		



**064 UW Hospital and Clinics Authority**  
 600 Highland Avenue  
 Madison, WI 53792  
 608-263-6400

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Dane  
 Analysis Area: Southern (1)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	79.7%	55.4%	1.44	57.1%	1.40	68.9%	1.16	76.1%	1.05
Obstetrics	0.0%	38.4%	N/A	41.6%	N/A	47.9%	N/A	0.0%	N/A
Pediatrics	70.2%	55.4%	1.27	55.3%	1.27	38.5%	1.82	67.1%	1.05
Total Hospital	75.4%	56.3%	1.34	58.9%	1.28	66.1%	1.14	72.7%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	308.4	26.5	11.63	24.0	12.85	101.6	3.03	287.1	1.07
Obstetrics	0.0	5.0	N/A	4.7	N/A	14.7	N/A	0.0	N/A
Pediatrics	36.5	1.4	25.36	2.4	15.02	3.6	25.36	34.9	1.05
Total Hospital	468.3	48.3	9.69	50.8	9.22	193.9	2.41	442.2	1.06
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.7	3.9	1.22	3.9	1.22	4.3	1.10	4.6	1.04
Obstetrics	0.0	2.6	N/A	2.7	N/A	2.7	N/A	0.0	N/A
Pediatrics	3.7	3.5	1.07	3.5	1.05	3.4	1.10	3.7	0.99
Total Hospital	5.1	4.3	1.18	4.3	1.19	4.8	1.08	5.0	1.02
<b>Surgical Operations</b>									
Inpatient	30,773	1,408	21.85	2,094	14.70	5,364	5.74	28,536	1.08
Outpatient	117,952	4,098	28.78	7,088	16.64	13,857	8.51	112,894	1.04
Inpatient as % of All Surgeries	20.7%	25.6%	0.81	22.8%	0.91	27.9%	0.74	20.2%	1.03
<b>Outpatient Visits</b>									
Non-Emergency Visits	891,324	132,001	6.75	161,897	5.51	422,002	2.11	854,687	1.04
Emergency Visits	72,793	17,964	4.05	17,257	4.22	48,744	1.49	65,546	1.11
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	129.4	18.9	6.85	25.5	5.08	55.0	2.35	111.0	1.17
Nurses, Licensed	2,566.2	244.4	10.50	290.0	8.85	909.8	2.82	2,356.9	1.09
Ancillary Nursing Personnel	437.3	40.0	10.93	47.6	9.18	148.5	2.95	420.2	1.04
All Other Personnel	6,781.6	484.8	13.99	681.8	9.95	1,773.6	3.82	6,396.8	1.06
Total FTEs	9,914.5	788.1	12.58	1,045.0	9.49	2,886.8	3.43	9,284.9	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.5	15.1	0.90	20.7	0.65	12.1	1.12	12.2	1.10
Nurses, Licensed	268.1	195.2	1.37	235.4	1.14	199.8	1.34	259.9	1.03
Ancillary Nursing Personnel	45.7	32.0	1.43	38.7	1.18	32.6	1.40	46.3	0.99
All Other Personnel	708.5	387.3	1.83	553.4	1.28	389.6	1.82	705.3	1.00
Total FTEs	1,035.8	629.5	1.65	848.1	1.22	634.1	1.63	1,023.7	1.01

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	621	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	33,412	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	170,917			Inpatient Days	0	Newborn Days	0

**064 UW Hospital and Clinics Authority**  
Madison, WI 53792

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	387	23,746	112,567	79.7%	308.4	4.7
Orthopedic	1	48	3,059	8,666	49.5%	23.7	2.8
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	2	10	249	802	22.0%	2.2	3.2
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
<b>Pediatric, acute</b>	1	52	3,578	13,321	70.2%	36.5	3.7
<b>Obstetrics</b>	4	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	18	1,183	6,412	97.6%	17.6	5.4
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	31	478	9,834	86.9%	26.9	20.6
Cardiac Intensive Unit	1	7	210	2,022	79.1%	5.5	9.6
Pediatric Intensive Care	1	21	274	5,092	66.4%	14.0	18.6
Burn Care	1	7	272	2,206	86.3%	6.0	8.1
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	14	138	3,590	70.3%	9.8	26.0
Other Intensive Care	1	16	292	5,533	94.7%	15.2	18.9
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	1	10	181	872	23.9%	2.4	4.8

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	129	1	129.4	Surgical Personnel	133	4	134.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	249	28	256.8
Medical & Dental Residents	662	0	662.0	Sonographers	28	1	28.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	147	7	147.7
Registered Nurses	2,454	146	2,489.7	Occupational Therapists	50	24	53.2
Certified Nurse Midwives	8	0	8.0	Occupational Therapy Assistants/Aides	6	1	6.0
Licensed Practical Nurses	6	0	6.0	Physical Therapists	107	42	113.7
Ancillary Nursing Personnel	430	62	437.3	Physical Therapy Assistants/Aides	9	1	9.5
Medical Assistants	281	7	283.7	Recreational Therapists	62	67	69.5
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	46	9	47.6
Nurse Practitioners	2	0	2.0	Psychologists	8	3	8.9
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	72	4	73.4
Clinical Nurse Specialists	60	1	60.5	All Other Health Professionals	949	188	982.8
Health Info Mgmt-Administrators/Technicians	254	25	260.2	All Other Personnel	2,997	287	3,058.3
Pharmacy Personnel	288	12	293.4				
Clinical Laboratory Personnel	287	12	290.0				
				<b>Total</b>	<b>9,726</b>	<b>932</b>	<b>9,914.5</b>

**064 UW Hospital and Clinics Authority**

Madison, WI 53792

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>7</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$1,475,106,636	34.3%	44.8%	0.77	41.1%	0.83	45.3%	0.76	33.8%	1.01
Medical Assistance	\$430,474,542	10.0%	14.4%	0.70	11.8%	0.85	13.1%	0.76	10.0%	1.00
Commercial	\$1,932,502,709	44.9%	36.6%	1.23	39.9%	1.12	37.0%	1.21	45.7%	0.98
All Other	\$463,748,152	10.8%	4.2%	2.55	7.2%	1.51	4.5%	2.39	10.5%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$1,060,703,032	24.7%	32.9%	0.75	30.1%	0.82	34.5%	0.72	23.4%	1.05
Medical Assistance	\$300,318,805	7.0%	10.7%	0.65	8.7%	0.80	10.2%	0.68	6.7%	1.05
Commercial	\$916,189,163	21.3%	14.8%	1.44	18.1%	1.17	16.0%	1.33	20.8%	1.02
Charity Care	\$37,272,132	0.9%	1.0%	0.88	0.9%	0.98	1.0%	0.90	1.0%	0.88
Bad Debt	\$49,114,982	1.1%	1.1%	1.08	1.1%	1.03	1.0%	1.16	0.9%	1.20
All Other	\$200,318,292	4.7%	1.9%	2.43	3.4%	1.39	1.9%	2.46	4.7%	0.98
Total Deductions	\$2,563,916,406	59.6%	62.4%	0.95	62.3%	0.96	64.5%	0.92	57.5%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.6%	6.3%	0.25	7.1%	0.22	5.9%	0.27	1.6%	0.97
Net Gains/Losses as % of Net Income		50.1%	12.7%	3.96	48.2%	1.04	17.3%	2.90	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$811,290,409	46.8%	44.7%	1.05	48.0%	0.98	44.0%	1.06	47.5%	0.99
Supplies & Services	\$806,138,640	46.5%	47.9%	0.97	44.6%	1.04	49.6%	0.94	45.1%	1.03
Capital Component	\$116,187,835	6.7%	7.4%	0.91	7.5%	0.90	6.4%	1.05	7.5%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.8%	8.9%	0.20	3.0%	0.60	7.7%	0.24	7.1%	0.26
Total Hospital Net Income (%)		3.6%	10.1%	0.36	5.7%	0.63	9.1%	0.40	6.0%	0.60
Return on Equity (%)		2.8%	7.6%	0.37	4.4%	0.64	6.9%	0.40	4.3%	0.65
Current Ratio		1.5	5.6	0.27	2.1	0.75	5.6	0.27	1.4	1.07
Days in Net Patient Accounts Receivable		45.1	51.4	0.88	49.0	0.92	52.1	0.87	46.6	0.97
Average Payment Period		61.4	41.5	1.48	54.8	1.12	43.2	1.42	71.3	0.86
Equity Financing (%)		59.2%	73.6%	0.80	60.8%	0.97	76.9%	0.77	57.4%	1.03
Long-Term Debt to Equity Ratio		0.3	0.2	1.87	0.3	1.01	0.1	2.50	0.3	0.94
Times Interest Earned		4.5	14.1	0.32	5.3	0.85	17.0	0.27	6.6	0.68
Total Asset Turnover		0.8	0.7	1.03	0.8	1.01	0.8	1.02	0.7	1.05
Average Age of Plant (Years)		8.5	9.3	0.91	10.6	0.80	10.4	0.82	8.3	1.01
Increase (Decrease) Total Net Patient Revenue		6.4%	3.6%	1.75	3.3%	1.94	4.9%	1.29	10.5%	0.61
Outpatient Gross Revenue (% of Total GPR)		51.6%	60.9%	0.85	59.0%	0.87	56.8%	0.91	51.6%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$26,547	\$15,675	1.69	\$17,327	1.53	\$17,864	1.49	\$25,940	1.02
Inpatient Net Revenue per Day		\$5,245	\$3,540	1.48	\$4,029	1.30	\$3,709	1.41	\$5,209	1.01
Outpatient Net Revenue per Visit		\$934	\$654	1.43	\$588	1.59	\$733	1.27	\$905	1.03

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,301,832,039	Cash & Cash Equivalents	\$149,955,733	Current Liabilities	\$278,149,702
Less Deductions	\$2,563,916,406	Net Patient Receivables	\$214,896,231	Long-Term Debt	\$422,048,637
Net Patient Revenue	\$1,737,915,633	Other Receivables	\$29,693,703	Other Liabilities	\$240,395,345
Plus Other Revenue	\$27,974,879			Subtotal	\$940,593,684
Total Revenue	\$1,765,890,512	Land, Buildings & Equipment (Net)	\$782,849,609	Unrestricted Fund Balance	\$1,364,207,894
Less Expenses	\$1,733,616,884	Other Assets	\$1,127,406,302	Restricted Fund Balance	\$10,292,921
Non-Operating Gains/Losses	\$32,439,609			Total Liabilities & Fund Balance	\$2,304,801,578
Net Income	\$64,713,237	Total Assets	\$2,304,801,578		

**178 Holy Family Memorial Inc**  
 2300 Western Ave, PO Box 1450  
 Manitowoc, WI 54221  
 920-320-2011

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.3%	55.4%	1.03	49.3%	1.16	42.3%	1.35	48.5%	1.18
Obstetrics	10.1%	38.4%	0.26	36.0%	0.04	26.5%	0.38	10.2%	0.98
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	44.5%	56.3%	0.79	48.0%	0.93	42.3%	1.05	38.4%	1.16
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	20.0	26.5	0.76	23.1	0.87	16.0	1.25	17.4	1.15
Obstetrics	1.3	5.0	0.26	4.4	0.30	2.3	0.58	1.4	0.91
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	25.8	48.3	0.53	40.6	0.64	27.2	0.95	23.0	1.12
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.88	3.5	0.98	3.3	1.03	3.2	1.06
Obstetrics	2.2	2.6	0.86	2.5	0.89	2.2	0.99	2.2	1.02
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.82	3.6	0.98	3.6	0.99	3.3	1.08
<b>Surgical Operations</b>									
Inpatient	1,031	1,408	0.73	1,238	0.83	726	1.42	1,009	1.02
Outpatient	2,119	4,098	0.52	4,498	0.47	2,865	0.74	2,340	0.91
Inpatient as % of All Surgeries	32.7%	25.6%	1.28	21.6%	1.52	20.2%	1.62	30.1%	1.09
<b>Outpatient Visits</b>									
Non-Emergency Visits	206,581	132,001	1.56	188,046	1.10	120,134	1.72	210,398	0.98
Emergency Visits	11,805	17,964	0.66	19,336	0.61	14,406	0.82	13,309	0.89
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.7	18.9	0.62	17.5	0.67	14.0	0.83	12.0	0.97
Nurses, Licensed	171.7	244.4	0.70	253.8	0.68	144.3	1.19	170.3	1.01
Ancillary Nursing Personnel	23.3	40.0	0.58	33.6	0.69	19.5	1.19	21.7	1.07
All Other Personnel	584.5	484.8	1.21	503.6	1.16	331.1	1.77	590.7	0.99
Total FTEs	791.1	788.1	1.00	808.6	0.98	508.9	1.55	794.8	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.4	15.1	0.69	12.8	0.81	14.4	0.72	12.1	0.85
Nurses, Licensed	152.5	195.2	0.78	186.1	0.82	148.1	1.03	172.3	0.89
Ancillary Nursing Personnel	20.7	32.0	0.65	24.7	0.84	20.1	1.03	22.0	0.94
All Other Personnel	519.4	387.3	1.34	369.2	1.41	340.0	1.53	597.6	0.87
Total FTEs	703.0	629.5	1.12	592.8	1.19	522.5	1.35	804.1	0.87

**Total Hospital:**  
 Beds Set Up & Staffed 58  
 Discharges 2,662  
 Inpatient Days 9,421

**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 12  
 Total Births 173  
 Newborn Days 366

**178 Holy Family Memorial Inc**  
Manitowoc, WI 54221

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	35	2,139	7,316	57.3%	20.0	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	3	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	2	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	13	216	477	10.1%	1.3	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	10	307	1,628	44.6%	4.5	5.3
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	11	1	11.7	Surgical Personnel	0	6	4.3
Physicians & Dentists	28	18	42.4	Radiological Services Personnel	7	33	29.8
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	4.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	5	6.4
Registered Nurses	59	132	148.1	Occupational Therapists	1	9	7.5
Certified Nurse Midwives	2	1	3.0	Occupational Therapy Assistants/Aides	0	2	1.1
Licensed Practical Nurses	1	3	3.9	Physical Therapists	3	10	10.5
Ancillary Nursing Personnel	7	28	23.3	Physical Therapy Assistants/Aides	1	9	7.6
Medical Assistants	29	44	60.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	4	4.4	Dietitians & Nutritionists	1	1	1.2
Nurse Practitioners	7	10	14.3	Psychologists	1	1	1.9
Certified Registered Nurse Anesthetists	1	2	2.4	Social Workers	1	4	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	75	61	109.3
Health Info Mgmt-Administrators/Technicians	19	19	32.3	All Other Personnel	104	177	224.2
Pharmacy Personnel	5	8	10.5				
Clinical Laboratory Personnel	9	20	22.4				
				<b>Total</b>	<b>379</b>	<b>611</b>	<b>791.1</b>

**178 Holy Family Memorial Inc**  
Manitowoc, WI 54221

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$196,112,342	53.2%	44.8%	1.19	46.0%	1.16	47.9%	1.11	50.7%	1.05
Medical Assistance	\$37,638,782	10.2%	14.4%	0.71	12.0%	0.85	12.0%	0.85	10.8%	0.95
Commercial	\$120,096,113	32.6%	36.6%	0.89	38.7%	0.84	36.4%	0.90	35.0%	0.93
All Other	\$14,466,255	3.9%	4.2%	0.93	3.2%	1.23	3.7%	1.05	3.5%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$151,876,818	41.2%	32.9%	1.25	33.6%	1.23	33.3%	1.24	36.7%	1.12
Medical Assistance	\$29,611,171	8.0%	10.7%	0.75	9.0%	0.89	8.7%	0.92	8.9%	0.91
Commercial	\$56,888,717	15.4%	14.8%	1.04	15.8%	0.98	14.8%	1.05	14.8%	1.04
Charity Care	\$1,282,440	0.3%	1.0%	0.35	0.9%	0.38	0.9%	0.40	0.2%	1.71
Bad Debt	\$2,839,784	0.8%	1.1%	0.73	0.8%	0.91	1.0%	0.78	1.0%	0.77
All Other	\$5,796,062	1.6%	1.9%	0.82	1.9%	0.82	1.9%	0.82	1.7%	0.93
Total Deductions	\$248,294,992	67.4%	62.4%	1.08	62.1%	1.09	60.6%	1.11	63.3%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.0%		6.3%	0.31	3.8%	0.52	4.1%	0.48	2.5%	0.78
Net Gains/Losses as % of Net Income	388.6%		12.7%	30.66	20.8%	18.70	11.9%	32.59	55.2%	7.03
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$76,286,106	59.0%	44.7%	1.32	46.9%	1.26	46.3%	1.27	61.5%	0.96
Supplies & Services	\$45,310,834	35.0%	47.9%	0.73	45.3%	0.77	46.1%	0.76	33.3%	1.05
Capital Component	\$7,722,387	6.0%	7.4%	0.81	7.7%	0.77	7.6%	0.79	5.3%	1.14
<b>Fiscal Statistics</b>										
Operating Margin (%)	-5.6%		8.9%	N/A	11.6%	N/A	8.9%	N/A	2.7%	N/A
Total Hospital Net Income (%)	1.8%		10.1%	0.18	14.2%	0.13	10.0%	0.18	5.8%	0.32
Return on Equity (%)	1.2%		7.6%	0.16	9.8%	0.12	6.7%	0.18	4.1%	0.30
Current Ratio	2.1		5.6	0.38	4.5	0.47	6.0	0.35	2.4	0.90
Days in Net Patient Accounts Receivable	87.9		51.4	1.71	51.4	1.71	54.8	1.61	51.7	1.70
Average Payment Period	58.8		41.5	1.42	55.6	1.06	42.8	1.37	51.0	1.15
Equity Financing (%)	64.2%		73.6%	0.87	73.0%	0.88	78.1%	0.82	65.2%	0.98
Long-Term Debt to Equity Ratio	0.4		0.2	2.40	0.2	1.99	0.1	2.66	0.4	1.02
Times Interest Earned	2.3		14.1	0.16	59.3	0.04	18.4	0.12	5.1	0.45
Total Asset Turnover	0.6		0.7	0.83	0.7	0.92	0.7	0.94	0.7	0.91
Average Age of Plant (Years)	22.5		9.3	2.43	10.2	2.22	9.0	2.52	28.0	0.81
Increase (Decrease) Total Net Patient Revenue	-5.0%		3.6%	N/A	4.9%	N/A	2.6%	N/A	1.5%	N/A
Outpatient Gross Revenue (% of Total GPR)	77.2%		60.9%	1.27	69.2%	1.11	71.9%	1.07	77.0%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,252		\$15,675	0.65	\$13,057	0.79	\$11,179	0.92	\$10,584	0.97
Inpatient Net Revenue per Day	\$2,909		\$3,540	0.82	\$3,477	0.84	\$3,101	0.94	\$3,259	0.89
Outpatient Net Revenue per Visit	\$438		\$654	0.67	\$534	0.82	\$561	0.78	\$458	0.95

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$368,313,492	Cash & Cash Equivalents	\$4,801,202	Current Liabilities	\$19,947,264
Less Deductions	\$248,294,992	Net Patient Receivables	\$28,909,687	Long-Term Debt	\$50,460,853
Net Patient Revenue	\$120,018,500	Other Receivables	\$1,506,631	Other Liabilities	\$427,487
Plus Other Revenue	\$2,389,236			Subtotal	\$70,835,604
Total Revenue	\$122,407,736	Land, Buildings & Equipment (Net)	\$81,960,645	Unrestricted Fund Balance	\$126,786,533
Less Expenses	\$129,319,327	Other Assets	\$80,443,972	Restricted Fund Balance	\$3,160,849
Non-Operating Gains/Losses	\$9,306,642			Total Liabilities & Fund Balance	\$197,622,137
Net Income	\$2,395,051	Total Assets	\$197,622,137		

**067 Bay Area Medical Center**  
 3100 Shore Drive  
 Marinette, WI 54143  
 715-735-6621

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

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	51.9%	55.4%	0.94	49.3%	1.05	42.3%	1.23	49.6%	1.05
Obstetrics	30.4%	38.4%	0.79	36.0%	0.04	26.5%	1.15	35.7%	0.85
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	52.1%	56.3%	0.92	48.0%	1.08	42.3%	1.23	49.4%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	18.7	26.5	0.70	23.1	0.81	16.0	1.17	19.3	0.97
Obstetrics	1.5	5.0	0.30	4.4	0.35	2.3	0.67	1.8	0.85
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	25.5	48.3	0.53	40.6	0.63	27.2	0.94	27.2	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.91	3.5	1.02	3.3	1.07	3.6	0.99
Obstetrics	2.6	2.6	1.01	2.5	1.05	2.2	1.16	2.4	1.08
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.74	3.6	0.88	3.6	0.90	3.4	0.94
<b>Surgical Operations</b>									
Inpatient	449	1,408	0.32	1,238	0.36	726	0.62	415	1.08
Outpatient	3,142	4,098	0.77	4,498	0.70	2,865	1.10	2,820	1.11
Inpatient as % of All Surgeries	12.5%	25.6%	0.49	21.6%	0.58	20.2%	0.62	12.8%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	312,584	132,001	2.37	188,046	1.66	120,134	2.60	104,857	2.98
Emergency Visits	19,784	17,964	1.10	19,336	1.02	14,406	1.37	20,817	0.95
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	61.0	18.9	3.23	17.5	3.49	14.0	4.34	67.5	0.90
Nurses, Licensed	141.3	244.4	0.58	253.8	0.56	144.3	0.98	139.4	1.01
Ancillary Nursing Personnel	11.4	40.0	0.29	33.6	0.34	19.5	0.58	27.0	0.42
All Other Personnel	342.9	484.8	0.71	503.6	0.68	331.1	1.04	313.9	1.09
Total FTEs	556.6	788.1	0.71	808.6	0.69	508.9	1.09	547.7	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	60.0	15.1	3.98	12.8	4.69	14.4	4.16	70.4	0.85
Nurses, Licensed	139.0	195.2	0.71	186.1	0.75	148.1	0.94	145.4	0.96
Ancillary Nursing Personnel	11.2	32.0	0.35	24.7	0.46	20.1	0.56	28.2	0.40
All Other Personnel	337.4	387.3	0.87	369.2	0.91	340.0	0.99	327.3	1.03
Total FTEs	547.6	629.5	0.87	592.8	0.92	522.5	1.05	571.2	0.96

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	49	Health Maintenance		Average Beds Used	0	Bassinets	5
Discharges	2,910	Organization (HMO)	Yes	Discharges	0	Total Births	213
Inpatient Days	9,318	Preferred Provider		Inpatient Days	0	Newborn Days	543
		Organization (PPO)	Yes				

**067 Bay Area Medical Center**  
Marinette, WI 54143

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	2	36	1,921	6,821	51.9%	18.7	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	213	554	30.4%	1.5	2.6
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	8	681	1,943	66.5%	5.3	2.9
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	56	6	61.0	Surgical Personnel	11	7	15.6
Physicians & Dentists	23	0	23.0	Radiological Services Personnel	25	17	30.7
Medical & Dental Residents	0	0	0.0	Sonographers	4	1	4.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	8	7.8
Registered Nurses	52	106	121.7	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.7
Licensed Practical Nurses	11	6	13.6	Physical Therapists	8	1	8.5
Ancillary Nursing Personnel	0	16	11.4	Physical Therapy Assistants/Aides	3	3	3.8
Medical Assistants	1	5	3.8	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	3	0	3.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	3	1	3.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	19	55	48.6
Health Info Mgmt-Administrators/Technicians	14	6	18.6	All Other Personnel	74	67	120.2
Pharmacy Personnel	13	11	20.4				
Clinical Laboratory Personnel	16	18	26.2				
				<b>Total</b>	<b>348</b>	<b>336</b>	<b>556.6</b>



**067 Bay Area Medical Center**

Marinette, WI 54143

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$161,250,416	54.5%	44.8%	1.22	46.0%	1.18	47.9%	1.14	51.0%	1.07
Medical Assistance	\$41,167,780	13.9%	14.4%	0.97	12.0%	1.15	12.0%	1.16	15.6%	0.89
Commercial	\$83,247,673	28.1%	36.6%	0.77	38.7%	0.73	36.4%	0.77	29.7%	0.95
All Other	\$10,386,571	3.5%	4.2%	0.83	3.2%	1.10	3.7%	0.94	3.7%	0.94
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$103,610,136	35.0%	32.9%	1.06	33.6%	1.04	33.3%	1.05	33.0%	1.06
Medical Assistance	\$26,476,640	8.9%	10.7%	0.83	9.0%	0.99	8.7%	1.02	10.1%	0.88
Commercial	\$53,737,007	18.2%	14.8%	1.23	15.8%	1.15	14.8%	1.23	19.3%	0.94
Charity Care	\$2,451,670	0.8%	1.0%	0.84	0.9%	0.91	0.9%	0.95	1.1%	0.75
Bad Debt	\$2,601,896	0.9%	1.1%	0.83	0.8%	1.04	1.0%	0.89	1.3%	0.66
All Other	\$14,860,449	5.0%	1.9%	2.62	1.9%	2.63	1.9%	2.60	3.9%	1.28
Total Deductions	\$203,737,798	68.8%	62.4%	1.10	62.1%	1.11	60.6%	1.14	68.8%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	21.1%	6.3%	3.33		3.8%	5.60	4.1%	5.18	26.3%	0.80
Net Gains/Losses as % of Net Income	85.0%	12.7%	6.71		20.8%	4.09	11.9%	7.13	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$58,591,531	50.3%	44.7%	1.12	46.9%	1.07	46.3%	1.08	50.5%	1.00
Supplies & Services	\$40,081,701	34.4%	47.9%	0.72	45.3%	0.76	46.1%	0.75	33.3%	1.03
Capital Component	\$17,918,646	15.4%	7.4%	2.08	7.7%	1.99	7.6%	2.03	16.2%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)	0.4%	8.9%	0.05		11.6%	0.04	8.9%	0.05	-4.4%	N/A
Total Hospital Net Income (%)	2.7%	10.1%	0.27		14.2%	0.19	10.0%	0.27	-3.8%	N/A
Return on Equity (%)	1.4%	7.6%	0.18		9.8%	0.14	6.7%	0.21	-2.1%	N/A
Current Ratio	3.1	5.6	0.55		4.5	0.70	6.0	0.52	2.5	1.24
Days in Net Patient Accounts Receivable	53.4	51.4	1.04		51.4	1.04	54.8	0.97	55.3	0.97
Average Payment Period	54.2	41.5	1.31		55.6	0.98	42.8	1.27	48.6	1.12
Equity Financing (%)	54.3%	73.6%	0.74		73.0%	0.74	78.1%	0.70	68.9%	0.79
Long-Term Debt to Equity Ratio	0.7	0.2	4.01		0.2	3.32	0.1	4.44	0.3	2.24
Times Interest Earned	118.9	14.1	8.45		59.3	2.01	18.4	6.46	-269.1	N/A
Total Asset Turnover	0.5	0.7	0.68		0.7	0.75	0.7	0.76	0.5	0.92
Average Age of Plant (Years)	7.2	9.3	0.78		10.2	0.71	9.0	0.81	5.9	1.22
Increase (Decrease) Total Net Patient Revenue	16.2%	3.6%	4.47		4.9%	3.31	2.6%	6.24	-8.8%	N/A
Outpatient Gross Revenue (% of Total GPR)	74.3%	60.9%	1.22		69.2%	1.07	71.9%	1.03	71.6%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,023	\$15,675	0.58		\$13,057	0.69	\$11,179	0.81	\$8,427	1.07
Inpatient Net Revenue per Day	\$2,754	\$3,540	0.78		\$3,477	0.79	\$3,101	0.89	\$2,482	1.11
Outpatient Net Revenue per Visit	\$207	\$654	0.32		\$534	0.39	\$561	0.37	\$462	0.45

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$296,052,440	Cash & Cash Equivalents	\$27,622,016	Current Liabilities	\$15,159,146
Less Deductions	\$203,737,798	Net Patient Receivables	\$13,496,571	Long-Term Debt	\$83,936,233
Net Patient Revenue	\$92,314,642	Other Receivables	\$1,721,090	Other Liabilities	\$7,412,039
Plus Other Revenue	\$24,761,612			Subtotal	\$106,507,418
Total Revenue	\$117,076,254	Land, Buildings & Equipment (Net)	\$120,649,072	Unrestricted Fund Balance	\$126,439,271
Less Expenses	\$116,591,878	Other Assets	\$69,457,940	Restricted Fund Balance	\$1,380,721
Non-Operating Gains/Losses	\$2,743,842			Total Liabilities & Fund Balance	\$232,946,689
Net Income	\$3,228,218	Total Assets	\$232,946,689		

**069 Marshfield Medical Center**  
 611 St Joseph Avenue  
 Marshfield, WI 54449  
 715-387-1713

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Wood  
 Analysis Area: North Central (6)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	94.4%	55.4%	1.70	63.3%	1.49	58.7%	1.61	92.1%	1.02
Obstetrics	200.7%	38.4%	5.23	48.9%	0.21	36.5%	5.50	93.3%	2.15
Pediatrics	77.9%	55.4%	1.41	72.9%	1.07	90.2%	0.86	65.8%	1.18
Total Hospital	101.3%	56.3%	1.80	68.1%	1.49	58.0%	1.75	89.5%	1.13
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	94.4	26.5	3.56	20.3	4.66	38.4	2.46	94.0	1.00
Obstetrics	10.0	5.0	2.00	3.7	2.68	7.1	1.42	10.3	0.98
Pediatrics	10.1	1.4	7.04	0.8	12.45	5.4	7.04	10.5	0.96
Total Hospital	178.3	48.3	3.69	39.0	4.57	79.6	2.24	178.9	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	5.0	3.9	1.30	3.7	1.36	3.8	1.32	4.9	1.03
Obstetrics	3.3	2.6	1.28	2.6	1.28	2.5	1.31	3.5	0.94
Pediatrics	3.0	3.5	0.87	2.9	1.02	3.6	0.83	3.4	0.88
Total Hospital	5.5	4.3	1.27	4.1	1.33	4.4	1.26	5.4	1.01
<b>Surgical Operations</b>									
Inpatient	3,965	1,408	2.82	1,200	3.30	1,955	2.03	4,177	0.95
Outpatient	995	4,098	0.24	1,676	0.59	5,493	0.18	1,324	0.75
Inpatient as % of All Surgeries	79.9%	25.6%	3.13	41.7%	1.92	26.2%	3.05	75.9%	1.05
<b>Outpatient Visits</b>									
Non-Emergency Visits	20,717	132,001	0.16	75,867	0.27	208,790	0.10	30,852	0.67
Emergency Visits	21,283	17,964	1.18	13,255	1.61	31,589	0.67	21,229	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.5	18.9	0.56	10.2	1.03	28.7	0.37	12.6	0.84
Nurses, Licensed	304.2	244.4	1.25	142.4	2.14	343.5	0.89	463.8	0.66
Ancillary Nursing Personnel	36.1	40.0	0.90	22.2	1.63	56.6	0.64	61.2	0.59
All Other Personnel	438.0	484.8	0.90	273.7	1.60	642.7	0.68	505.8	0.87
Total FTEs	789.0	788.1	1.00	448.5	1.76	1,071.5	0.74	1,043.3	0.76
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.2	15.1	0.28	10.6	0.40	14.6	0.29	4.8	0.87
Nurses, Licensed	121.7	195.2	0.62	147.6	0.82	174.3	0.70	179.1	0.68
Ancillary Nursing Personnel	14.5	32.0	0.45	23.0	0.63	28.7	0.50	23.6	0.61
All Other Personnel	175.2	387.3	0.45	283.6	0.62	326.0	0.54	195.3	0.90
Total FTEs	315.5	629.5	0.50	464.8	0.68	543.5	0.58	403.0	0.78

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	176	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	11,880	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,011
Inpatient Days	65,087			Inpatient Days	0	Newborn Days	1,804

**069 Marshfield Medical Center**  
Marshfield, WI 54449

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	100	6,840	34,470	94.4%	94.4	5.0
Orthopedic	1	21	1,706	7,442	97.1%	20.4	4.4
Rehabilitation & Physical Medicine	1	3	91	1,715	156.6%	4.7	18.8
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
<b>Pediatric, acute</b>	1	13	1,228	3,697	77.9%	10.1	3.0
<b>Obstetrics</b>	1	5	1,112	3,663	200.7%	10.0	3.3
<b>Psychiatric</b>	2	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	14	237	3,543	69.3%	9.7	14.9
Cardiac Intensive Unit	1	6	293	3,023	138.0%	8.3	10.3
Pediatric Intensive Care	1	2	113	1,555	213.0%	4.3	13.8
Burn Care	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	12	278	5,979	136.5%	16.4	21.5
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	8	3	10.5	Surgical Personnel	13	7	16.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	20	20	32.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	13	28	29.0
Registered Nurses	177	232	303.4	Occupational Therapists	2	8	6.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	3	4.3
Licensed Practical Nurses	0	1	0.8	Physical Therapists	5	5	8.4
Ancillary Nursing Personnel	16	39	36.1	Physical Therapy Assistants/Aides	1	3	2.4
Medical Assistants	0	0	0.0	Recreational Therapists	0	1	0.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	3	3.3
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	103	109	166.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	78	112	144.2
Pharmacy Personnel	13	15	23.5				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>452</b>	<b>589</b>	<b>789.0</b>

**069 Marshfield Medical Center**  
Marshfield, WI 54449

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$392,788,329	55.9%	44.8%	1.25	51.2%	1.09	40.7%	1.37	55.0%	1.02
Medical Assistance	\$113,780,544	16.2%	14.4%	1.13	14.0%	1.16	19.9%	0.81	14.7%	1.10
Commercial	\$174,579,422	24.8%	36.6%	0.68	30.8%	0.81	35.3%	0.70	27.1%	0.92
All Other	\$21,686,510	3.1%	4.2%	0.73	4.0%	0.78	4.1%	0.75	3.2%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$272,892,419	38.8%	32.9%	1.18	34.8%	1.12	30.5%	1.27	39.1%	0.99
Medical Assistance	\$86,644,229	12.3%	10.7%	1.15	10.5%	1.18	14.4%	0.86	11.6%	1.06
Commercial	\$29,524,400	4.2%	14.8%	0.28	7.6%	0.56	13.0%	0.32	4.5%	0.94
Charity Care	\$5,918,972	0.8%	1.0%	0.85	1.2%	0.70	1.0%	0.82	0.9%	0.96
Bad Debt	\$5,730,020	0.8%	1.1%	0.77	0.9%	0.89	1.0%	0.79	0.1%	10.49
All Other	\$8,680,334	1.2%	1.9%	0.64	1.6%	0.79	2.2%	0.55	1.6%	0.76
Total Deductions	\$409,390,374	58.2%	62.4%	0.93	56.5%	1.03	62.2%	0.94	57.7%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		37.2%	6.3%	5.87	12.4%	3.00	9.8%	3.81	4.7%	7.97
Net Gains/Losses as % of Net Income		0.7%	12.7%	0.06	12.7%	0.06	4.7%	0.15	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$77,078,118	28.7%	44.7%	0.64	43.5%	0.66	42.9%	0.67	42.3%	0.68
Supplies & Services	\$188,419,845	70.0%	47.9%	1.46	50.5%	1.39	48.6%	1.44	51.4%	1.36
Capital Component	\$3,510,849	1.3%	7.4%	0.18	6.0%	0.22	8.5%	0.15	6.4%	0.20
<b>Fiscal Statistics</b>										
Operating Margin (%)		42.5%	8.9%	4.75	16.0%	2.65	13.6%	3.13	13.0%	3.26
Total Hospital Net Income (%)		42.6%	10.1%	4.22	17.9%	2.38	14.1%	3.02	11.3%	3.77
Return on Equity (%)		-8,201.6%	7.6%	N/A	22.9%	N/A	10.4%	N/A	6.2%	N/A
Current Ratio		-0.2	5.6	N/A	2.8	N/A	6.4	N/A	4.7	N/A
Days in Net Patient Accounts Receivable		0.0	51.4	N/A	44.6	N/A	47.5	N/A	48.8	N/A
Average Payment Period		21.8	41.5	0.53	37.4	0.58	36.9	0.59	40.0	0.55
Equity Financing (%)		1,216.9%	73.6%	16.54	54.2%	22.46	68.5%	17.77	93.9%	12.96
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.5	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	14.1	N/A	25.4	N/A	17.7	N/A	1,832,928.7	N/A
Total Asset Turnover		-191.8	0.7	N/A	1.2	N/A	0.7	N/A	0.6	N/A
Average Age of Plant (Years)		0.0	9.3	0.00	8.3	0.00	7.9	0.00	4.1	0.00
Increase (Decrease) Total Net Patient Revenue		-3.8%	3.6%	N/A	2.3%	N/A	2.0%	N/A	-15.3%	0.25
Outpatient Gross Revenue (% of Total GPR)		28.7%	60.9%	0.47	59.5%	0.48	59.1%	0.48	30.9%	0.93
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$17,920	\$15,675	1.14	\$13,883	1.29	\$14,805	1.21	\$17,592	1.02
Inpatient Net Revenue per Day		\$3,270	\$3,540	0.92	\$3,352	0.98	\$3,359	0.97	\$3,251	1.01
Outpatient Net Revenue per Visit		\$2,054	\$654	3.14	\$806	2.55	\$542	3.79	\$1,779	1.15

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$702,834,805	Cash & Cash Equivalents		Current Liabilities	\$15,999,759
Less Deductions	\$409,390,374	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$293,444,431	Other Receivables	\$828,379	Other Liabilities	\$11,215,762
Plus Other Revenue	\$174,008,839			Subtotal	\$27,215,521
Total Revenue	\$467,453,270	Land, Buildings & Equipment (Net)	\$9,964		
Less Expenses	\$269,008,812	Other Assets	\$4,452,292	Unrestricted Fund Balance	-\$29,652,309
Non-Operating Gains/Losses	\$1,411,212			Restricted Fund Balance	\$175,330
Net Income	\$199,855,670	Total Assets	-\$2,436,788	Total Liabilities & Fund Balance	-\$2,436,788

**070 Mile Bluff Medical Center**  
 1050 Division Street  
 Mauston, WI 53948  
 608-847-6161

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Juneau  
 Analysis Area: North Central (6)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	167.5%	55.4%	3.02	63.3%	2.65	46.2%	3.62	108.1%	1.55
Obstetrics	0.0%	38.4%	N/A	48.9%	0.02	22.2%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	182.8%	56.3%	3.24	68.1%	2.69	43.7%	4.18	118.5%	1.54
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	8.4	26.5	0.32	20.3	0.41	8.0	1.05	8.6	0.97
Obstetrics	0.8	5.0	0.15	3.7	0.20	1.0	0.80	0.8	0.92
Pediatrics	0.0	1.4	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.1	48.3	0.19	39.0	0.23	10.5	0.87	9.5	0.96
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.9	0.85	3.7	0.90	3.3	1.02	3.2	1.04
Obstetrics	2.0	2.6	0.77	2.6	0.76	2.1	0.93	1.9	1.03
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.73	4.1	0.76	3.4	0.92	3.0	1.05
<b>Surgical Operations</b>									
Inpatient	296	1,408	0.21	1,200	0.25	302	0.98	279	1.06
Outpatient	1,532	4,098	0.37	1,676	0.91	1,304	1.18	1,546	0.99
Inpatient as % of All Surgeries	16.2%	25.6%	0.63	41.7%	0.39	18.8%	0.86	15.3%	1.06
<b>Outpatient Visits</b>									
Non-Emergency Visits	170,800	132,001	1.29	75,867	2.25	63,510	2.69	161,780	1.06
Emergency Visits	9,030	17,964	0.50	13,255	0.68	8,037	1.12	9,170	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	41.0	18.9	2.17	10.2	4.02	12.6	3.27	46.4	0.88
Nurses, Licensed	85.6	244.4	0.35	142.4	0.60	78.6	1.09	78.7	1.09
Ancillary Nursing Personnel	11.2	40.0	0.28	22.2	0.51	13.9	0.81	14.8	0.76
All Other Personnel	373.5	484.8	0.77	273.7	1.36	187.4	1.99	362.7	1.03
Total FTEs	511.3	788.1	0.65	448.5	1.14	292.5	1.75	502.5	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	84.9	15.1	5.63	10.6	8.04	29.3	2.90	102.0	0.83
Nurses, Licensed	177.2	195.2	0.91	147.6	1.20	183.3	0.97	173.2	1.02
Ancillary Nursing Personnel	23.3	32.0	0.73	23.0	1.01	32.5	0.72	32.5	0.72
All Other Personnel	773.9	387.3	2.00	283.6	2.73	436.8	1.77	798.0	0.97
Total FTEs	1,059.3	629.5	1.68	464.8	2.28	681.8	1.55	1,105.7	0.96

**Total Hospital:**  
 Beds Set Up & Staffed 5  
 Discharges 1,062  
 Inpatient Days 3,336

**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 0  
 Total Births 143  
 Newborn Days 248

**070 Mile Bluff Medical Center**  
Mauston, WI 53948

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	5	920	3,057	167.5%	8.4	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	0	142	279	0.0%	0.8	2.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	37	5	41.0	Surgical Personnel	4	3	5.5
Physicians & Dentists	27	3	27.7	Radiological Services Personnel	17	4	18.9
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	3	4.2
Registered Nurses	62	24	70.3	Occupational Therapists	0	2	1.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	3	2.1
Licensed Practical Nurses	4	3	5.7	Physical Therapists	2	4	5.0
Ancillary Nursing Personnel	6	10	11.2	Physical Therapy Assistants/Aides	2	3	3.4
Medical Assistants	30	2	30.8	Recreational Therapists	0	0	0.0
Physician Assistants	8	1	8.6	Dietitians & Nutritionists	1	2	2.3
Nurse Practitioners	4	1	4.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	0	5.0	Social Workers	0	2	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	56	6	58.8
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	148	51	176.1
Pharmacy Personnel	13	3	14.7				
Clinical Laboratory Personnel	9	3	10.2				
				<b>Total</b>	<b>441</b>	<b>140</b>	<b>511.3</b>

**070 Mile Bluff Medical Center**  
Mauston, WI 53948

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$83,751,908	43.2%	44.8%	0.96	51.2%	0.84	46.2%	0.93	44.1%	0.98
Medical Assistance	\$36,925,275	19.0%	14.4%	1.32	14.0%	1.36	12.7%	1.50	19.5%	0.98
Commercial	\$63,767,662	32.9%	36.6%	0.90	30.8%	1.07	37.2%	0.88	30.9%	1.06
All Other	\$9,613,872	5.0%	4.2%	1.17	4.0%	1.25	3.9%	1.28	5.4%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$60,249,952	31.0%	32.9%	0.94	34.8%	0.89	28.8%	1.08	32.5%	0.96
Medical Assistance	\$25,421,478	13.1%	10.7%	1.22	10.5%	1.25	8.6%	1.52	13.8%	0.95
Commercial	\$20,533,716	10.6%	14.8%	0.72	7.6%	1.40	13.1%	0.81	6.9%	1.54
Charity Care	\$2,610,847	1.3%	1.0%	1.36	1.2%	1.12	1.0%	1.34	1.4%	1.00
Bad Debt	\$2,653,759	1.4%	1.1%	1.29	0.9%	1.49	1.5%	0.92	1.5%	0.91
All Other	\$2,379,684	1.2%	1.9%	0.64	1.6%	0.78	1.9%	0.63	1.3%	0.96
Total Deductions	\$113,849,436	58.7%	62.4%	0.94	56.5%	1.04	54.9%	1.07	57.3%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.7%	6.3%	0.42	12.4%	0.22	6.2%	0.43	2.2%	1.25	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	12.7%	N/A	20.5%	N/A	158.2%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$49,339,006	59.0%	44.7%	1.32	43.5%	1.36	50.7%	1.17	62.3%	0.95
Supplies & Services	\$28,691,854	34.3%	47.9%	0.72	50.5%	0.68	40.1%	0.86	30.4%	1.13
Capital Component	\$5,527,874	6.6%	7.4%	0.90	6.0%	1.10	9.2%	0.72	7.3%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)	-1.4%	8.9%	N/A	16.0%	N/A	4.7%	N/A	-0.1%	15.23	
Total Hospital Net Income (%)	-1.1%	10.1%	N/A	17.9%	N/A	5.8%	N/A	0.2%	N/A	
Return on Equity (%)	-1.4%	7.6%	N/A	22.9%	N/A	5.1%	N/A	0.2%	N/A	
Current Ratio	4.9	5.6	0.86	2.8	1.73	4.9	0.99	5.4	0.90	
Days in Net Patient Accounts Receivable	59.3	51.4	1.15	44.6	1.33	51.9	1.14	54.8	1.08	
Average Payment Period	34.2	41.5	0.82	37.4	0.91	33.7	1.01	35.4	0.97	
Equity Financing (%)	0.0%	73.6%	N/A	54.2%	N/A	70.2%	N/A	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.5	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	0.4	14.1	0.03	25.4	0.02	4.7	0.08	1.1	0.37	
Total Asset Turnover	1.2	0.7	1.61	1.2	0.96	0.9	1.38	1.1	1.10	
Average Age of Plant (Years)	15.3	9.3	1.65	8.3	1.85	7.5	2.04	14.0	1.09	
Increase (Decrease) Total Net Patient Revenue	7.1%	3.6%	1.94	2.3%	3.07	2.8%	2.49	2.8%	2.57	
Outpatient Gross Revenue (% of Total GPR)	81.0%	60.9%	1.33	59.5%	1.36	75.7%	1.07	79.1%	1.02	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$17,137	\$15,675	1.09	\$13,883	1.23	\$12,189	1.41	\$15,268	1.12	
Inpatient Net Revenue per Day	\$5,438	\$3,540	1.54	\$3,352	1.62	\$3,423	1.59	\$5,119	1.06	
Outpatient Net Revenue per Visit	\$360	\$654	0.55	\$806	0.45	\$558	0.64	\$350	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$194,058,717	Cash & Cash Equivalents	\$15,337,469	Current Liabilities	\$7,502,373
Less Deductions	\$113,849,436	Net Patient Receivables	\$13,039,250	Long-Term Debt	\$27,841,825
Net Patient Revenue	\$80,209,281	Other Receivables	\$1,888,563	Other Liabilities	\$0
Plus Other Revenue	\$2,216,134			Subtotal	\$35,344,198
Total Revenue	\$82,425,415	Land, Buildings & Equipment (Net)	\$27,758,958	Unrestricted Fund Balance	\$0
Less Expenses	\$83,558,734	Other Assets	\$10,798,856	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$195,128			Total Liabilities & Fund Balance	\$35,344,198
Net Income	-\$938,191	Total Assets	\$68,823,096		

**071 Aspirus Medford Hospital & Clinics, Inc**  
 135 S Gibson Street  
 Medford, WI 54451  
 715-748-8100

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

County: Taylor  
 Analysis Area: North Central (6)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	15.6%	55.4%	0.28	63.3%	0.25	38.8%	0.40	15.2%	1.02
Obstetrics	35.6%	38.4%	0.93	48.9%	0.04	31.2%	1.14	39.2%	0.91
Pediatrics	7.1%	55.4%	0.13	72.9%	0.10	14.1%	0.50	3.3%	2.17
Total Hospital	18.9%	56.3%	0.33	68.1%	0.28	40.5%	0.47	19.1%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.5	26.5	0.09	20.3	0.12	10.1	0.25	2.4	1.02
Obstetrics	1.8	5.0	0.35	3.7	0.48	2.1	0.84	2.0	0.91
Pediatrics	0.1	1.4	0.05	0.8	0.09	0.1	0.05	0.0	2.17
Total Hospital	4.7	48.3	0.10	39.0	0.12	15.5	0.30	4.8	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.9	0.71	3.7	0.75	2.9	0.94	2.2	1.23
Obstetrics	2.4	2.6	0.92	2.6	0.92	2.3	1.03	2.6	0.93
Pediatrics	2.2	3.5	0.62	2.9	0.74	2.1	1.04	1.3	1.63
Total Hospital	2.5	4.3	0.58	4.1	0.62	3.0	0.83	2.3	1.09
<b>Surgical Operations</b>									
Inpatient	170	1,408	0.12	1,200	0.14	502	0.34	185	0.92
Outpatient	1,458	4,098	0.36	1,676	0.87	2,146	0.68	1,418	1.03
Inpatient as % of All Surgeries	10.4%	25.6%	0.41	41.7%	0.25	19.0%	0.55	11.5%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	72,758	132,001	0.55	75,867	0.96	53,087	1.37	70,766	1.03
Emergency Visits	8,523	17,964	0.47	13,255	0.64	13,724	0.62	8,721	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.7	18.9	0.19	10.2	0.36	11.1	0.33	4.0	0.92
Nurses, Licensed	101.2	244.4	0.41	142.4	0.71	104.4	0.97	92.9	1.09
Ancillary Nursing Personnel	10.9	40.0	0.27	22.2	0.49	20.7	0.52	11.1	0.98
All Other Personnel	232.0	484.8	0.48	273.7	0.85	226.8	1.02	224.0	1.04
Total FTEs	347.7	788.1	0.44	448.5	0.78	362.9	0.96	332.0	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.5	15.1	0.56	10.6	0.80	19.8	0.43	9.2	0.92
Nurses, Licensed	233.2	195.2	1.19	147.6	1.58	187.1	1.25	212.8	1.10
Ancillary Nursing Personnel	25.0	32.0	0.78	23.0	1.09	37.1	0.67	25.4	0.98
All Other Personnel	534.7	387.3	1.38	283.6	1.89	406.6	1.32	512.8	1.04
Total FTEs	801.3	629.5	1.27	464.8	1.72	650.6	1.23	760.1	1.05

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 680  
 Inpatient Days 1,721

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 16  
 Inpatient Days 259

**Newborn Nursery:**  
 Bassinets 5  
 Total Births 271  
 Newborn Days 532



**071 Aspirus Medford Hospital & Clinics, Inc**  
 Medford, WI 54451

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	16	331	912	15.6%	2.5	2.8
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	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>	1	1	12	26	7.1%	0.1	2.2
<b>Obstetrics</b>	1	5	274	649	35.6%	1.8	2.4
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	4	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	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	3	63	134	12.2%	0.4	2.1
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
<b>Subacute care</b>	5	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	3	2	3.7	Surgical Personnel	5	1	5.9
Physicians & Dentists	11	5	13.4	Radiological Services Personnel	9	12	16.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	0	2.0
Registered Nurses	48	54	82.5	Occupational Therapists	3	1	3.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	3	1	3.2	Physical Therapists	8	2	9.4
Ancillary Nursing Personnel	2	14	10.9	Physical Therapy Assistants/Aides	8	11	10.0
Medical Assistants	11	5	15.0	Recreational Therapists	0	0	0.0
Physician Assistants	5	2	6.4	Dietitians & Nutritionists	1	1	1.8
Nurse Practitioners	9	6	12.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.3	Social Workers	3	1	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	14	37	24.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	58	65	86.2
Pharmacy Personnel	8	6	12.1				
Clinical Laboratory Personnel	11	12	19.8				
				<b>Total</b>	<b>226</b>	<b>239</b>	<b>347.7</b>

**071 Aspirus Medford Hospital & Clinics, Inc**  
Medford, WI 54451

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$45,501,059	40.1%	44.8%	0.90	51.2%	0.78	48.9%	0.82	39.1%	1.02
Medical Assistance	\$16,654,527	14.7%	14.4%	1.02	14.0%	1.05	11.7%	1.25	14.5%	1.01
Commercial	\$47,911,914	42.2%	36.6%	1.15	30.8%	1.37	35.9%	1.18	44.2%	0.96
All Other	\$3,467,820	3.1%	4.2%	0.72	4.0%	0.77	3.5%	0.89	2.2%	1.40
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$25,149,725	22.2%	32.9%	0.67	34.8%	0.64	35.0%	0.63	21.3%	1.04
Medical Assistance	\$10,276,222	9.1%	10.7%	0.84	10.5%	0.86	8.5%	1.07	8.9%	1.02
Commercial	\$9,492,859	8.4%	14.8%	0.57	7.6%	1.11	12.4%	0.68	9.7%	0.86
Charity Care	\$1,969,632	1.7%	1.0%	1.76	1.2%	1.45	1.4%	1.21	2.2%	0.79
Bad Debt	\$1,722,590	1.5%	1.1%	1.44	0.9%	1.65	1.3%	1.19	0.4%	4.06
All Other	\$582,379	0.5%	1.9%	0.27	1.6%	0.33	1.3%	0.39	0.3%	1.63
Total Deductions	\$49,193,407	43.3%	62.4%	0.69	56.5%	0.77	59.8%	0.72	42.8%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	7.4%	6.3%	1.17	12.4%	0.60	3.3%	2.23	2.4%	3.15	
Net Gains/Losses as % of Net Income	37.5%	12.7%	2.96	12.7%	2.97	29.9%	1.25	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$33,221,019	54.2%	44.7%	1.21	43.5%	1.25	47.5%	1.14	57.3%	0.95
Supplies & Services	\$23,753,485	38.8%	47.9%	0.81	50.5%	0.77	42.7%	0.91	35.5%	1.09
Capital Component	\$4,278,929	7.0%	7.4%	0.95	6.0%	1.16	9.8%	0.71	7.2%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)	11.9%	8.9%	1.33	16.0%	0.74	4.5%	2.64	12.8%	0.93	
Total Hospital Net Income (%)	17.7%	10.1%	1.76	17.9%	0.99	6.3%	2.82	11.6%	1.53	
Return on Equity (%)	10.7%	7.6%	1.41	22.9%	0.47	4.0%	2.66	6.8%	1.58	
Current Ratio	4.8	5.6	0.85	2.8	1.71	5.4	0.90	4.2	1.15	
Days in Net Patient Accounts Receivable	57.1	51.4	1.11	44.6	1.28	50.1	1.14	48.4	1.18	
Average Payment Period	46.1	41.5	1.11	37.4	1.23	41.4	1.11	49.7	0.93	
Equity Financing (%)	78.5%	73.6%	1.07	54.2%	1.45	67.6%	1.16	76.0%	1.03	
Long-Term Debt to Equity Ratio	0.2	0.2	1.09	0.5	0.38	0.3	0.54	0.2	0.86	
Times Interest Earned	22.8	14.1	1.62	25.4	0.90	4.4	5.15	13.2	1.72	
Total Asset Turnover	0.6	0.7	0.76	1.2	0.45	0.6	0.90	0.6	0.95	
Average Age of Plant (Years)	9.8	9.3	1.06	8.3	1.19	9.4	1.04	9.4	1.04	
Increase (Decrease) Total Net Patient Revenue	0.1%	3.6%	0.04	2.3%	0.06	0.5%	0.27	1.8%	0.08	
Outpatient Gross Revenue (% of Total GPR)	89.1%	60.9%	1.46	59.5%	1.50	71.6%	1.24	89.1%	1.00	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,649	\$15,675	0.81	\$13,883	0.91	\$10,854	1.17	\$7,717	1.64	
Inpatient Net Revenue per Day	\$4,322	\$3,540	1.22	\$3,352	1.29	\$3,395	1.27	\$3,396	1.27	
Outpatient Net Revenue per Visit	\$704	\$654	1.08	\$806	0.87	\$743	0.95	\$713	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$113,535,320	Cash & Cash Equivalents	\$18,025,743	Current Liabilities	\$7,298,778
Less Deductions	\$49,193,407	Net Patient Receivables	\$10,063,979	Long-Term Debt	\$17,524,600
Net Patient Revenue	\$64,341,913	Other Receivables	\$408,112	Other Liabilities	\$1,672,126
Plus Other Revenue	\$5,164,601			Subtotal	\$26,495,504
Total Revenue	\$69,506,514	Land, Buildings & Equipment (Net)	\$31,803,499	Unrestricted Fund Balance	\$96,964,998
Less Expenses	\$61,253,433	Other Assets	\$63,159,169	Restricted Fund Balance	\$1,672,126
Non-Operating Gains/Losses	\$4,959,265			Total Liabilities & Fund Balance	\$123,460,502
Net Income	\$13,212,346	Total Assets	\$123,460,502		

**072 Community Memorial Hospital of Menomonee Falls, Inc**  
W180 N8085 Town Hall Road  
Menomonee Falls, WI 53051  
262-251-1000

Fiscal Year: 07/01 to 06/30  
Type: GMS  
General Medical & Surgical  
Control: Other Not-For-Profit

County: Waukesha  
Analysis Area: Southeastern (2A)  
Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	44.4%	55.4%	0.80	52.9%	0.84	58.7%	0.76	43.1%	1.03
Obstetrics	31.4%	38.4%	0.82	30.5%	0.19	36.5%	0.86	34.6%	0.91
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	47.6%	56.3%	0.84	48.2%	0.99	58.0%	0.82	47.0%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	39.5	26.5	1.49	35.0	1.13	38.4	1.03	38.3	1.03
Obstetrics	5.7	5.0	1.13	5.7	0.99	7.1	0.80	6.2	0.91
Pediatrics	0.0	1.4	N/A	0.3	N/A	5.4	N/A	0.0	N/A
Total Hospital	96.1	48.3	1.99	55.0	1.75	79.6	1.21	93.1	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.81	3.6	0.88	3.8	0.83	3.0	1.03
Obstetrics	2.5	2.6	0.96	2.3	1.05	2.5	0.98	2.4	1.00
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.0	4.3	0.92	3.9	1.03	4.4	0.92	4.0	1.00
<b>Surgical Operations</b>									
Inpatient	3,163	1,408	2.25	1,426	2.22	1,955	1.62	3,071	1.03
Outpatient	3,972	4,098	0.97	3,666	1.08	5,493	0.72	3,789	1.05
Inpatient as % of All Surgeries	44.3%	25.6%	1.73	28.0%	1.58	26.2%	1.69	44.8%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	69,968	132,001	0.53	147,718	0.47	208,790	0.34	65,698	1.06
Emergency Visits	31,529	17,964	1.76	23,681	1.33	31,589	1.00	23,853	1.32
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	83.9	18.9	4.44	19.1	4.40	28.7	2.92	81.9	1.02
Nurses, Licensed	333.2	244.4	1.36	263.5	1.26	343.5	0.97	337.9	0.99
Ancillary Nursing Personnel	51.0	40.0	1.27	43.7	1.17	56.6	0.90	49.2	1.04
All Other Personnel	663.6	484.8	1.37	513.5	1.29	642.7	1.03	602.9	1.10
Total FTEs	1,131.6	788.1	1.44	839.7	1.35	1,071.5	1.06	1,071.9	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	46.7	15.1	3.10	11.9	3.92	14.6	3.20	49.1	0.95
Nurses, Licensed	185.6	195.2	0.95	164.8	1.13	174.3	1.06	202.8	0.91
Ancillary Nursing Personnel	28.4	32.0	0.89	27.3	1.04	28.7	0.99	29.5	0.96
All Other Personnel	369.5	387.3	0.95	321.1	1.15	326.0	1.13	361.9	1.02
Total FTEs	630.2	629.5	1.00	525.2	1.20	543.5	1.16	643.4	0.98

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	202	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	8,767	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	841
Inpatient Days	35,070			Inpatient Days	0	Newborn Days	1,702

**072 Community Memorial Hospital of Menomonee Falls, Inc**  
Menomonee Falls, WI 53051

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	89	4,592	14,412	44.4%	39.5	3.1
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	17	258	3,612	58.2%	9.9	14.0
Hospice	4	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	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	18	840	2,065	31.4%	5.7	2.5
<b>Psychiatric</b>	1	16	878	4,783	81.9%	13.1	5.4
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	15	248	2,619	47.8%	7.2	10.6
Step-Down (Special Care)	1	39	1,915	7,249	50.9%	19.9	3.8
Neonatal Intensive/Intermediate Care	1	8	60	330	11.3%	0.9	5.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	3	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	81	4	83.9	Surgical Personnel	22	8	24.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	16	59	49.4
Medical & Dental Residents	0	0	0.0	Sonographers	6	8	10.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	15	13	22.4
Registered Nurses	209	208	323.8	Occupational Therapists	2	23	12.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.2
Licensed Practical Nurses	1	1	1.7	Physical Therapists	5	25	16.7
Ancillary Nursing Personnel	22	56	51.0	Physical Therapy Assistants/Aides	0	4	2.0
Medical Assistants	1	3	3.0	Recreational Therapists	0	1	0.6
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	6	6.4
Nurse Practitioners	2	4	3.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	7	7	10.6
Clinical Nurse Specialists	3	0	3.0	All Other Health Professionals	133	123	189.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	149	140	210.4
Pharmacy Personnel	62	40	81.7				
Clinical Laboratory Personnel	17	12	22.6				
				<b>Total</b>	<b>757</b>	<b>747</b>	<b>1,131.6</b>

**072 Community Memorial Hospital of Menomonee Falls, Inc**  
Menomonee Falls, WI 53051

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 6		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$345,071,378	56.6%	44.8%	1.26	48.2%	1.17	40.7%	1.39	55.3%	1.02
Medical Assistance	\$47,085,134	7.7%	14.4%	0.54	10.5%	0.73	19.9%	0.39	7.9%	0.98
Commercial	\$202,198,148	33.2%	36.6%	0.91	38.7%	0.86	35.3%	0.94	34.7%	0.96
All Other	\$15,384,849	2.5%	4.2%	0.60	2.5%	1.01	4.1%	0.61	2.1%	1.23
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$267,311,265	43.8%	32.9%	1.33	37.8%	1.16	30.5%	1.44	41.3%	1.06
Medical Assistance	\$38,157,915	6.3%	10.7%	0.58	8.1%	0.77	14.4%	0.43	6.5%	0.96
Commercial	\$87,762,271	14.4%	14.8%	0.97	16.8%	0.86	13.0%	1.11	14.2%	1.01
Charity Care	\$2,989,486	0.5%	1.0%	0.50	1.0%	0.51	1.0%	0.48	0.5%	1.02
Bad Debt	\$4,117,305	0.7%	1.1%	0.64	1.0%	0.66	1.0%	0.66	0.3%	2.65
All Other	\$5,968,644	1.0%	1.9%	0.51	1.1%	0.93	2.2%	0.44	0.8%	1.16
Total Deductions	\$406,306,886	66.6%	62.4%	1.07	65.8%	1.01	62.2%	1.07	63.6%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	10.2%	6.3%	1.61	4.3%	2.36	9.8%	1.04	1.5%	6.92	
Net Gains/Losses as % of Net Income	394.8%	12.7%	31.15	N/A	N/A	4.7%	84.58	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$96,731,494	45.8%	44.7%	1.02	39.6%	1.16	42.9%	1.07	48.2%	0.95
Supplies & Services	\$99,041,525	46.9%	47.9%	0.98	51.6%	0.91	48.6%	0.96	43.4%	1.08
Capital Component	\$15,484,768	7.3%	7.4%	0.99	8.7%	0.84	8.5%	0.86	8.4%	0.87
<b>Fiscal Statistics</b>										
Operating Margin (%)	6.7%	8.9%	0.75	11.5%	0.58	13.6%	0.50	12.7%	0.53	
Total Hospital Net Income (%)	-2.5%	10.1%	N/A	10.0%	N/A	14.1%	N/A	4.8%	N/A	
Return on Equity (%)	-3.3%	7.6%	N/A	6.2%	N/A	10.4%	N/A	6.0%	N/A	
Current Ratio	6.3	5.6	1.11	8.9	0.70	6.4	0.97	2.2	2.86	
Days in Net Patient Accounts Receivable	37.9	51.4	0.74	48.8	0.78	47.5	0.80	36.0	1.05	
Average Payment Period	11.8	41.5	0.28	42.8	0.28	36.9	0.32	24.5	0.48	
Equity Financing (%)	61.9%	73.6%	0.84	80.2%	0.77	68.5%	0.90	59.5%	1.04	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	-1.3	14.1	N/A	13.9	N/A	17.7	N/A	4.9	N/A	
Total Asset Turnover	1.4	0.7	1.95	0.6	2.28	0.7	1.98	1.4	1.06	
Average Age of Plant (Years)	10.9	9.3	1.18	8.9	1.23	7.9	1.39	11.1	0.98	
Increase (Decrease) Total Net Patient Revenue	3.4%	3.6%	0.95	1.8%	1.91	2.0%	1.72	10.8%	0.32	
Outpatient Gross Revenue (% of Total GPR)	46.7%	60.9%	0.77	63.2%	0.74	59.1%	0.79	44.7%	1.04	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,832	\$15,675	0.82	\$12,886	1.00	\$14,805	0.87	\$13,115	0.98	
Inpatient Net Revenue per Day	\$3,221	\$3,540	0.91	\$3,088	1.04	\$3,359	0.96	\$3,329	0.97	
Outpatient Net Revenue per Visit	\$937	\$654	1.43	\$646	1.45	\$542	1.73	\$958	0.98	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$609,739,509	Cash & Cash Equivalents	\$3,411,097	Current Liabilities	\$6,435,954
Less Deductions	\$406,306,886	Net Patient Receivables	\$21,146,352	Long-Term Debt	\$0
Net Patient Revenue	\$203,432,623	Other Receivables	\$6,714	Other Liabilities	\$53,329,046
Plus Other Revenue	\$23,076,457			Subtotal	\$59,765,000
Total Revenue	\$226,509,080	Land, Buildings & Equipment (Net)	\$104,453,348	Unrestricted Fund Balance	\$97,021,000
Less Expenses	\$211,257,787	Other Assets	\$27,768,489	Restricted Fund Balance	\$1,052,000
Non-Operating Gains/Losses	-\$20,425,292	Total Assets	\$156,786,000	Total Liabilities & Fund Balance	\$156,786,000
Net Income	-\$5,173,999				

**073 Mayo Clinic Health System - Red Cedar, Inc**  
 2321 Stout Road  
 Menomonie, WI 54751  
 715-235-5531

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

County: Dunn  
 Analysis Area: West Central (5A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	38.1%	55.4%	0.69	42.7%	0.89	42.3%	0.90	47.8%	0.80
Obstetrics	29.5%	38.4%	0.77	30.0%	0.06	26.5%	1.11	26.3%	1.12
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	36.0%	56.3%	0.64	43.6%	0.83	42.3%	0.85	43.7%	0.82
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.2	26.5	0.27	11.7	0.62	16.0	0.45	7.6	0.95
Obstetrics	1.8	5.0	0.35	2.1	0.84	2.3	0.78	1.8	0.96
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.0	48.3	0.19	18.6	0.48	27.2	0.33	10.9	0.82
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.9	0.84	3.7	0.88	3.3	0.99	3.8	0.86
Obstetrics	2.2	2.6	0.85	2.4	0.91	2.2	0.97	2.2	1.00
Pediatrics	0.0	3.5	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.69	3.9	0.77	3.6	0.84	3.3	0.90
<b>Surgical Operations</b>									
Inpatient	199	1,408	0.14	496	0.40	726	0.27	281	0.71
Outpatient	1,021	4,098	0.25	1,861	0.55	2,865	0.36	1,149	0.89
Inpatient as % of All Surgeries	16.3%	25.6%	0.64	21.1%	0.77	20.2%	0.81	19.7%	0.83
<b>Outpatient Visits</b>									
Non-Emergency Visits	98,368	132,001	0.75	70,369	1.40	120,134	0.82	98,272	1.00
Emergency Visits	11,344	17,964	0.63	8,210	1.38	14,406	0.79	11,795	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.3	18.9	0.33	11.1	0.57	14.0	0.45	3.0	2.11
Nurses, Licensed	135.7	244.4	0.56	121.7	1.11	144.3	0.94	146.8	0.92
Ancillary Nursing Personnel	13.5	40.0	0.34	18.3	0.73	19.5	0.69	15.6	0.86
All Other Personnel	252.1	484.8	0.52	252.8	1.00	331.1	0.76	270.1	0.93
Total FTEs	407.5	788.1	0.52	404.0	1.01	508.9	0.80	435.5	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	8.7	15.1	0.58	19.3	0.45	14.4	0.60	3.8	2.29
Nurses, Licensed	186.9	195.2	0.96	211.1	0.89	148.1	1.26	186.5	1.00
Ancillary Nursing Personnel	18.5	32.0	0.58	31.8	0.58	20.1	0.92	19.8	0.93
All Other Personnel	347.4	387.3	0.90	438.4	0.79	340.0	1.02	343.1	1.01
Total FTEs	561.5	629.5	0.89	700.6	0.80	522.5	1.07	553.3	1.01

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	4
Discharges	1,101	Preferred Provider Organization (PPO)	Yes	Discharges	50	Total Births	285
Inpatient Days	3,289			Inpatient Days	396	Newborn Days	561

**073 Mayo Clinic Health System - Red Cedar, Inc**  
Menomonie, WI 54751

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	19	805	2,644	38.1%	7.2	3.3
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	6	296	645	29.5%	1.8	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	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	5	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	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
<b>Subacute care</b>	2	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	4	3	6.3	Surgical Personnel	4	4	5.8
Physicians & Dentists	30	47	44.4	Radiological Services Personnel	8	18	16.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	5	3.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	3	5.1
Registered Nurses	40	83	91.8	Occupational Therapists	3	3	3.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	16	23	30.5	Physical Therapists	7	6	11.6
Ancillary Nursing Personnel	6	17	13.5	Physical Therapy Assistants/Aides	4	5	6.2
Medical Assistants	10	14	17.6	Recreational Therapists	0	0	0.0
Physician Assistants	4	8	9.0	Dietitians & Nutritionists	0	1	0.9
Nurse Practitioners	6	6	8.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	1	5.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	36	44.5
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	28	61.7
Pharmacy Personnel	9	4	10.9				
Clinical Laboratory Personnel	10	3	11.6				
				<b>Total</b>	<b>246</b>	<b>318</b>	<b>407.5</b>

**073 Mayo Clinic Health System - Red Cedar, Inc**  
Menomonie, WI 54751

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$75,629,032	41.9%	44.8%	0.94	49.2%	0.85	47.9%	0.87	39.9%	1.05
Medical Assistance	\$26,910,604	14.9%	14.4%	1.04	12.0%	1.24	12.0%	1.24	14.6%	1.02
Commercial	\$71,406,434	39.5%	36.6%	1.08	35.1%	1.13	36.4%	1.09	41.1%	0.96
All Other	\$6,717,515	3.7%	4.2%	0.88	3.7%	1.02	3.7%	1.00	4.4%	0.85
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$44,408,175	24.6%	32.9%	0.75	32.5%	0.76	33.3%	0.74	22.0%	1.12
Medical Assistance	\$20,608,580	11.4%	10.7%	1.06	8.6%	1.33	8.7%	1.30	10.2%	1.12
Commercial	\$17,253,180	9.5%	14.8%	0.65	10.0%	0.96	14.8%	0.65	7.6%	1.25
Charity Care	\$1,823,341	1.0%	1.0%	1.02	0.9%	1.13	0.9%	1.16	2.9%	0.35
Bad Debt	\$2,725,541	1.5%	1.1%	1.43	1.2%	1.21	1.0%	1.53	3.2%	0.47
All Other	\$2,300,667	1.3%	1.9%	0.66	1.6%	0.82	1.9%	0.66	1.0%	1.23
Total Deductions	\$89,119,484	49.3%	62.4%	0.79	54.7%	0.90	60.6%	0.81	46.9%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	6.5%	6.3%	1.03	4.1%	1.60	4.1%	1.60	4.3%	1.53	
Net Gains/Losses as % of Net Income	49.4%	12.7%	3.90	48.3%	1.02	11.9%	4.14	27.7%	1.78	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$51,048,062	60.0%	44.7%	1.34	53.1%	1.13	46.3%	1.30	60.9%	0.99
Supplies & Services	\$30,214,943	35.5%	47.9%	0.74	40.3%	0.88	46.1%	0.77	34.7%	1.02
Capital Component	\$3,775,904	4.4%	7.4%	0.60	6.6%	0.67	7.6%	0.59	4.3%	1.02
<b>Fiscal Statistics</b>										
Operating Margin (%)	13.2%	8.9%	1.47	6.5%	2.03	8.9%	1.47	13.6%	0.97	
Total Hospital Net Income (%)	23.1%	10.1%	2.28	11.8%	1.95	10.0%	2.30	17.8%	1.29	
Return on Equity (%)	12.4%	7.6%	1.63	8.3%	1.50	6.7%	1.85	9.8%	1.26	
Current Ratio	11.9	5.6	2.11	3.7	3.26	6.0	1.98	7.9	1.51	
Days in Net Patient Accounts Receivable	64.3	51.4	1.25	54.8	1.17	54.8	1.17	62.9	1.02	
Average Payment Period	15.4	41.5	0.37	56.1	0.27	42.8	0.36	15.2	1.02	
Equity Financing (%)	94.0%	73.6%	1.28	76.5%	1.23	78.1%	1.20	93.1%	1.01	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.2	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned	1,608.3	14.1	114.24	26.4	60.84	18.4	87.38	6,267.5	0.26	
Total Asset Turnover	0.5	0.7	0.64	0.7	0.72	0.7	0.72	0.5	0.91	
Average Age of Plant (Years)	10.3	9.3	1.11	10.3	1.00	9.0	1.15	10.1	1.02	
Increase (Decrease) Total Net Patient Revenue	1.1%	3.6%	0.30	14.9%	0.07	2.6%	0.42	-3.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	87.6%	60.9%	1.44	67.9%	1.29	71.9%	1.22	86.2%	1.02	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,954	\$15,675	0.63	\$13,969	0.71	\$11,179	0.89	\$12,016	0.83	
Inpatient Net Revenue per Day	\$3,037	\$3,540	0.86	\$3,407	0.89	\$3,101	0.98	\$3,480	0.87	
Outpatient Net Revenue per Visit	\$754	\$654	1.15	\$718	1.05	\$561	1.35	\$737	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$180,663,585	Cash & Cash Equivalents	\$19,467,521	Current Liabilities	\$3,444,138
Less Deductions	\$89,119,484	Net Patient Receivables	\$16,117,065	Long-Term Debt	\$0
Net Patient Revenue	\$91,544,101	Other Receivables	\$524,567	Other Liabilities	\$8,992,087
Plus Other Revenue	\$6,391,786			Subtotal	\$12,436,225
Total Revenue	\$97,935,887	Land, Buildings & Equipment (Net)	\$27,420,672	Unrestricted Fund Balance	\$193,661,926
Less Expenses	\$85,038,909	Other Assets	\$142,568,326	Restricted Fund Balance	\$4,672,334
Non-Operating Gains/Losses	\$12,605,569			Total Liabilities & Fund Balance	\$206,098,151
Net Income	\$25,502,547	Total Assets	\$206,098,151		



**110 Ascension Columbia St. Mary's Hospital Ozaukee**  
 13111 N Port Washington Rd  
 Mequon, WI 53097  
 262-243-7300

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Ozaukee  
 Analysis Area: Southeastern (2A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	43.9%	55.4%	0.79	52.9%	0.83	42.3%	1.04	45.0%	0.98
Obstetrics	0.0%	38.4%	N/A	30.5%	N/A	26.5%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	51.6%	56.3%	0.92	48.2%	1.07	42.3%	1.22	54.4%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	26.3	26.5	0.99	35.0	0.75	16.0	1.65	27.0	0.98
Obstetrics	0.0	5.0	N/A	5.7	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	57.8	48.3	1.20	55.0	1.05	27.2	2.13	60.9	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.9	1.06	3.6	1.17	3.3	1.25	3.7	1.11
Obstetrics	0.0	2.6	N/A	2.3	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.7	4.3	1.09	3.9	1.22	3.6	1.32	4.4	1.07
<b>Surgical Operations</b>									
Inpatient	863	1,408	0.61	1,426	0.61	726	1.19	843	1.02
Outpatient	3,959	4,098	0.97	3,666	1.08	2,865	1.38	3,924	1.01
Inpatient as % of All Surgeries	17.9%	25.6%	0.70	28.0%	0.64	20.2%	0.89	17.7%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	302,468	132,001	2.29	147,718	2.05	120,134	2.52	273,278	1.11
Emergency Visits	17,950	17,964	1.00	23,681	0.76	14,406	1.25	18,287	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.0	18.9	0.11	19.1	0.10	14.0	0.14	3.0	0.67
Nurses, Licensed	233.4	244.4	0.96	263.5	0.89	144.3	1.62	234.3	1.00
Ancillary Nursing Personnel	27.0	40.0	0.67	43.7	0.62	19.5	1.38	38.8	0.70
All Other Personnel	402.7	484.8	0.83	513.5	0.78	331.1	1.22	426.3	0.94
Total FTEs	665.1	788.1	0.84	839.7	0.79	508.9	1.31	702.4	0.95
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.1	15.1	0.07	11.9	0.09	14.4	0.07	1.6	0.67
Nurses, Licensed	125.0	195.2	0.64	164.8	0.76	148.1	0.84	124.9	1.00
Ancillary Nursing Personnel	14.5	32.0	0.45	27.3	0.53	20.1	0.72	20.7	0.70
All Other Personnel	215.7	387.3	0.56	321.1	0.67	340.0	0.63	227.2	0.95
Total FTEs	356.2	629.5	0.57	525.2	0.68	522.5	0.68	374.3	0.95

**Total Hospital:**  
 Beds Set Up & Staffed 112  
 Discharges 4,455  
 Inpatient Days 21,098

**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 0  
 Total Births 0  
 Newborn Days 0

**110 Ascension Columbia St. Mary's Hospital Ozaukee**  
 Mequon, WI 53097

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	60	2,323	9,615	43.9%	26.3	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	20	696	3,855	52.8%	10.6	5.5
<b>Alcoholism/chemical dependency</b>	1	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	32	1,436	7,628	65.3%	20.9	5.3
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	5	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	2	0	2.0	Surgical Personnel	20	19	29.7
Physicians & Dentists	44	25	48.2	Radiological Services Personnel	25	51	49.7
Medical & Dental Residents	0	0	0.0	Sonographers	4	3	5.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	8	12.5
Registered Nurses	160	139	212.9	Occupational Therapists	4	11	5.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.0
Licensed Practical Nurses	6	8	10.2	Physical Therapists	7	10	8.5
Ancillary Nursing Personnel	13	46	27.0	Physical Therapy Assistants/Aides	1	2	2.1
Medical Assistants	47	21	59.3	Recreational Therapists	0	1	0.3
Physician Assistants	4	4	4.8	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	8	7	9.3	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	42	45	50.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	59	41	79.2
Pharmacy Personnel	20	6	22.9				
Clinical Laboratory Personnel	15	20	23.4				
				<b>Total</b>	<b>494</b>	<b>469</b>	<b>665.1</b>

**110 Ascension Columbia St. Mary's Hospital Ozaukee**  
 Mequon, WI 53097

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$286,145,156	53.0%	44.8%	1.18	48.2%	1.10	47.9%	1.11	52.2%	1.02
Medical Assistance	\$36,733,093	6.8%	14.4%	0.47	10.5%	0.65	12.0%	0.57	7.3%	0.94
Commercial	\$209,746,941	38.8%	36.6%	1.06	38.7%	1.00	36.4%	1.07	39.1%	0.99
All Other	\$7,506,473	1.4%	4.2%	0.33	2.5%	0.56	3.7%	0.37	1.4%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$204,943,843	37.9%	32.9%	1.15	37.8%	1.00	33.3%	1.14	35.3%	1.08
Medical Assistance	\$32,736,146	6.1%	10.7%	0.56	8.1%	0.74	8.7%	0.69	6.2%	0.98
Commercial	\$121,333,469	22.5%	14.8%	1.52	16.8%	1.34	14.8%	1.52	22.9%	0.98
Charity Care	\$2,919,006	0.5%	1.0%	0.55	1.0%	0.56	0.9%	0.62	0.4%	1.34
Bad Debt	\$4,932,631	0.9%	1.1%	0.86	1.0%	0.90	1.0%	0.93	1.2%	0.74
All Other	\$2,892,465	0.5%	1.9%	0.28	1.1%	0.51	1.9%	0.28	0.3%	1.58
Total Deductions	\$369,757,560	68.5%	62.4%	1.10	65.8%	1.04	60.6%	1.13	66.4%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.8%	6.3%	0.29		4.3%	0.43	4.1%	0.45	1.9%	0.96
Net Gains/Losses as % of Net Income	13.6%	12.7%	1.07		N/A	N/A	11.9%	1.14	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$66,195,020	38.4%	44.7%	0.86	39.6%	0.97	46.3%	0.83	42.6%	0.90
Supplies & Services	\$94,985,551	55.1%	47.9%	1.15	51.6%	1.07	46.1%	1.19	50.0%	1.10
Capital Component	\$11,326,432	6.6%	7.4%	0.89	8.7%	0.75	7.6%	0.87	7.4%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)	0.6%	8.9%	0.07		11.5%	0.05	8.9%	0.07	11.4%	0.05
Total Hospital Net Income (%)	0.7%	10.1%	0.07		10.0%	0.07	10.0%	0.07	11.3%	0.06
Return on Equity (%)	0.9%	7.6%	0.12		6.2%	0.14	6.7%	0.13	6.8%	0.13
Current Ratio	4.2	5.6	0.75		8.9	0.47	6.0	0.71	21.0	0.20
Days in Net Patient Accounts Receivable	52.6	51.4	1.02		48.8	1.08	54.8	0.96	54.4	0.97
Average Payment Period	24.7	41.5	0.60		42.8	0.58	42.8	0.58	23.0	1.08
Equity Financing (%)	81.9%	73.6%	1.11		80.2%	1.02	78.1%	1.05	30.3%	2.70
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.1	N/A	0.5	N/A
Times Interest Earned	0.0	14.1	N/A		13.9	N/A	18.4	N/A	0.0	N/A
Total Asset Turnover	1.3	0.7	1.71		0.6	2.01	0.7	1.93	0.6	2.11
Average Age of Plant (Years)	13.6	9.3	1.46		8.9	1.53	9.0	1.52	13.2	1.03
Increase (Decrease) Total Net Patient Revenue	1.4%	3.6%	0.37		1.8%	0.75	2.6%	0.52	1.2%	1.15
Outpatient Gross Revenue (% of Total GPR)	69.0%	60.9%	1.13		63.2%	1.09	71.9%	0.96	67.5%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,812	\$15,675	0.75		\$12,886	0.92	\$11,179	1.06	\$13,306	0.89
Inpatient Net Revenue per Day	\$2,494	\$3,540	0.70		\$3,088	0.81	\$3,101	0.80	\$3,012	0.83
Outpatient Net Revenue per Visit	\$383	\$654	0.59		\$646	0.59	\$561	0.68	\$367	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$540,131,663	Cash & Cash Equivalents	\$140,723	Current Liabilities	\$11,110,724
Less Deductions	\$369,757,560	Net Patient Receivables	\$24,552,786	Long-Term Debt	\$0
Net Patient Revenue	\$170,374,103	Other Receivables	\$44,156	Other Liabilities	\$13,595,821
Plus Other Revenue	\$3,183,443			Subtotal	\$24,706,545
Total Revenue	\$173,557,546	Land, Buildings & Equipment (Net)	\$89,276,216	Unrestricted Fund Balance	\$111,833,301
Less Expenses	\$172,507,003	Other Assets	\$22,525,965	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$164,979			Total Liabilities & Fund Balance	\$136,539,846
Net Income	\$1,215,522	Total Assets	\$136,539,846		

**196 Columbia Center Birth Hospital**  
 13125 N. Port Washington Road  
 Mequon, WI 53097  
 262-243-7408

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Ozaukee  
 Analysis Area: Southeastern (2A)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	55.4%	N/A	52.9%	N/A	11.3%	N/A	0.0%	N/A
Obstetrics	24.3%	38.4%	0.63	30.5%	0.14	24.3%	1.00	23.7%	1.02
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	24.3%	56.3%	0.43	48.2%	0.50	17.4%	1.40	23.7%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	26.5	N/A	35.0	N/A	1.8	N/A	0.0	N/A
Obstetrics	4.1	5.0	0.82	5.7	0.72	2.1	2.00	4.0	1.02
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.2	N/A	0.0	N/A
Total Hospital	4.1	48.3	0.09	55.0	0.08	2.9	1.45	4.0	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.9	N/A	3.6	N/A	2.9	N/A	0.0	N/A
Obstetrics	2.7	2.6	1.04	2.3	1.14	2.7	1.00	2.6	1.02
Pediatrics	0.0	3.5	N/A	2.3	N/A	2.9	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.62	3.9	0.69	4.0	0.68	2.6	1.02
<b>Surgical Operations</b>									
Inpatient	144	1,408	0.10	1,426	0.10	116	1.24	125	1.15
Outpatient	117	4,098	0.03	3,666	0.03	1,063	0.11	137	0.85
Inpatient as % of All Surgeries	55.2%	25.6%	2.16	28.0%	1.97	9.8%	5.61	47.7%	1.16
<b>Outpatient Visits</b>									
Non-Emergency Visits	483	132,001	0.00	147,718	0.00	20,790	0.02	358	1.35
Emergency Visits	0	17,964	N/A	23,681	N/A	2,393	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.9	0.05	19.1	0.05	3.2	0.32	2.0	0.50
Nurses, Licensed	25.8	244.4	0.11	263.5	0.10	79.1	0.33	23.4	1.10
Ancillary Nursing Personnel	0.0	40.0	N/A	43.7	N/A	11.1	N/A	0.0	N/A
All Other Personnel	11.3	484.8	0.02	513.5	0.02	112.6	0.10	10.2	1.10
Total FTEs	38.1	788.1	0.05	839.7	0.05	205.9	0.18	35.6	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	21.6	15.1	1.43	11.9	1.81	24.4	0.88	44.7	0.48
Nurses, Licensed	556.4	195.2	2.85	164.8	3.38	608.9	0.91	522.4	1.07
Ancillary Nursing Personnel	0.0	32.0	N/A	27.3	N/A	85.1	N/A	0.0	N/A
All Other Personnel	243.0	387.3	0.63	321.1	0.76	866.4	0.28	228.2	1.06
Total FTEs	821.0	629.5	1.30	525.2	1.56	1,584.8	0.52	795.3	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 17  
 Discharges 562  
 Inpatient Days 1,507

**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 566  
 Newborn Days 1,326

**196 Columbia Center Birth Hospital**  
 Mequon, WI 53097

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	17	563	1,507	24.3%	4.1	2.7
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	1	0	1.0	Surgical Personnel	0	2	0.0
Physicians & Dentists	1	0	1.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	16	20	21.4	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	0	0	0.0
Ancillary Nursing Personnel	0	17	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	6	4.4	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	3	6.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	3	4	4.3
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>28</b>	<b>52</b>	<b>38.1</b>

**196 Columbia Center Birth Hospital**

Mequon, WI 53097

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$30,352	0.3%	44.8%	0.01	48.2%	0.01	42.6%	0.01	0.3%	1.08
Medical Assistance	\$1,744,745	16.4%	14.4%	1.14	10.5%	1.55	12.7%	1.29	4.2%	3.91
Commercial	\$8,659,223	81.2%	36.6%	2.22	38.7%	2.10	40.5%	2.00	93.8%	0.87
All Other	\$230,221	2.2%	4.2%	0.51	2.5%	0.86	4.2%	0.52	1.7%	1.24
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$13,559	0.1%	32.9%	0.00	37.8%	0.00	20.7%	0.01	0.1%	2.12
Medical Assistance	\$765,332	7.2%	10.7%	0.67	8.1%	0.88	7.9%	0.91	-0.4%	N/A
Commercial	\$3,343,975	31.4%	14.8%	2.12	16.8%	1.87	11.6%	2.69	34.9%	0.90
Charity Care	\$31,011	0.3%	1.0%	0.29	1.0%	0.30	0.9%	0.34	0.1%	2.10
Bad Debt	\$208,628	2.0%	1.1%	1.85	1.0%	1.92	2.0%	0.97	0.6%	3.05
All Other	\$39,100	0.4%	1.9%	0.19	1.1%	0.35	1.5%	0.25	0.3%	1.16
Total Deductions	\$4,401,605	41.3%	62.4%	0.66	65.8%	0.63	44.6%	0.93	35.6%	1.16
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.7%	6.3%	0.74	4.3%	1.09	3.9%	1.19	5.4%	0.86
Net Gains/Losses as % of Net Income		0.0%	12.7%	0.00	N/A	N/A	1.9%	0.01	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$4,085,398	58.7%	44.7%	1.31	39.6%	1.48	51.0%	1.15	56.6%	1.04
Supplies & Services	\$2,318,506	33.3%	47.9%	0.70	51.6%	0.65	42.2%	0.79	35.3%	0.95
Capital Component	\$552,311	7.9%	7.4%	1.08	8.7%	0.91	6.8%	1.16	8.1%	0.98
<b>Fiscal Statistics</b>										
Operating Margin (%)		-5.9%	8.9%	N/A	11.5%	N/A	6.0%	N/A	6.4%	N/A
Total Hospital Net Income (%)		-5.9%	10.1%	N/A	10.0%	N/A	6.1%	N/A	6.4%	N/A
Return on Equity (%)		-2.0%	7.6%	N/A	6.2%	N/A	8.8%	N/A	2.3%	N/A
Current Ratio		8.2	5.6	1.45	8.9	0.91	2.8	2.96	12.7	0.64
Days in Net Patient Accounts Receivable		54.9	51.4	1.07	48.8	1.13	58.0	0.95	52.5	1.05
Average Payment Period		69.7	41.5	1.68	42.8	1.63	45.2	1.54	44.2	1.58
Equity Financing (%)		93.0%	73.6%	1.26	80.2%	1.16	56.7%	1.64	95.0%	0.98
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.4	N/A	0.0	N/A
Times Interest Earned		0.0	14.1	N/A	13.9	N/A	9.6	N/A	0.0	N/A
Total Asset Turnover		0.3	0.7	0.45	0.6	0.53	1.5	0.23	0.4	0.93
Average Age of Plant (Years)		10.5	9.3	1.13	8.9	1.18	9.2	1.14	10.0	1.05
Increase (Decrease) Total Net Patient Revenue		-5.6%	3.6%	N/A	1.8%	N/A	3.4%	N/A	11.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		9.9%	60.9%	0.16	63.2%	0.16	76.0%	0.13	10.2%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,289		\$15,675	0.66	\$12,886	0.80	\$19,283	0.53	\$8,941	1.15
Inpatient Net Revenue per Day	\$3,792		\$3,540	1.07	\$3,088	1.23	\$2,854	1.33	\$3,427	1.11
Outpatient Net Revenue per Visit	\$1,426		\$654	2.18	\$646	2.21	\$720	1.98	\$4,660	0.31

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$10,664,541	Cash & Cash Equivalents	\$8,375,661	Current Liabilities	\$1,223,202
Less Deductions	\$4,401,605	Net Patient Receivables	\$942,757	Long-Term Debt	\$0
Net Patient Revenue	\$6,262,936	Other Receivables	\$21,047	Other Liabilities	\$145,650
Plus Other Revenue	\$308,631			Subtotal	\$1,368,852
Total Revenue	\$6,571,567	Land, Buildings & Equipment (Net)	\$9,511,709	Unrestricted Fund Balance	\$18,202,806
Less Expenses	\$6,956,215	Other Assets	\$720,484	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$37	Total Assets	\$19,571,658	Total Liabilities & Fund Balance	\$19,571,658
Net Income	-\$384,685				

**074 Ascension Good Samaritan Hospital**  
 601 Center Avenue South  
 Merrill, WI 54452  
 715-536-5511

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Lincoln  
 Analysis Area: North Central (6)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	350.7%	55.4%	6.33	63.3%	5.54	46.2%	7.59	30.9%	11.36
Obstetrics	0.0%	38.4%	N/A	48.9%	N/A	22.2%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	350.7%	56.3%	6.22	68.1%	5.15	43.7%	8.02	30.9%	11.36
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.5	26.5	0.13	20.3	0.17	8.0	0.44	3.1	1.14
Obstetrics	0.0	5.0	N/A	3.7	N/A	1.0	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	48.3	0.07	39.0	0.09	10.5	0.33	3.1	1.14
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.69	3.7	0.73	3.3	0.82	2.5	1.09
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.60	4.1	0.63	3.4	0.76	2.5	1.05
<b>Surgical Operations</b>									
Inpatient	5	1,408	0.00	1,200	0.00	302	0.02	15	0.33
Outpatient	145	4,098	0.04	1,676	0.09	1,304	0.11	236	0.61
Inpatient as % of All Surgeries	3.3%	25.6%	0.13	41.7%	0.08	18.8%	0.18	6.0%	0.56
<b>Outpatient Visits</b>									
Non-Emergency Visits	14,367	132,001	0.11	75,867	0.19	63,510	0.23	11,934	1.20
Emergency Visits	5,959	17,964	0.33	13,255	0.45	8,037	0.74	6,100	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.7	18.9	0.14	10.2	0.26	12.6	0.21	1.4	1.83
Nurses, Licensed	25.1	244.4	0.10	142.4	0.18	78.6	0.32	29.6	0.85
Ancillary Nursing Personnel	0.0	40.0	N/A	22.2	N/A	13.9	N/A	5.0	0.00
All Other Personnel	38.0	484.8	0.08	273.7	0.14	187.4	0.20	40.1	0.95
Total FTEs	65.8	788.1	0.08	448.5	0.15	292.5	0.22	76.1	0.86
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.9	15.1	0.46	10.6	0.65	29.3	0.24	5.4	1.28
Nurses, Licensed	65.5	195.2	0.34	147.6	0.44	183.3	0.36	110.4	0.59
Ancillary Nursing Personnel	0.0	32.0	N/A	23.0	N/A	32.5	N/A	18.7	0.00
All Other Personnel	99.3	387.3	0.26	283.6	0.35	436.8	0.23	149.9	0.66
Total FTEs	171.6	629.5	0.27	464.8	0.37	681.8	0.25	284.3	0.60

**Total Hospital:**

Beds Set Up & Staffed 1  
 Discharges 492  
 Inpatient Days 1,280

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 0  
 Discharges 13  
 Inpatient Days 115

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**074 Ascension Good Samaritan Hospital**  
Merrill, WI 54452

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	1	476	1,280	350.7%	3.5	2.7
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	4	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	3	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>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	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>	3	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	2	2	2.7	Surgical Personnel	1	1	1.8
Physicians & Dentists	0	5	1.4	Radiological Services Personnel	7	5	9.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	0	4.0
Registered Nurses	19	7	24.1	Occupational Therapists	0	2	0.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.6
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	5	9.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	2	1	2.2
Pharmacy Personnel	2	2	2.9				
Clinical Laboratory Personnel	4	3	5.3				
				<b>Total</b>	<b>51</b>	<b>34</b>	<b>65.8</b>



**074 Ascension Good Samaritan Hospital**

Merrill, WI 54452

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$14,885,233	45.2%	44.8%	1.01	51.2%	0.88	46.2%	0.98	47.7%	0.95
Medical Assistance	\$6,413,815	19.5%	14.4%	1.35	14.0%	1.39	12.7%	1.53	16.4%	1.19
Commercial	\$9,562,430	29.0%	36.6%	0.79	30.8%	0.94	37.2%	0.78	30.4%	0.95
All Other	\$2,086,581	6.3%	4.2%	1.50	4.0%	1.59	3.9%	1.64	5.5%	1.16
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$5,660,020	17.2%	32.9%	0.52	34.8%	0.49	28.8%	0.60	16.2%	1.06
Medical Assistance	\$4,354,114	13.2%	10.7%	1.23	10.5%	1.26	8.6%	1.54	10.0%	1.33
Commercial	\$1,064,559	3.2%	14.8%	0.22	7.6%	0.43	13.1%	0.25	3.0%	1.06
Charity Care	\$632,495	1.9%	1.0%	1.94	1.2%	1.60	1.0%	1.91	1.0%	1.93
Bad Debt	\$1,175,743	3.6%	1.1%	3.38	0.9%	3.88	1.5%	2.41	2.4%	1.51
All Other	\$725,581	2.2%	1.9%	1.15	1.6%	1.40	1.9%	1.14	2.6%	0.84
Total Deductions	\$13,612,512	41.3%	62.4%	0.66	56.5%	0.73	54.9%	0.75	35.2%	1.17
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.0%	6.3%	0.31	12.4%	0.16	6.2%	0.32	1.9%	1.03	
Net Gains/Losses as % of Net Income	8.7%	12.7%	0.68	12.7%	0.68	20.5%	0.42	48.6%	0.18	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$9,653,952	46.8%	44.7%	1.05	43.5%	1.08	50.7%	0.92	55.7%	0.84
Supplies & Services	\$8,913,711	43.2%	47.9%	0.90	50.5%	0.86	40.1%	1.08	36.8%	1.17
Capital Component	\$2,065,186	10.0%	7.4%	1.36	6.0%	1.66	9.2%	1.08	7.5%	1.34
<b>Fiscal Statistics</b>										
Operating Margin (%)	-4.6%	8.9%	N/A	16.0%	N/A	4.7%	N/A	-3.3%	1.39	
Total Hospital Net Income (%)	-5.1%	10.1%	N/A	17.9%	N/A	5.8%	N/A	-6.6%	0.76	
Return on Equity (%)	-9.6%	7.6%	N/A	22.9%	N/A	5.1%	N/A	-3.9%	2.46	
Current Ratio	1.6	5.6	0.28	2.8	0.57	4.9	0.32	3.6	0.44	
Days in Net Patient Accounts Receivable	46.2	51.4	0.90	44.6	1.04	51.9	0.89	46.0	1.01	
Average Payment Period	44.3	41.5	1.07	37.4	1.18	33.7	1.31	24.4	1.81	
Equity Financing (%)	58.9%	73.6%	0.80	54.2%	1.09	70.2%	0.84	93.6%	0.63	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.5	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	0.0	14.1	N/A	25.4	N/A	4.7	N/A	0.0	N/A	
Total Asset Turnover	1.9	0.7	2.57	1.2	1.52	0.9	2.20	0.6	3.14	
Average Age of Plant (Years)	3.8	9.3	0.41	8.3	0.46	7.5	0.50	2.7	1.42	
Increase (Decrease) Total Net Patient Revenue	-13.9%	3.6%	N/A	2.3%	N/A	2.8%	N/A	3.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	89.6%	60.9%	1.47	59.5%	1.50	75.7%	1.18	88.5%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,305	\$15,675	0.59	\$13,883	0.67	\$12,189	0.76	\$10,659	0.87	
Inpatient Net Revenue per Day	\$2,902	\$3,540	0.82	\$3,352	0.87	\$3,423	0.85	\$4,277	0.68	
Outpatient Net Revenue per Visit	\$776	\$654	1.19	\$806	0.96	\$558	1.39	\$1,019	0.76	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$32,948,059	Cash & Cash Equivalents	\$5,207	Current Liabilities	\$2,310,477
Less Deductions	\$13,612,512	Net Patient Receivables	\$2,449,480	Long-Term Debt	\$0
Net Patient Revenue	\$19,335,547	Other Receivables	\$34,540	Other Liabilities	\$1,946,091
Plus Other Revenue	\$388,805			Subtotal	\$4,256,568
Total Revenue	\$19,724,352	Land, Buildings & Equipment (Net)	\$6,641,546	Unrestricted Fund Balance	\$6,092,807
Less Expenses	\$20,632,849	Other Assets	\$1,218,602	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$86,123			Total Liabilities & Fund Balance	\$10,349,375
Net Income	-\$994,620	Total Assets	\$10,349,375		

**316 Ascension Columbia St. Mary's Hospital Milwaukee**  
 2301 N. Lake Drive  
 Milwaukee, WI 53201  
 414-961-3300

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	49.0%	55.4%	0.88	70.7%	0.69	68.9%	0.71	48.7%	1.01
Obstetrics	68.4%	38.4%	1.78	47.2%	0.46	47.9%	1.43	66.0%	1.04
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	56.2%	56.3%	1.00	69.7%	0.81	66.1%	0.85	56.7%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	82.3	26.5	3.10	114.3	0.72	101.6	0.81	81.8	1.01
Obstetrics	21.9	5.0	4.36	20.4	1.07	14.7	1.49	21.1	1.04
Pediatrics	0.0	1.4	N/A	14.2	N/A	3.6	N/A	0.0	N/A
Total Hospital	161.8	48.3	3.35	169.0	0.96	193.9	0.83	160.4	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.5	3.9	1.14	4.6	0.97	4.3	1.03	4.2	1.05
Obstetrics	2.8	2.6	1.07	2.8	0.98	2.7	1.00	2.7	1.01
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.0	4.3	1.15	5.3	0.93	4.8	1.04	5.0	0.99
<b>Surgical Operations</b>									
Inpatient	2,093	1,408	1.49	3,217	0.65	5,364	0.39	2,045	1.02
Outpatient	4,636	4,098	1.13	5,734	0.81	13,857	0.33	4,999	0.93
Inpatient as % of All Surgeries	31.1%	25.6%	1.22	35.9%	0.87	27.9%	1.11	29.0%	1.07
<b>Outpatient Visits</b>									
Non-Emergency Visits	749,180	132,001	5.68	280,833	2.67	422,002	1.78	683,551	1.10
Emergency Visits	64,992	17,964	3.62	47,284	1.37	48,744	1.33	64,085	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.1	18.9	0.48	41.5	0.22	55.0	0.17	21.0	0.43
Nurses, Licensed	705.5	244.4	2.89	715.7	0.99	909.8	0.78	653.5	1.08
Ancillary Nursing Personnel	78.1	40.0	1.95	132.0	0.59	148.5	0.53	86.6	0.90
All Other Personnel	1,240.7	484.8	2.56	1,177.1	1.05	1,773.6	0.70	1,284.1	0.97
Total FTEs	2,033.4	788.1	2.58	2,066.3	0.98	2,886.8	0.70	2,045.1	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	1.9	15.1	0.12	11.9	0.16	12.1	0.16	4.7	0.40
Nurses, Licensed	145.8	195.2	0.75	204.4	0.71	199.8	0.73	145.3	1.00
Ancillary Nursing Personnel	16.1	32.0	0.50	37.7	0.43	32.6	0.49	19.2	0.84
All Other Personnel	256.4	387.3	0.66	336.1	0.76	389.6	0.66	285.5	0.90
Total FTEs	420.2	629.5	0.67	590.0	0.71	634.1	0.66	454.6	0.92

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	288	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	40
Discharges	11,886	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,851
Inpatient Days	59,042			Inpatient Days	0	Newborn Days	5,607

**316 Ascension Columbia St. Mary's Hospital Milwaukee**  
Milwaukee, WI 53201

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	168	6,751	30,056	49.0%	82.3	4.5
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	4	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	32	2,902	7,988	68.4%	21.9	2.8
<b>Psychiatric</b>	1	15	1,031	4,441	81.1%	12.2	4.3
<b>Alcoholism/chemical dependency</b>	1	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	24	315	2,732	31.2%	7.5	8.7
Cardiac Intensive Unit	1	12	367	5,335	121.8%	14.6	14.5
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	1	12	246	3,501	79.9%	9.6	14.2
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	25	274	4,989	54.7%	13.7	18.2
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	1	17	9.1	Surgical Personnel	54	16	56.1
Physicians & Dentists	156	79	162.6	Radiological Services Personnel	77	55	91.1
Medical & Dental Residents	0	0	0.0	Sonographers	15	4	16.6
Dental Hygienists	3	20	19.5	Respiratory Therapists	22	17	28.7
Registered Nurses	526	335	659.4	Occupational Therapists	7	8	9.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	6	5	7.5	Physical Therapists	14	21	22.4
Ancillary Nursing Personnel	44	101	78.1	Physical Therapy Assistants/Aides	3	3	4.2
Medical Assistants	146	39	163.1	Recreational Therapists	0	0	0.0
Physician Assistants	11	2	12.4	Dietitians & Nutritionists	0	1	0.7
Nurse Practitioners	28	15	33.7	Psychologists	2	3	2.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	4	4	5.3
Clinical Nurse Specialists	4	1	4.8	All Other Health Professionals	103	85	124.9
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	370	105	411.0
Pharmacy Personnel	40	21	43.7				
Clinical Laboratory Personnel	51	35	65.4				
				<b>Total</b>	<b>1,688</b>	<b>993</b>	<b>2,033.4</b>

**316 Ascension Columbia St. Mary's Hospital Milwaukee**  
Milwaukee, WI 53201

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$554,515,462	40.0%	44.8%	0.89	41.7%	0.96	45.3%	0.88	39.1%	1.02
Medical Assistance	\$334,571,030	24.1%	14.4%	1.68	21.7%	1.11	13.1%	1.84	23.7%	1.02
Commercial	\$463,601,877	33.5%	36.6%	0.91	33.0%	1.01	37.0%	0.90	34.5%	0.97
All Other	\$32,972,808	2.4%	4.2%	0.56	3.6%	0.67	4.5%	0.53	2.7%	0.88
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$365,477,098	26.4%	32.9%	0.80	32.1%	0.82	34.5%	0.77	26.8%	0.99
Medical Assistance	\$256,430,754	18.5%	10.7%	1.72	16.1%	1.15	10.2%	1.82	18.6%	0.99
Commercial	\$257,488,995	18.6%	14.8%	1.26	14.5%	1.29	16.0%	1.16	17.4%	1.07
Charity Care	\$18,869,190	1.4%	1.0%	1.38	1.3%	1.09	1.0%	1.41	1.2%	1.13
Bad Debt	\$23,920,010	1.7%	1.1%	1.63	0.9%	1.89	1.0%	1.75	1.7%	1.04
All Other	\$11,313,378	0.8%	1.9%	0.43	1.1%	0.75	1.9%	0.43	0.5%	1.74
Total Deductions	\$933,499,425	67.4%	62.4%	1.08	65.9%	1.02	64.5%	1.04	66.1%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.5%	6.3%	0.09		3.5%	0.15	5.9%	0.09	0.5%	1.07
Net Gains/Losses as % of Net Income	0.4%	12.7%	0.04		N/A	N/A	17.3%	0.03	1.3%	0.34
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$216,210,803	44.3%	44.7%	0.99	37.1%	1.19	44.0%	1.01	42.2%	1.05
Supplies & Services	\$235,862,236	48.3%	47.9%	1.01	56.6%	0.85	49.6%	0.97	50.3%	0.96
Capital Component	\$36,448,558	7.5%	7.4%	1.01	6.4%	1.17	6.4%	1.17	7.4%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)	-7.5%	8.9%	N/A		9.7%	N/A	7.7%	N/A	-7.2%	1.04
Total Hospital Net Income (%)	-7.5%	10.1%	N/A		9.0%	N/A	9.1%	N/A	-7.3%	1.03
Return on Equity (%)	-5.1%	7.6%	N/A		6.2%	N/A	6.9%	N/A	-2.6%	2.01
Current Ratio	4.1	5.6	0.73		11.0	0.38	5.6	0.74	24.6	0.17
Days in Net Patient Accounts Receivable	47.6	51.4	0.93		50.4	0.95	52.1	0.91	48.0	0.99
Average Payment Period	33.6	41.5	0.81		28.5	1.18	43.2	0.78	25.9	1.29
Equity Financing (%)	76.5%	73.6%	1.04		78.6%	0.97	76.9%	0.99	29.9%	2.56
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.1	N/A	0.3	N/A
Times Interest Earned	0.0	14.1	N/A		13.4	N/A	17.0	N/A	0.0	N/A
Total Asset Turnover	0.7	0.7	0.93		0.7	0.98	0.8	0.92	0.4	1.95
Average Age of Plant (Years)	12.6	9.3	1.35		9.8	1.29	10.4	1.21	11.7	1.07
Increase (Decrease) Total Net Patient Revenue	-1.2%	3.6%	N/A		4.0%	N/A	4.9%	N/A	2.4%	N/A
Outpatient Gross Revenue (% of Total GPR)	66.6%	60.9%	1.09		51.1%	1.30	56.8%	1.17	66.4%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,761	\$15,675	0.75		\$19,662	0.60	\$17,864	0.66	\$12,165	0.97
Inpatient Net Revenue per Day	\$2,368	\$3,540	0.67		\$3,637	0.65	\$3,709	0.64	\$2,585	0.92
Outpatient Net Revenue per Visit	\$413	\$654	0.63		\$707	0.58	\$733	0.56	\$451	0.92

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,385,661,177	Cash & Cash Equivalents	\$563,602	Current Liabilities	\$42,509,214
Less Deductions	\$933,499,425	Net Patient Receivables	\$58,988,766	Long-Term Debt	\$0
Net Patient Revenue	\$452,161,752	Other Receivables	\$846,057	Other Liabilities	\$113,106,674
Plus Other Revenue	\$2,457,748			Subtotal	\$155,615,888
Total Revenue	\$454,619,500	Land, Buildings & Equipment (Net)	\$463,674,548	Unrestricted Fund Balance	\$506,124,034
Less Expenses	\$488,521,597	Other Assets	\$137,666,949	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$151,654			Total Liabilities & Fund Balance	\$661,739,922
Net Income	-\$34,053,751	Total Assets	\$661,739,922		

**086 Ascension SE Wisconsin Hospital - St. Joseph Campus**  
 5000 West Chambers Street  
 Milwaukee, WI 53210  
 414-447-2000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	65.4%	55.4%	1.18	70.7%	0.93	58.7%	1.11	69.4%	0.94
Obstetrics	35.7%	38.4%	0.93	47.2%	0.41	36.5%	0.98	38.5%	0.93
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	48.1%	56.3%	0.85	69.7%	0.69	58.0%	0.83	53.0%	0.91
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	47.8	26.5	1.80	114.3	0.42	38.4	1.24	50.6	0.94
Obstetrics	19.3	5.0	3.84	20.4	0.95	7.1	2.72	20.8	0.93
Pediatrics	0.0	1.4	N/A	14.2	N/A	5.4	N/A	0.0	N/A
Total Hospital	104.3	48.3	2.16	169.0	0.62	79.6	1.31	115.0	0.91
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.1	3.9	1.06	4.6	0.90	3.8	1.09	4.0	1.04
Obstetrics	2.8	2.6	1.10	2.8	1.01	2.5	1.13	2.7	1.06
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	5.1	4.3	1.18	5.3	0.95	4.4	1.17	5.0	1.02
<b>Surgical Operations</b>									
Inpatient	879	1,408	0.62	3,217	0.27	1,955	0.45	884	0.99
Outpatient	4,325	4,098	1.06	5,734	0.75	5,493	0.79	5,027	0.86
Inpatient as % of All Surgeries	16.9%	25.6%	0.66	35.9%	0.47	26.2%	0.64	15.0%	1.13
<b>Outpatient Visits</b>									
Non-Emergency Visits	209,422	132,001	1.59	280,833	0.75	208,790	1.00	229,361	0.91
Emergency Visits	75,697	17,964	4.21	47,284	1.60	31,589	2.40	80,351	0.94
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.7	18.9	0.52	41.5	0.23	28.7	0.34	57.5	0.17
Nurses, Licensed	330.6	244.4	1.35	715.7	0.46	343.5	0.96	501.1	0.66
Ancillary Nursing Personnel	79.3	40.0	1.98	132.0	0.60	56.6	1.40	156.7	0.51
All Other Personnel	451.6	484.8	0.93	1,177.1	0.38	642.7	0.70	801.5	0.56
Total FTEs	871.3	788.1	1.11	2,066.3	0.42	1,071.5	0.81	1,516.8	0.57
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.7	15.1	0.24	11.9	0.31	14.6	0.25	19.8	0.19
Nurses, Licensed	125.0	195.2	0.64	204.4	0.61	174.3	0.72	173.0	0.72
Ancillary Nursing Personnel	30.0	32.0	0.94	37.7	0.80	28.7	1.04	54.1	0.55
All Other Personnel	170.8	387.3	0.44	336.1	0.51	326.0	0.52	276.7	0.62
Total FTEs	329.5	629.5	0.52	590.0	0.56	543.5	0.61	523.7	0.63

**Total Hospital:**  
 Beds Set Up & Staffed 217  
 Discharges 7,482  
 Inpatient Days 38,075

**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 2,281  
 Newborn Days 4,292

**086 Ascension SE Wisconsin Hospital - St. Joseph Campus**  
Milwaukee, WI 53210

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	73	4,216	17,436	65.4%	47.8	4.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	20	14	265	3.6%	0.7	18.9
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	2	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	54	2,487	7,041	35.7%	19.3	2.8
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	4	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	24	480	5,931	67.7%	16.2	12.4
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	46	285	7,402	44.1%	20.3	26.0
Other Intensive Care	2	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	2	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	2	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	9	2	9.7	Surgical Personnel	26	6	28.0
Physicians & Dentists	0	1	0.0	Radiological Services Personnel	30	41	53.7
Medical & Dental Residents	0	0	0.0	Sonographers	4	3	6.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	15	13	20.2
Registered Nurses	226	164	323.3	Occupational Therapists	5	5	6.9
Certified Nurse Midwives	2	0	2.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	9	15	13.5
Ancillary Nursing Personnel	52	42	79.3	Physical Therapy Assistants/Aides	2	3	3.1
Medical Assistants	9	2	10.7	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	4	3.7
Clinical Nurse Specialists	3	2	4.4	All Other Health Professionals	70	66	97.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	103	37	123.7
Pharmacy Personnel	36	15	40.6				
Clinical Laboratory Personnel	25	37	43.3				
				<b>Total</b>	<b>629</b>	<b>458</b>	<b>871.3</b>

**086 Ascension SE Wisconsin Hospital - St. Joseph Campus**  
Milwaukee, WI 53210

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$194,161,284	32.1%	44.8%	0.72	41.7%	0.77	40.7%	0.79	31.9%	1.01
Medical Assistance	\$261,262,998	43.2%	14.4%	3.01	21.7%	1.99	19.9%	2.17	43.6%	0.99
Commercial	\$124,376,006	20.6%	36.6%	0.56	33.0%	0.62	35.3%	0.58	20.2%	1.02
All Other	\$24,992,877	4.1%	4.2%	0.98	3.6%	1.16	4.1%	1.01	4.2%	0.98
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$134,813,171	22.3%	32.9%	0.68	32.1%	0.70	30.5%	0.73	22.0%	1.01
Medical Assistance	\$175,579,631	29.0%	10.7%	2.70	16.1%	1.80	14.4%	2.02	29.1%	1.00
Commercial	\$51,094,420	8.4%	14.8%	0.57	14.5%	0.58	13.0%	0.65	7.5%	1.13
Charity Care	\$13,764,750	2.3%	1.0%	2.30	1.3%	1.82	1.0%	2.21	1.6%	1.46
Bad Debt	\$4,955,604	0.8%	1.1%	0.78	0.9%	0.90	1.0%	0.80	1.2%	0.67
All Other	\$10,808,588	1.8%	1.9%	0.93	1.1%	1.63	2.2%	0.80	2.6%	0.69
Total Deductions	\$391,016,164	64.7%	62.4%	1.04	65.9%	0.98	62.2%	1.04	64.0%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.8%	6.3%	0.44	3.5%	0.80	9.8%	0.29	1.9%	1.44
Net Gains/Losses as % of Net Income		32.9%	12.7%	2.60	N/A	N/A	4.7%	7.05	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$99,890,584	44.4%	44.7%	0.99	37.1%	1.20	42.9%	1.04	45.5%	0.97
Supplies & Services	\$119,778,881	53.2%	47.9%	1.11	56.6%	0.94	48.6%	1.09	50.0%	1.06
Capital Component	\$5,433,861	2.4%	7.4%	0.33	6.4%	0.38	8.5%	0.28	4.4%	0.55
<b>Fiscal Statistics</b>										
Operating Margin (%)		-2.4%	8.9%	N/A	9.7%	N/A	13.6%	N/A	-8.8%	0.27
Total Hospital Net Income (%)		-3.6%	10.1%	N/A	9.0%	N/A	14.1%	N/A	-8.8%	0.41
Return on Equity (%)		-3.8%	7.6%	N/A	6.2%	N/A	10.4%	N/A	-19.8%	0.19
Current Ratio		9.6	5.6	1.70	11.0	0.87	6.4	1.49	1.5	6.34
Days in Net Patient Accounts Receivable		46.3	51.4	0.90	50.4	0.92	47.5	0.98	54.5	0.85
Average Payment Period		24.0	41.5	0.58	28.5	0.84	36.9	0.65	35.8	0.67
Equity Financing (%)		0.0%	73.6%	N/A	78.6%	N/A	68.5%	N/A	0.0%	0.48
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	14.1	N/A	13.4	N/A	17.7	N/A	0.0	N/A
Total Asset Turnover		1.1	0.7	1.45	0.7	1.54	0.7	1.47	2.3	0.48
Average Age of Plant (Years)		1.4	9.3	0.15	9.8	0.15	7.9	0.18	0.2	8.86
Increase (Decrease) Total Net Patient Revenue		-5.4%	3.6%	N/A	4.0%	N/A	2.0%	N/A	-2.8%	1.88
Outpatient Gross Revenue (% of Total GPR)		60.7%	60.9%	1.00	51.1%	1.19	59.1%	1.03	59.0%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,107		\$15,675	0.84	\$19,662	0.67	\$14,805	0.89	\$12,788	1.02
Inpatient Net Revenue per Day	\$2,583		\$3,540	0.73	\$3,637	0.71	\$3,359	0.77	\$2,484	1.04
Outpatient Net Revenue per Visit	\$423		\$654	0.65	\$707	0.60	\$542	0.78	\$406	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$604,793,165	Cash & Cash Equivalents	\$327,552	Current Liabilities	\$14,436,653
Less Deductions	\$391,016,164	Net Patient Receivables	\$27,120,718	Long-Term Debt	\$0
Net Patient Revenue	\$213,777,001	Other Receivables	\$1,683,662	Other Liabilities	\$326,951,509
Plus Other Revenue	\$6,123,541			Subtotal	\$341,388,162
Total Revenue	\$219,900,542	Land, Buildings & Equipment (Net)	\$65,542,653	Unrestricted Fund Balance	-\$137,262,220
Less Expenses	\$225,103,326	Other Assets	\$109,451,357	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,553,788			Total Liabilities & Fund Balance	\$204,125,942
Net Income	-\$7,756,572	Total Assets	\$204,125,942		

**085 Ascension St. Francis Hospital**  
 3237 South 16th Street  
 Milwaukee, WI 53215  
 414-647-5000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	72.7%	55.4%	1.31	70.7%	1.03	58.7%	1.24	63.1%	1.15
Obstetrics	25.1%	38.4%	0.65	47.2%	0.11	36.5%	0.69	19.2%	1.31
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	60.8%	56.3%	1.08	69.7%	0.87	58.0%	1.05	59.6%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	38.6	26.5	1.45	114.3	0.34	38.4	1.00	38.5	1.00
Obstetrics	5.3	5.0	1.05	20.4	0.26	7.1	0.74	5.2	1.02
Pediatrics	0.0	1.4	N/A	14.2	N/A	5.4	N/A	0.0	N/A
Total Hospital	97.9	48.3	2.03	169.0	0.58	79.6	1.23	99.6	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	5.1	3.9	1.31	4.6	1.11	3.8	1.34	5.7	0.89
Obstetrics	2.4	2.6	0.92	2.8	0.84	2.5	0.93	2.0	1.15
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	5.1	4.3	1.19	5.3	0.96	4.4	1.18	5.3	0.97
<b>Surgical Operations</b>									
Inpatient	1,002	1,408	0.71	3,217	0.31	1,955	0.51	1,180	0.85
Outpatient	2,254	4,098	0.55	5,734	0.39	5,493	0.41	2,564	0.88
Inpatient as % of All Surgeries	30.8%	25.6%	1.20	35.9%	0.86	26.2%	1.17	31.5%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	138,498	132,001	1.05	280,833	0.49	208,790	0.66	115,091	1.20
Emergency Visits	29,554	17,964	1.65	47,284	0.63	31,589	0.94	52,268	0.57
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	12.0	18.9	0.64	41.5	0.29	28.7	0.42	30.9	0.39
Nurses, Licensed	278.6	244.4	1.14	715.7	0.39	343.5	0.81	365.2	0.76
Ancillary Nursing Personnel	73.7	40.0	1.84	132.0	0.56	56.6	1.30	144.8	0.51
All Other Personnel	417.7	484.8	0.86	1,177.1	0.35	642.7	0.65	517.1	0.81
Total FTEs	782.0	788.1	0.99	2,066.3	0.38	1,071.5	0.73	1,057.9	0.74
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.9	15.1	0.32	11.9	0.41	14.6	0.33	12.0	0.41
Nurses, Licensed	113.1	195.2	0.58	204.4	0.55	174.3	0.65	141.8	0.80
Ancillary Nursing Personnel	29.9	32.0	0.94	37.7	0.79	28.7	1.04	56.2	0.53
All Other Personnel	169.5	387.3	0.44	336.1	0.50	326.0	0.52	200.8	0.84
Total FTEs	317.3	629.5	0.50	590.0	0.54	543.5	0.58	410.9	0.77

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	161	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	14
Discharges	6,946	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	680
Inpatient Days	35,720			Inpatient Days	0	Newborn Days	1,502



**085 Ascension St. Francis Hospital**  
Milwaukee, WI 53215

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	53	2,756	14,072	72.7%	38.6	5.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	21	818	1,924	25.1%	5.3	2.4
<b>Psychiatric</b>	1	25	1,526	6,588	72.2%	18.0	4.3
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	20	235	4,595	62.9%	12.6	19.6
Step-Down (Special Care)	1	36	1,542	7,884	60.0%	21.6	5.1
Neonatal Intensive/Intermediate Care	1	6	69	657	30.0%	1.8	9.5
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	12	0	12.0	Surgical Personnel	25	4	27.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	38	27	53.7
Medical & Dental Residents	0	0	0.0	Sonographers	5	5	6.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	14	9	16.8
Registered Nurses	209	118	270.2	Occupational Therapists	5	13	7.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	10	16	18.3
Ancillary Nursing Personnel	53	52	73.7	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	2	2	2.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	4	3.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	1	2.6
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	89	71	120.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	70	30	86.2
Pharmacy Personnel	33	14	35.7				
Clinical Laboratory Personnel	27	31	40.1	<b>Total</b>	<b>602</b>	<b>397</b>	<b>782.0</b>

**085 Ascension St. Francis Hospital**  
Milwaukee, WI 53215

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$243,497,932	45.7%	44.8%	1.02	41.7%	1.10	40.7%	1.12	46.8%	0.98
Medical Assistance	\$117,111,061	22.0%	14.4%	1.53	21.7%	1.01	19.9%	1.11	23.5%	0.94
Commercial	\$152,732,406	28.7%	36.6%	0.78	33.0%	0.87	35.3%	0.81	26.3%	1.09
All Other	\$19,595,864	3.7%	4.2%	0.87	3.6%	1.03	4.1%	0.90	3.4%	1.08
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$175,875,500	33.0%	32.9%	1.00	32.1%	1.03	30.5%	1.08	33.5%	0.99
Medical Assistance	\$84,334,329	15.8%	10.7%	1.47	16.1%	0.98	14.4%	1.10	16.7%	0.95
Commercial	\$59,355,005	11.1%	14.8%	0.75	14.5%	0.77	13.0%	0.86	10.1%	1.10
Charity Care	\$11,401,537	2.1%	1.0%	2.16	1.3%	1.71	1.0%	2.07	1.6%	1.33
Bad Debt	\$3,642,088	0.7%	1.1%	0.65	0.9%	0.75	1.0%	0.66	1.3%	0.53
All Other	\$10,838,569	2.0%	1.9%	1.06	1.1%	1.86	2.2%	0.91	1.9%	1.08
Total Deductions	\$345,447,028	64.8%	62.4%	1.04	65.9%	0.98	62.2%	1.04	65.1%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.4%	6.3%	0.23		3.5%	0.41	9.8%	0.15	1.4%	1.05
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	4.7%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$73,948,716	42.9%	44.7%	0.96	37.1%	1.16	42.9%	1.00	43.8%	0.98
Supplies & Services	\$93,320,301	54.1%	47.9%	1.13	56.6%	0.96	48.6%	1.11	50.8%	1.06
Capital Component	\$5,227,611	3.0%	7.4%	0.41	6.4%	0.47	8.5%	0.36	5.3%	0.57
<b>Fiscal Statistics</b>										
Operating Margin (%)	9.3%	8.9%	1.04		9.7%	0.96	13.6%	0.69	-1.5%	N/A
Total Hospital Net Income (%)	7.9%	10.1%	0.78		9.0%	0.88	14.1%	0.56	-1.5%	N/A
Return on Equity (%)	9.9%	7.6%	1.30		6.2%	1.58	10.4%	0.95	-2.7%	N/A
Current Ratio	5.6	5.6	1.00		11.0	0.51	6.4	0.88	2.5	2.30
Days in Net Patient Accounts Receivable	52.8	51.4	1.03		50.4	1.05	47.5	1.11	65.4	0.81
Average Payment Period	33.1	41.5	0.80		28.5	1.16	36.9	0.90	30.3	1.09
Equity Financing (%)	0.0%	73.6%	N/A		78.6%	N/A	68.5%	N/A	0.0%	0.55
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.2	N/A	0.0	0.57
Times Interest Earned	174.0	14.1	12.36		13.4	13.01	17.7	9.81	-25.4	N/A
Total Asset Turnover	1.3	0.7	1.71		0.7	1.81	0.7	1.74	1.9	0.68
Average Age of Plant (Years)	1.3	9.3	0.14		9.8	0.13	7.9	0.17	0.2	8.37
Increase (Decrease) Total Net Patient Revenue	-0.4%	3.6%	N/A		4.0%	N/A	2.0%	N/A	-0.5%	0.81
Outpatient Gross Revenue (% of Total GPR)	61.3%	60.9%	1.01		51.1%	1.20	59.1%	1.04	60.2%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,377	\$15,675	0.73		\$19,662	0.58	\$14,805	0.77	\$11,555	0.98
Inpatient Net Revenue per Day	\$2,270	\$3,540	0.64		\$3,637	0.62	\$3,359	0.68	\$2,121	1.07
Outpatient Net Revenue per Visit	\$667	\$654	1.02		\$707	0.94	\$542	1.23	\$691	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$532,937,263	Cash & Cash Equivalents	\$5,050	Current Liabilities	\$15,169,579
Less Deductions	\$345,447,028	Net Patient Receivables	\$27,109,332	Long-Term Debt	\$1,191,810
Net Patient Revenue	\$187,490,235	Other Receivables	\$51,767,667	Other Liabilities	\$189,716,214
Plus Other Revenue	\$2,729,147			Subtotal	\$206,077,603
Total Revenue	\$190,219,382	Land, Buildings & Equipment (Net)	\$64,191,928	Unrestricted Fund Balance	-\$56,298,542
Less Expenses	\$172,496,628	Other Assets	\$6,705,084	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,942,674			Total Liabilities & Fund Balance	\$149,779,061
Net Income	\$14,780,080	Total Assets	\$149,779,061		

**168 Aurora Sinai Medical Center**  
 945 N 12th Street, PO Box 342  
 Milwaukee, WI 53233  
 414-219-2000

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

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.6%	55.4%	1.04	70.7%	0.81	58.7%	0.98	53.9%	1.07
Obstetrics	52.6%	38.4%	1.37	47.2%	0.51	36.5%	1.44	54.6%	0.96
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	54.1%	56.3%	0.96	69.7%	0.78	58.0%	0.93	53.0%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	46.6	26.5	1.76	114.3	0.41	38.4	1.22	43.6	1.07
Obstetrics	24.2	5.0	4.82	20.4	1.19	7.1	3.41	25.1	0.96
Pediatrics	0.0	1.4	N/A	14.2	N/A	5.4	N/A	0.0	N/A
Total Hospital	109.2	48.3	2.26	169.0	0.65	79.6	1.37	107.0	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.9	0.97	4.6	0.82	3.8	0.99	3.7	1.03
Obstetrics	2.9	2.6	1.15	2.8	1.05	2.5	1.17	3.1	0.96
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.4	4.3	1.02	5.3	0.83	4.4	1.01	4.5	0.97
<b>Surgical Operations</b>									
Inpatient	1,803	1,408	1.28	3,217	0.56	1,955	0.92	1,912	0.94
Outpatient	2,071	4,098	0.51	5,734	0.36	5,493	0.38	2,196	0.94
Inpatient as % of All Surgeries	46.5%	25.6%	1.82	35.9%	1.30	26.2%	1.77	46.5%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	197,174	132,001	1.49	280,833	0.70	208,790	0.94	196,284	1.00
Emergency Visits	57,532	17,964	3.20	47,284	1.22	31,589	1.82	59,157	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	41.0	18.9	2.17	41.5	0.99	28.7	1.43	13.0	3.15
Nurses, Licensed	513.6	244.4	2.10	715.7	0.72	343.5	1.50	422.8	1.21
Ancillary Nursing Personnel	93.5	40.0	2.34	132.0	0.71	56.6	1.65	66.1	1.41
All Other Personnel	1,143.1	484.8	2.36	1,177.1	0.97	642.7	1.78	583.1	1.96
Total FTEs	1,791.2	788.1	2.27	2,066.3	0.87	1,071.5	1.67	1,084.9	1.65
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	15.7	15.1	1.04	11.9	1.32	14.6	1.08	5.5	2.86
Nurses, Licensed	196.8	195.2	1.01	204.4	0.96	174.3	1.13	178.8	1.10
Ancillary Nursing Personnel	35.8	32.0	1.12	37.7	0.95	28.7	1.25	28.0	1.28
All Other Personnel	438.0	387.3	1.13	336.1	1.30	326.0	1.34	246.7	1.78
Total FTEs	686.3	629.5	1.09	590.0	1.16	543.5	1.26	458.9	1.50

**Total Hospital:**  
 Beds Set Up & Staffed 202  
 Discharges 9,026  
 Inpatient Days 39,870

**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 38  
 Total Births 2,072  
 Newborn Days 4,783

**168 Aurora Sinai Medical Center**  
Milwaukee, WI 53233

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	81	4,500	17,025	57.6%	46.6	3.8
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	20	173	2,204	30.2%	6.0	12.7
Hospice	3	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	3	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	46	2,997	8,837	52.6%	24.2	2.9
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	12	255	2,483	56.7%	6.8	9.7
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	43	454	9,321	59.4%	25.5	20.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	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	41	0	41.0	Surgical Personnel	7	4	9.9
Physicians & Dentists	80	34	95.5	Radiological Services Personnel	35	11	41.0
Medical & Dental Residents	58	0	58.0	Sonographers	23	5	26.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	18	7	21.5
Registered Nurses	364	169	482.5	Occupational Therapists	8	9	13.2
Certified Nurse Midwives	9	3	11.6	Occupational Therapy Assistants/Aides	1	1	1.7
Licensed Practical Nurses	0	0	0.0	Physical Therapists	28	25	39.5
Ancillary Nursing Personnel	35	86	93.5	Physical Therapy Assistants/Aides	3	2	3.0
Medical Assistants	31	3	33.4	Recreational Therapists	1	0	1.0
Physician Assistants	20	8	23.9	Dietitians & Nutritionists	8	8	12.3
Nurse Practitioners	12	2	12.6	Psychologists	5	2	6.6
Certified Registered Nurse Anesthetists	3	2	3.0	Social Workers	22	10	28.5
Clinical Nurse Specialists	4	0	4.0	All Other Health Professionals	329	124	398.7
Health Info Mgmt-Administrators/Technicians	14	1	14.6	All Other Personnel	208	45	238.3
Pharmacy Personnel	54	15	61.1				
Clinical Laboratory Personnel	13	5	15.5				
				<b>Total</b>	<b>1,434</b>	<b>581</b>	<b>1,791.2</b>

**168 Aurora Sinai Medical Center**  
Milwaukee, WI 53233

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	2B Value	Ratio	6 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$207,142,641	28.5%	44.8%	0.64	41.7%	0.68	40.7%	0.70	27.4%	1.04
Medical Assistance	\$342,803,559	47.2%	14.4%	3.29	21.7%	2.18	19.9%	2.38	47.5%	1.00
Commercial	\$149,439,125	20.6%	36.6%	0.56	33.0%	0.62	35.3%	0.58	22.0%	0.94
All Other	\$26,365,027	3.6%	4.2%	0.86	3.6%	1.02	4.1%	0.88	3.2%	1.14
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$166,924,043	23.0%	32.9%	0.70	32.1%	0.72	30.5%	0.75	22.0%	1.05
Medical Assistance	\$267,198,289	36.8%	10.7%	3.43	16.1%	2.28	14.4%	2.56	38.1%	0.97
Commercial	\$65,917,224	9.1%	14.8%	0.61	14.5%	0.63	13.0%	0.70	10.2%	0.89
Charity Care	\$19,937,529	2.7%	1.0%	2.78	1.3%	2.19	1.0%	2.66	2.2%	1.27
Bad Debt	\$9,828,185	1.4%	1.1%	1.28	0.9%	1.49	1.0%	1.32	1.0%	1.30
All Other	\$3,132,267	0.4%	1.9%	0.23	1.1%	0.39	2.2%	0.19	0.5%	0.79
Total Deductions	\$532,937,537	73.4%	62.4%	1.18	65.9%	1.11	62.2%	1.18	74.0%	0.99
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.4%	6.3%	0.70	3.5%	1.27	9.8%	0.45	4.4%	1.00
Net Gains/Losses as % of Net Income		43.1%	12.7%	3.40	N/A	N/A	4.7%	9.24	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$88,454,736	43.7%	44.7%	0.98	37.1%	1.18	42.9%	1.02	42.9%	1.02
Supplies & Services	\$106,262,435	52.5%	47.9%	1.10	56.6%	0.93	48.6%	1.08	53.1%	0.99
Capital Component	\$7,656,900	3.8%	7.4%	0.51	6.4%	0.59	8.5%	0.44	4.0%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)		-0.3%	8.9%	N/A	9.7%	N/A	13.6%	N/A	-4.7%	0.06
Total Hospital Net Income (%)		-0.5%	10.1%	N/A	9.0%	N/A	14.1%	N/A	-4.7%	0.11
Return on Equity (%)		0.0%	7.6%	N/A	6.2%	N/A	10.4%	N/A	0.0%	N/A
Current Ratio		0.0	5.6	N/A	11.0	N/A	6.4	N/A	0.0	N/A
Days in Net Patient Accounts Receivable		0.0	51.4	N/A	50.4	N/A	47.5	N/A	0.0	N/A
Average Payment Period		0.0	41.5	N/A	28.5	N/A	36.9	N/A	0.0	N/A
Equity Financing (%)		0.0%	73.6%	N/A	78.6%	N/A	68.5%	N/A	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A
Times Interest Earned		0.0	14.1	N/A	13.4	N/A	17.7	N/A	0.0	N/A
Total Asset Turnover		0.0	0.7	N/A	0.7	N/A	0.7	N/A	0.0	N/A
Average Age of Plant (Years)		0.0	9.3	N/A	9.8	N/A	7.9	N/A	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		7.5%	3.6%	2.07	4.0%	1.86	2.0%	3.75	0.3%	26.45
Outpatient Gross Revenue (% of Total GPR)		54.5%	60.9%	0.90	51.1%	1.07	59.1%	0.92	53.6%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$11,402	\$15,675	0.73	\$19,662	0.58	\$14,805	0.77	\$10,891	1.05
Inpatient Net Revenue per Day		\$2,376	\$3,540	0.67	\$3,637	0.65	\$3,359	0.71	\$2,345	1.01
Outpatient Net Revenue per Visit		\$392	\$654	0.60	\$707	0.55	\$542	0.72	\$362	1.08

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$725,750,352	Cash & Cash Equivalents	\$0	Current Liabilities	\$0
Less Deductions	\$532,937,537	Net Patient Receivables	\$0	Long-Term Debt	\$0
Net Patient Revenue	\$192,812,815	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$8,955,336			Subtotal	\$0
Total Revenue	\$201,768,151	Land, Buildings & Equipment (Net)	\$0	Unrestricted Fund Balance	\$0
Less Expenses	\$202,374,071	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$459,271			Total Liabilities & Fund Balance	\$0
Net Income	-\$1,065,191	Total Assets	\$0		

**183 Aurora St. Luke's Medical Center / South Shore**  
 2900 W Oklahoma Avenue  
 Milwaukee, WI 53215  
 414-649-6000

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

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	78.3%	55.4%	1.41	70.7%	1.11	68.9%	1.14	79.0%	0.99
Obstetrics	0.0%	38.4%	N/A	47.2%	N/A	47.9%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	78.5%	56.3%	1.39	69.7%	1.13	66.1%	1.19	78.7%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	357.7	26.5	13.48	114.3	3.13	101.6	3.52	370.5	0.97
Obstetrics	0.0	5.0	N/A	20.4	N/A	14.7	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	14.2	N/A	3.6	N/A	0.0	N/A
Total Hospital	558.0	48.3	11.55	169.0	3.30	193.9	2.88	568.8	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	5.0	3.9	1.29	4.6	1.09	4.3	1.16	5.0	1.01
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.9	4.3	1.35	5.3	1.10	4.8	1.23	5.8	1.00
<b>Surgical Operations</b>									
Inpatient	9,853	1,408	7.00	3,217	3.06	5,364	1.84	10,376	0.95
Outpatient	11,822	4,098	2.88	5,734	2.06	13,857	0.85	11,806	1.00
Inpatient as % of All Surgeries	45.5%	25.6%	1.78	35.9%	1.26	27.9%	1.63	46.8%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	498,148	132,001	3.77	280,833	1.77	422,002	1.18	474,310	1.05
Emergency Visits	103,431	17,964	5.76	47,284	2.19	48,744	2.12	99,440	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	62.0	18.9	3.28	41.5	1.49	55.0	1.13	56.1	1.11
Nurses, Licensed	2,223.2	244.4	9.10	715.7	3.11	909.8	2.44	2,025.4	1.10
Ancillary Nursing Personnel	487.9	40.0	12.19	132.0	3.70	148.5	3.29	469.0	1.04
All Other Personnel	3,834.7	484.8	7.91	1,177.1	3.26	1,773.6	2.16	2,591.8	1.48
Total FTEs	6,607.7	788.1	8.38	2,066.3	3.20	2,886.8	2.29	5,142.2	1.28
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.0	15.1	0.39	11.9	0.50	12.1	0.49	5.5	1.07
Nurses, Licensed	213.6	195.2	1.09	204.4	1.05	199.8	1.07	200.5	1.07
Ancillary Nursing Personnel	46.9	32.0	1.47	37.7	1.24	32.6	1.44	46.4	1.01
All Other Personnel	368.4	387.3	0.95	336.1	1.10	389.6	0.95	256.5	1.44
Total FTEs	634.8	629.5	1.01	590.0	1.08	634.1	1.00	509.0	1.25

**Total Hospital:**  
 Beds Set Up & Staffed 711  
 Discharges 34,777  
 Inpatient Days 203,664

**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 0  
 Total Births 0  
 Newborn Days 0

**183 Aurora St. Luke's Medical Center / South Shore**  
Milwaukee, WI 53215

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	457	26,015	130,560	78.3%	357.7	5.0
Orthopedic	1	48	3,438	14,172	80.9%	38.8	4.1
Rehabilitation & Physical Medicine	1	45	1,011	12,811	78.0%	35.1	12.7
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	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>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	23	1,515	6,032	71.9%	16.5	4.0
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	57	1,198	15,988	76.8%	43.8	13.3
Cardiac Intensive Unit	1	54	885	16,405	83.2%	44.9	18.5
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	1	27	977	7,696	78.1%	21.1	7.9
<b>Subacute care</b>	4	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	62	0	62.0	Surgical Personnel	57	13	64.2
Physicians & Dentists	252	21	263.4	Radiological Services Personnel	153	81	208.5
Medical & Dental Residents	95	0	95.0	Sonographers	33	7	35.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	82	14	90.9
Registered Nurses	1,706	509	2,053.7	Occupational Therapists	42	44	65.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	6	8	11.3
Licensed Practical Nurses	12	5	15.7	Physical Therapists	71	41	96.5
Ancillary Nursing Personnel	253	402	487.9	Physical Therapy Assistants/Aides	20	10	26.7
Medical Assistants	105	29	127.0	Recreational Therapists	1	2	1.9
Physician Assistants	42	11	46.5	Dietitians & Nutritionists	19	6	23.4
Nurse Practitioners	116	17	125.7	Psychologists	8	1	8.6
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	41	11	47.2
Clinical Nurse Specialists	24	5	28.1	All Other Health Professionals	1,116	586	1,441.1
Health Info Mgmt-Administrators/Technicians	107	38	127.1	All Other Personnel	633	146	729.3
Pharmacy Personnel	198	55	231.1				
Clinical Laboratory Personnel	72	35	94.0				
				<b>Total</b>	<b>5,326</b>	<b>2,097</b>	<b>6,607.7</b>

**183 Aurora St. Luke's Medical Center / South Shore**  
Milwaukee, WI 53215

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$2,555,914,832	55.2%	44.8%	1.23	41.7%	1.32	45.3%	1.22	54.8%	1.01
Medical Assistance	\$655,120,790	14.2%	14.4%	0.98	21.7%	0.65	13.1%	1.08	14.5%	0.98
Commercial	\$1,310,811,959	28.3%	36.6%	0.77	33.0%	0.86	37.0%	0.77	28.6%	0.99
All Other	\$107,343,619	2.3%	4.2%	0.55	3.6%	0.65	4.5%	0.51	2.1%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$2,078,678,157	44.9%	32.9%	1.36	32.1%	1.40	34.5%	1.30	44.4%	1.01
Medical Assistance	\$537,802,500	11.6%	10.7%	1.08	16.1%	0.72	10.2%	1.14	11.9%	0.98
Commercial	\$637,816,598	13.8%	14.8%	0.93	14.5%	0.95	16.0%	0.86	13.3%	1.04
Charity Care	\$72,131,221	1.6%	1.0%	1.58	1.3%	1.24	1.0%	1.61	1.2%	1.27
Bad Debt	\$34,979,870	0.8%	1.1%	0.72	0.9%	0.83	1.0%	0.77	0.6%	1.22
All Other	\$29,708,372	0.6%	1.9%	0.33	1.1%	0.59	1.9%	0.34	0.6%	0.99
Total Deductions	\$3,391,116,718	73.3%	62.4%	1.17	65.9%	1.11	64.5%	1.14	72.1%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.2%	6.3%	0.82	3.5%	1.49	5.9%	0.89	4.4%	1.18
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	N/A	N/A	17.3%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$417,263,808	35.9%	44.7%	0.80	37.1%	0.97	44.0%	0.82	36.2%	0.99
Supplies & Services	\$695,222,413	59.8%	47.9%	1.25	56.6%	1.06	49.6%	1.21	59.5%	1.01
Capital Component	\$49,311,420	4.2%	7.4%	0.58	6.4%	0.66	6.4%	0.66	4.3%	0.99
<b>Fiscal Statistics</b>										
Operating Margin (%)		11.1%	8.9%	1.24	9.7%	1.14	7.7%	1.44	13.6%	0.81
Total Hospital Net Income (%)		10.9%	10.1%	1.08	9.0%	1.21	9.1%	1.20	13.6%	0.80
Return on Equity (%)		5.4%	7.6%	0.72	6.2%	0.87	6.9%	0.78	7.0%	0.78
Current Ratio		22.9	5.6	4.06	11.0	2.08	5.6	4.07	20.9	1.10
Days in Net Patient Accounts Receivable		64.1	51.4	1.25	50.4	1.27	52.1	1.23	69.3	0.92
Average Payment Period		29.4	41.5	0.71	28.5	1.03	43.2	0.68	31.5	0.93
Equity Financing (%)		96.1%	73.6%	1.31	78.6%	1.22	76.9%	1.25	95.9%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	0.03	0.1	0.05	0.1	0.03	0.0	0.90
Times Interest Earned		244.2	14.1	17.35	13.4	18.27	17.0	14.37	254.6	0.96
Total Asset Turnover		0.5	0.7	0.67	0.7	0.71	0.8	0.67	0.5	0.98
Average Age of Plant (Years)		14.5	9.3	1.56	9.8	1.48	10.4	1.40	18.4	0.79
Increase (Decrease) Total Net Patient Revenue		2.3%	3.6%	0.63	4.0%	0.56	4.9%	0.46	3.6%	0.63
Outpatient Gross Revenue (% of Total GPR)		45.8%	60.9%	0.75	51.1%	0.90	56.8%	0.81	43.1%	1.06
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$19,545	\$15,675	1.25	\$19,662	0.99	\$17,864	1.09	\$19,394	1.01
Inpatient Net Revenue per Day		\$3,300	\$3,540	0.93	\$3,637	0.91	\$3,709	0.89	\$3,283	1.01
Outpatient Net Revenue per Visit		\$986	\$654	1.51	\$707	1.39	\$733	1.35	\$952	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$4,629,191,200	Cash & Cash Equivalents	\$1,803,820,316	Current Liabilities	\$89,922,720
Less Deductions	\$3,391,116,718	Net Patient Receivables	\$217,420,649	Long-Term Debt	\$10,429,161
Net Patient Revenue	\$1,238,074,482	Other Receivables	\$15,599,521	Other Liabilities	\$1,286,365
Plus Other Revenue	\$68,154,085			Subtotal	\$101,638,246
Total Revenue	\$1,306,228,567	Land, Buildings & Equipment (Net)	\$450,119,216	Unrestricted Fund Balance	\$2,511,030,007
Less Expenses	\$1,161,797,641	Other Assets	\$125,708,551	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,320,707			Total Liabilities & Fund Balance	\$2,612,668,253
Net Income	\$142,110,219	Total Assets	\$2,612,668,253		



**075 Children's Hospital of Wisconsin**  
 9000 W Wisconsin Ave, PO Box 1997  
 Milwaukee, WI 53201  
 414-266-2000

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

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	55.4%	N/A	70.7%	N/A	58.7%	N/A	0.0%	N/A
Obstetrics	0.0%	38.4%	N/A	47.2%	N/A	36.5%	N/A	0.0%	N/A
Pediatrics	99.7%	55.4%	1.80	99.7%	1.00	90.2%	1.11	101.2%	0.99
Total Hospital	100.3%	56.3%	1.78	69.7%	1.44	58.0%	1.73	100.1%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	26.5	N/A	114.3	N/A	38.4	N/A	0.0	N/A
Obstetrics	0.0	5.0	N/A	20.4	N/A	7.1	N/A	0.0	N/A
Pediatrics	70.8	1.4	49.18	14.2	5.00	5.4	49.18	61.7	1.15
Total Hospital	193.5	48.3	4.01	169.0	1.15	79.6	2.43	176.2	1.10
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.9	N/A	4.6	N/A	3.8	N/A	0.0	N/A
Obstetrics	0.0	2.6	N/A	2.8	N/A	2.5	N/A	0.0	N/A
Pediatrics	3.8	3.5	1.09	3.8	1.00	3.6	1.04	3.7	1.03
Total Hospital	7.6	4.3	1.76	5.3	1.43	4.4	1.75	7.6	1.00
<b>Surgical Operations</b>									
Inpatient	3,707	1,408	2.63	3,217	1.15	1,955	1.90	3,703	1.00
Outpatient	11,314	4,098	2.76	5,734	1.97	5,493	2.06	10,868	1.04
Inpatient as % of All Surgeries	24.7%	25.6%	0.96	35.9%	0.69	26.2%	0.94	25.4%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	310,704	132,001	2.35	280,833	1.11	208,790	1.49	289,445	1.07
Emergency Visits	70,424	17,964	3.92	47,284	1.49	31,589	2.23	66,316	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	40.0	18.9	2.12	41.5	0.96	28.7	1.39	41.0	0.98
Nurses, Licensed	1,111.6	244.4	4.55	715.7	1.55	343.5	3.24	1,079.2	1.03
Ancillary Nursing Personnel	144.4	40.0	3.61	132.0	1.09	56.6	2.55	135.9	1.06
All Other Personnel	1,376.0	484.8	2.84	1,177.1	1.17	642.7	2.14	1,313.3	1.05
Total FTEs	2,672.0	788.1	3.39	2,066.3	1.29	1,071.5	2.49	2,569.4	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	12.4	15.1	0.82	11.9	1.05	14.6	0.85	13.8	0.90
Nurses, Licensed	345.9	195.2	1.77	204.4	1.69	174.3	1.99	362.3	0.95
Ancillary Nursing Personnel	44.9	32.0	1.41	37.7	1.19	28.7	1.57	45.6	0.99
All Other Personnel	428.2	387.3	1.11	336.1	1.27	326.0	1.31	440.9	0.97
Total FTEs	831.5	629.5	1.32	590.0	1.41	543.5	1.53	862.6	0.96

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	193	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	0
Discharges	9,253	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	0
Inpatient Days	70,624			Inpatient Days	0	Newborn Days	0

**075 Children's Hospital of Wisconsin**  
Milwaukee, WI 53201

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	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	1	71	6,841	25,839	99.7%	70.8	3.8
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	1	49	927	18,178	101.6%	49.8	19.6
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	59	687	21,452	99.6%	58.8	31.2
Other Intensive Care	1	14	798	5,155	100.9%	14.1	6.5
<b>Subacute care</b>	5	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	40	0	40.0	Surgical Personnel	28	7	32.5
Physicians & Dentists	8	8	9.3	Radiological Services Personnel	63	46	90.2
Medical & Dental Residents	8	0	8.0	Sonographers	9	3	10.7
Dental Hygienists	4	0	4.0	Respiratory Therapists	79	33	99.0
Registered Nurses	654	651	1,068.3	Occupational Therapists	13	12	19.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	1	1.5	Physical Therapists	19	20	30.8
Ancillary Nursing Personnel	70	138	144.4	Physical Therapy Assistants/Aides	0	1	1.0
Medical Assistants	20	8	25.7	Recreational Therapists	0	0	0.0
Physician Assistants	4	0	4.0	Dietitians & Nutritionists	14	15	24.6
Nurse Practitioners	35	13	39.8	Psychologists	13	2	14.1
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	9	11	11.9
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	255	170	337.0
Health Info Mgmt-Administrators/Technicians	0	1	0.5	All Other Personnel	427	169	518.8
Pharmacy Personnel	60	36	80.1				
Clinical Laboratory Personnel	45	22	54.4				
				<b>Total</b>	<b>1,880</b>	<b>1,367</b>	<b>2,672.0</b>

**075 Children's Hospital of Wisconsin**  
Milwaukee, WI 53201

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 6		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$6,371,992	0.6%	44.8%	0.01	41.7%	0.01	40.7%	0.01	0.6%	0.97
Medical Assistance	\$605,072,570	52.5%	14.4%	3.65	21.7%	2.42	19.9%	2.64	50.9%	1.03
Commercial	\$519,194,724	45.0%	36.6%	1.23	33.0%	1.36	35.3%	1.28	46.5%	0.97
All Other	\$22,436,480	1.9%	4.2%	0.46	3.6%	0.54	4.1%	0.47	2.0%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$3,799,820	0.3%	32.9%	0.01	32.1%	0.01	30.5%	0.01	0.4%	0.73
Medical Assistance	\$384,097,096	33.3%	10.7%	3.10	16.1%	2.06	14.4%	2.31	32.8%	1.02
Commercial	\$117,928,234	10.2%	14.8%	0.69	14.5%	0.71	13.0%	0.79	10.4%	0.98
Charity Care	\$1,622,553	0.1%	1.0%	0.14	1.3%	0.11	1.0%	0.14	0.1%	1.14
Bad Debt	\$4,308,785	0.4%	1.1%	0.35	0.9%	0.41	1.0%	0.36	0.4%	0.88
All Other	\$18,919,355	1.6%	1.9%	0.86	1.1%	1.50	2.2%	0.73	1.6%	1.03
Total Deductions	\$530,675,843	46.0%	62.4%	0.74	65.9%	0.70	62.2%	0.74	45.8%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	6.8%	6.3%	1.06	3.5%	1.93	9.8%	0.69	6.8%	1.00	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	N/A	N/A	4.7%	N/A	3.9%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$227,431,413	39.7%	44.7%	0.89	37.1%	1.07	42.9%	0.93	39.4%	1.01
Supplies & Services	\$272,033,426	47.4%	47.9%	0.99	56.6%	0.84	48.6%	0.98	47.2%	1.01
Capital Component	\$74,045,973	12.9%	7.4%	1.75	6.4%	2.02	8.5%	1.52	13.4%	0.96
<b>Fiscal Statistics</b>										
Operating Margin (%)	14.1%	8.9%	1.57	9.7%	1.45	13.6%	1.04	11.3%	1.24	
Total Hospital Net Income (%)	12.8%	10.1%	1.27	9.0%	1.43	14.1%	0.91	11.7%	1.09	
Return on Equity (%)	5.0%	7.6%	0.66	6.2%	0.80	10.4%	0.48	5.0%	1.00	
Current Ratio	3.4	5.6	0.60	11.0	0.31	6.4	0.53	3.6	0.95	
Days in Net Patient Accounts Receivable	49.0	51.4	0.95	50.4	0.97	47.5	1.03	47.4	1.03	
Average Payment Period	58.6	41.5	1.41	28.5	2.05	36.9	1.59	61.3	0.95	
Equity Financing (%)	70.6%	73.6%	0.96	78.6%	0.90	68.5%	1.03	74.1%	0.95	
Long-Term Debt to Equity Ratio	0.3	0.2	1.82	0.1	3.59	0.2	1.95	0.2	1.33	
Times Interest Earned	7.4	14.1	0.52	13.4	0.55	17.7	0.42	6.4	1.16	
Total Asset Turnover	0.4	0.7	0.53	0.7	0.56	0.7	0.54	0.4	0.93	
Average Age of Plant (Years)	7.8	9.3	0.84	9.8	0.79	7.9	0.99	7.3	1.06	
Increase (Decrease) Total Net Patient Revenue	8.3%	3.6%	2.30	4.0%	2.06	2.0%	4.16	1.8%	4.63	
Outpatient Gross Revenue (% of Total GPR)	38.7%	60.9%	0.64	51.1%	0.76	59.1%	0.65	39.5%	0.98	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$41,071	\$15,675	2.62	\$19,662	2.09	\$14,805	2.77	\$41,069	1.00	
Inpatient Net Revenue per Day	\$5,285	\$3,540	1.49	\$3,637	1.45	\$3,359	1.57	\$5,254	1.01	
Outpatient Net Revenue per Visit	\$647	\$654	0.99	\$707	0.91	\$542	1.19	\$654	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,153,075,766	Cash & Cash Equivalents	\$99,749,698	Current Liabilities	\$83,395,613
Less Deductions	\$530,675,843	Net Patient Receivables	\$83,611,306	Long-Term Debt	\$359,370,769
Net Patient Revenue	\$622,399,923	Other Receivables	\$7,048,893	Other Liabilities	\$53,568,209
Plus Other Revenue	\$45,097,936			Subtotal	\$496,334,591
Total Revenue	\$667,497,859	Land, Buildings & Equipment (Net)	\$395,931,964	Unrestricted Fund Balance	\$1,192,420,849
Less Expenses	\$573,510,812	Other Assets	\$1,102,413,579	Restricted Fund Balance	\$235,755,043
Non-Operating Gains/Losses	-\$9,547,220			Total Liabilities & Fund Balance	\$1,688,755,440
Net Income	\$84,439,827	Total Assets	\$1,688,755,440		

**079 Froedtert Memorial Lutheran Hospital, Inc**  
 9200 W Wisconsin Ave, PO Box 26099  
 Milwaukee, WI 53226  
 414-805-3000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	77.0%	55.4%	1.39	70.7%	1.09	68.9%	1.12	73.4%	1.05
Obstetrics	45.3%	38.4%	1.18	47.2%	0.49	47.9%	0.95	105.3%	0.43
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	76.6%	56.3%	1.36	69.7%	1.10	66.1%	1.16	76.0%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	254.9	26.5	9.61	114.3	2.23	101.6	2.51	231.8	1.10
Obstetrics	23.1	5.0	4.60	20.4	1.13	14.7	1.57	20.0	1.15
Pediatrics	0.0	1.4	N/A	14.2	N/A	3.6	N/A	0.0	N/A
Total Hospital	447.9	48.3	9.27	169.0	2.65	193.9	2.31	407.4	1.10
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.6	3.9	1.19	4.6	1.00	4.3	1.07	4.4	1.05
Obstetrics	2.9	2.6	1.15	2.8	1.05	2.7	1.07	3.1	0.96
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	5.6	4.3	1.29	5.3	1.04	4.8	1.17	5.5	1.02
<b>Surgical Operations</b>									
Inpatient	9,587	1,408	6.81	3,217	2.98	5,364	1.79	8,530	1.12
Outpatient	9,385	4,098	2.29	5,734	1.64	13,857	0.68	9,005	1.04
Inpatient as % of All Surgeries	50.5%	25.6%	1.98	35.9%	1.41	27.9%	1.81	48.6%	1.04
<b>Outpatient Visits</b>									
Non-Emergency Visits	751,923	132,001	5.70	280,833	2.68	422,002	1.78	670,032	1.12
Emergency Visits	57,268	17,964	3.19	47,284	1.21	48,744	1.17	53,196	1.08
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	242.0	18.9	12.81	41.5	5.83	55.0	4.40	217.8	1.11
Nurses, Licensed	1,983.2	244.4	8.12	715.7	2.77	909.8	2.18	1,862.0	1.07
Ancillary Nursing Personnel	340.7	40.0	8.51	132.0	2.58	148.5	2.29	324.5	1.05
All Other Personnel	2,795.5	484.8	5.77	1,177.1	2.37	1,773.6	1.58	2,654.8	1.05
Total FTEs	5,361.4	788.1	6.80	2,066.3	2.59	2,886.8	1.86	5,059.0	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	26.1	15.1	1.73	11.9	2.20	12.1	2.16	25.1	1.04
Nurses, Licensed	213.6	195.2	1.09	204.4	1.05	199.8	1.07	214.6	1.00
Ancillary Nursing Personnel	36.7	32.0	1.15	37.7	0.97	32.6	1.12	37.4	0.98
All Other Personnel	301.0	387.3	0.78	336.1	0.90	389.6	0.77	306.0	0.98
Total FTEs	577.3	629.5	0.92	590.0	0.98	634.1	0.91	583.1	0.99

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	585	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	32
Discharges	29,332	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	2,736
Inpatient Days	163,479			Inpatient Days	0	Newborn Days	5,501

**079 Froedtert Memorial Lutheran Hospital, Inc**  
Milwaukee, WI 53226

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	331	20,131	93,028	77.0%	254.9	4.6
Orthopedic	1	27	1,766	7,978	81.0%	21.9	4.5
Rehabilitation & Physical Medicine	1	28	576	7,818	76.5%	21.4	13.6
Hospice	3	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	1	62	2,503	20,267	0.0%	55.5	8.1
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	51	2,858	8,426	45.3%	23.1	2.9
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	47	774	14,227	82.9%	39.0	18.4
Cardiac Intensive Unit	1	20	358	5,540	75.9%	15.2	15.5
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
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	1	19	300	6,195	89.3%	17.0	20.7
<b>Subacute care</b>	5	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	235	11	242.0	Surgical Personnel	92	19	102.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	222	141	287.5
Medical & Dental Residents	0	0	0.0	Sonographers	21	17	31.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	62	24	73.8
Registered Nurses	1,538	713	1,916.6	Occupational Therapists	29	43	47.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.9
Licensed Practical Nurses	2	0	2.0	Physical Therapists	48	54	72.2
Ancillary Nursing Personnel	182	364	340.7	Physical Therapy Assistants/Aides	5	7	9.5
Medical Assistants	95	24	109.5	Recreational Therapists	1	0	1.0
Physician Assistants	0	3	1.9	Dietitians & Nutritionists	22	18	32.4
Nurse Practitioners	3	5	4.7	Psychologists	2	0	2.0
Certified Registered Nurse Anesthetists	43	1	43.0	Social Workers	46	16	52.3
Clinical Nurse Specialists	15	4	17.0	All Other Health Professionals	734	308	872.5
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	704	188	805.2
Pharmacy Personnel	237	124	273.8				
Clinical Laboratory Personnel	11	3	13.0				
				<b>Total</b>	<b>4,355</b>	<b>2,089</b>	<b>5,361.4</b>

**079 Froedtert Memorial Lutheran Hospital, Inc**  
Milwaukee, WI 53226

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$1,690,088,176	42.5%	44.8%	0.95	41.7%	1.02	45.3%	0.94	40.4%	1.05
Medical Assistance	\$622,132,997	15.6%	14.4%	1.09	21.7%	0.72	13.1%	1.19	15.9%	0.98
Commercial	\$1,416,542,914	35.6%	36.6%	0.97	33.0%	1.08	37.0%	0.96	37.5%	0.95
All Other	\$250,944,226	6.3%	4.2%	1.49	3.6%	1.77	4.5%	1.40	6.2%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$1,250,116,060	31.4%	32.9%	0.95	32.1%	0.98	34.5%	0.91	29.4%	1.07
Medical Assistance	\$468,519,529	11.8%	10.7%	1.10	16.1%	0.73	10.2%	1.16	12.0%	0.98
Commercial	\$622,216,191	15.6%	14.8%	1.06	14.5%	1.08	16.0%	0.98	15.7%	1.00
Charity Care	\$25,290,948	0.6%	1.0%	0.64	1.3%	0.51	1.0%	0.66	0.6%	0.99
Bad Debt	\$36,946,966	0.9%	1.1%	0.88	0.9%	1.02	1.0%	0.94	0.4%	2.18
All Other	\$59,549,722	1.5%	1.9%	0.78	1.1%	1.37	1.9%	0.79	1.4%	1.05
Total Deductions	\$2,462,639,416	61.9%	62.4%	0.99	65.9%	0.94	64.5%	0.96	59.6%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.9%	6.3%	0.30		3.5%	0.55	5.9%	0.33	2.2%	0.88
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	17.3%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$437,823,382	31.2%	44.7%	0.70	37.1%	0.84	44.0%	0.71	30.9%	1.01
Supplies & Services	\$877,516,357	62.5%	47.9%	1.31	56.6%	1.11	49.6%	1.26	62.8%	1.00
Capital Component	\$88,241,920	6.3%	7.4%	0.85	6.4%	0.98	6.4%	0.98	6.3%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)	9.3%	8.9%	1.04		9.7%	0.95	7.7%	1.21	11.1%	0.83
Total Hospital Net Income (%)	7.9%	10.1%	0.78		9.0%	0.88	9.1%	0.87	9.8%	0.81
Return on Equity (%)	13.1%	7.6%	1.72		6.2%	2.10	6.9%	1.88	17.3%	0.76
Current Ratio	3.7	5.6	0.66		11.0	0.34	5.6	0.66	3.3	1.12
Days in Net Patient Accounts Receivable	45.3	51.4	0.88		50.4	0.90	52.1	0.87	43.5	1.04
Average Payment Period	17.5	41.5	0.42		28.5	0.61	43.2	0.40	17.7	0.99
Equity Financing (%)	89.8%	73.6%	1.22		78.6%	1.14	76.9%	1.17	90.0%	1.00
Long-Term Debt to Equity Ratio	0.0	0.2	0.00		0.1	0.00	0.1	0.00	0.0	0.70
Times Interest Earned	7.8	14.1	0.55		13.4	0.58	17.0	0.46	9.7	0.81
Total Asset Turnover	1.7	0.7	2.26		0.7	2.39	0.8	2.23	1.8	0.94
Average Age of Plant (Years)	10.1	9.3	1.08		9.8	1.03	10.4	0.97	10.3	0.98
Increase (Decrease) Total Net Patient Revenue	8.2%	3.6%	2.25		4.0%	2.02	4.9%	1.66	7.7%	1.06
Outpatient Gross Revenue (% of Total GPR)	51.8%	60.9%	0.85		51.1%	1.01	56.8%	0.91	53.4%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$26,460	\$15,675	1.69		\$19,662	1.35	\$17,864	1.48	\$24,849	1.06
Inpatient Net Revenue per Day	\$4,747	\$3,540	1.34		\$3,637	1.31	\$3,709	1.28	\$4,570	1.04
Outpatient Net Revenue per Visit	\$961	\$654	1.47		\$707	1.36	\$733	1.31	\$1,024	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$3,979,708,313	Cash & Cash Equivalents	\$24,571,921	Current Liabilities	\$64,578,895
Less Deductions	\$2,462,639,416	Net Patient Receivables	\$188,116,613	Long-Term Debt	\$294,796
Net Patient Revenue	\$1,517,068,897	Other Receivables	\$4,258,518	Other Liabilities	\$29,759,309
Plus Other Revenue	\$29,795,150			Subtotal	\$94,633,000
Total Revenue	\$1,546,864,047	Land, Buildings & Equipment (Net)	\$674,093,422	Unrestricted Fund Balance	\$828,995,000
Less Expenses	\$1,403,581,659	Other Assets	\$32,587,526	Restricted Fund Balance	\$29,979,000
Non-Operating Gains/Losses	-\$22,482,389			Total Liabilities & Fund Balance	\$923,628,000
Net Income	\$120,799,999	Total Assets	\$923,628,000		

**091 Monroe Clinic**  
 515 22nd Ave  
 Monroe, WI 53566  
 608-324-1000

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

County: Green  
 Analysis Area: Southern (1)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	41.4%	55.4%	0.75	57.1%	0.73	58.7%	0.71	40.3%	1.03
Obstetrics	36.9%	38.4%	0.96	41.6%	0.07	36.5%	1.01	37.7%	0.98
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	39.8%	56.3%	0.71	58.9%	0.68	58.0%	0.69	38.8%	1.03
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	18.2	26.5	0.69	24.0	0.76	38.4	0.47	17.7	1.03
Obstetrics	3.0	5.0	0.59	4.7	0.63	7.1	0.42	3.0	0.98
Pediatrics	0.0	1.4	N/A	2.4	N/A	5.4	N/A	0.0	N/A
Total Hospital	23.1	48.3	0.48	50.8	0.45	79.6	0.29	22.5	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.9	0.90	3.9	0.90	3.8	0.92	3.4	1.03
Obstetrics	2.2	2.6	0.86	2.7	0.83	2.5	0.88	2.2	1.01
Pediatrics	0.0	3.5	N/A	3.5	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.77	4.3	0.77	4.4	0.76	3.2	1.04
<b>Surgical Operations</b>									
Inpatient	740	1,408	0.53	2,094	0.35	1,955	0.38	830	0.89
Outpatient	3,128	4,098	0.76	7,088	0.44	5,493	0.57	3,078	1.02
Inpatient as % of All Surgeries	19.1%	25.6%	0.75	22.8%	0.84	26.2%	0.73	21.2%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	257,451	132,001	1.95	161,897	1.59	208,790	1.23	256,945	1.00
Emergency Visits	12,940	17,964	0.72	17,257	0.75	31,589	0.41	13,458	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	40.2	18.9	2.13	25.5	1.58	28.7	1.40	30.4	1.32
Nurses, Licensed	244.2	244.4	1.00	290.0	0.84	343.5	0.71	216.4	1.13
Ancillary Nursing Personnel	9.5	40.0	0.24	47.6	0.20	56.6	0.17	16.6	0.57
All Other Personnel	747.4	484.8	1.54	681.8	1.10	642.7	1.16	745.6	1.00
Total FTEs	1,041.2	788.1	1.32	1,045.0	1.00	1,071.5	0.97	1,009.0	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	30.0	15.1	1.99	20.7	1.45	14.6	2.06	24.0	1.25
Nurses, Licensed	182.2	195.2	0.93	235.4	0.77	174.3	1.05	170.5	1.07
Ancillary Nursing Personnel	7.1	32.0	0.22	38.7	0.18	28.7	0.25	13.1	0.54
All Other Personnel	557.8	387.3	1.44	553.4	1.01	326.0	1.71	587.6	0.95
Total FTEs	777.0	629.5	1.23	848.1	0.92	543.5	1.43	795.1	0.98

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	58	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	10
Discharges	2,540	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	467
Inpatient Days	8,417			Inpatient Days	0	Newborn Days	860

**091 Monroe Clinic**  
 Monroe, WI 53566

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	44	1,902	6,653	41.4%	18.2	3.5
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	5	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	8	487	1,078	36.9%	3.0	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	6	151	686	31.3%	1.9	4.5
Step-Down (Special Care)	2	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
<b>Subacute care</b>	5	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	38	3	40.2	Surgical Personnel	5	2	5.6
Physicians & Dentists	51	19	62.7	Radiological Services Personnel	18	16	27.0
Medical & Dental Residents	9	0	9.0	Sonographers	7	3	8.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	4	8.9
Registered Nurses	163	82	207.2	Occupational Therapists	4	3	4.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	11	5	14.6	Physical Therapists	11	4	13.0
Ancillary Nursing Personnel	5	7	9.5	Physical Therapy Assistants/Aides	3	2	3.7
Medical Assistants	32	12	38.3	Recreational Therapists	0	0	0.0
Physician Assistants	7	5	8.3	Dietitians & Nutritionists	2	2	3.0
Nurse Practitioners	18	4	20.4	Psychologists	5	1	5.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	2	4.4
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	98	46	110.5
Health Info Mgmt-Administrators/Technicians	5	0	5.0	All Other Personnel	320	106	378.9
Pharmacy Personnel	24	10	29.7				
Clinical Laboratory Personnel	20	0	20.0				
				<b>Total</b>	<b>870</b>	<b>338</b>	<b>1,041.2</b>



**091 Monroe Clinic**  
 Monroe, WI 53566

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>6</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$215,784,509	46.4%	44.8%	1.04	41.1%	1.13	40.7%	1.14	45.4%	1.02
Medical Assistance	\$36,504,875	7.8%	14.4%	0.55	11.8%	0.67	19.9%	0.39	8.3%	0.95
Commercial	\$175,986,543	37.8%	36.6%	1.03	39.9%	0.95	35.3%	1.07	38.7%	0.98
All Other	\$36,811,844	7.9%	4.2%	1.88	7.2%	1.11	4.1%	1.93	7.6%	1.04
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$162,932,157	35.0%	32.9%	1.06	30.1%	1.17	30.5%	1.15	33.9%	1.03
Medical Assistance	\$29,609,697	6.4%	10.7%	0.59	8.7%	0.73	14.4%	0.44	6.7%	0.95
Commercial	\$76,469,014	16.4%	14.8%	1.11	18.1%	0.91	13.0%	1.27	16.5%	0.99
Charity Care	\$3,652,744	0.8%	1.0%	0.79	0.9%	0.89	1.0%	0.76	0.8%	1.03
Bad Debt	\$5,794,995	1.2%	1.1%	1.18	1.1%	1.13	1.0%	1.21	1.2%	1.02
All Other	\$26,348,923	5.7%	1.9%	2.96	3.4%	1.69	2.2%	2.53	5.4%	1.04
Total Deductions	\$304,807,530	65.5%	62.4%	1.05	62.3%	1.05	62.2%	1.05	64.5%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	7.6%	6.3%	1.20	7.1%	1.08	9.8%	0.78	5.2%	1.48	
Net Gains/Losses as % of Net Income	69.6%	12.7%	5.49	48.2%	1.44	4.7%	14.90	51.3%	1.36	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$99,663,013	58.8%	44.7%	1.31	48.0%	1.23	42.9%	1.37	60.1%	0.98
Supplies & Services	\$56,531,969	33.4%	47.9%	0.70	44.6%	0.75	48.6%	0.69	30.8%	1.08
Capital Component	\$13,285,962	7.8%	7.4%	1.06	7.5%	1.05	8.5%	0.92	9.1%	0.86
<b>Fiscal Statistics</b>										
Operating Margin (%)	2.3%	8.9%	0.26	3.0%	0.76	13.6%	0.17	0.5%	4.50	
Total Hospital Net Income (%)	7.2%	10.1%	0.71	5.7%	1.27	14.1%	0.51	1.0%	6.87	
Return on Equity (%)	4.7%	7.6%	0.62	4.4%	1.07	10.4%	0.45	0.7%	7.19	
Current Ratio	4.4	5.6	0.79	2.1	2.14	6.4	0.69	4.3	1.04	
Days in Net Patient Accounts Receivable	52.5	51.4	1.02	49.0	1.07	47.5	1.11	55.0	0.95	
Average Payment Period	42.8	41.5	1.03	54.8	0.78	36.9	1.16	44.8	0.96	
Equity Financing (%)	65.6%	73.6%	0.89	60.8%	1.08	68.5%	0.96	63.4%	1.03	
Long-Term Debt to Equity Ratio	0.4	0.2	2.16	0.3	1.17	0.2	2.31	0.4	0.88	
Times Interest Earned	7.0	14.1	0.50	5.3	1.32	17.7	0.40	1.6	4.41	
Total Asset Turnover	0.6	0.7	0.83	0.8	0.82	0.7	0.85	0.6	1.00	
Average Age of Plant (Years)	12.5	9.3	1.35	10.6	1.19	7.9	1.59	12.5	1.01	
Increase (Decrease) Total Net Patient Revenue	1.3%	3.6%	0.35	3.3%	0.39	2.0%	0.64	-6.0%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.8%	60.9%	1.36	59.0%	1.40	59.1%	1.40	82.3%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,137	\$15,675	0.77	\$17,327	0.70	\$14,805	0.82	\$12,205	0.99	
Inpatient Net Revenue per Day	\$3,663	\$3,540	1.03	\$4,029	0.91	\$3,359	1.09	\$3,828	0.96	
Outpatient Net Revenue per Visit	\$500	\$654	0.77	\$588	0.85	\$542	0.92	\$489	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$465,087,771	Cash & Cash Equivalents	\$44,562,396	Current Liabilities	\$18,691,047
Less Deductions	\$304,807,530	Net Patient Receivables	\$23,043,734	Long-Term Debt	\$65,865,280
Net Patient Revenue	\$160,280,241	Other Receivables	\$8,950,222	Other Liabilities	\$12,011,143
Plus Other Revenue	\$13,209,601			Subtotal	\$96,567,470
Total Revenue	\$173,489,842	Land, Buildings & Equipment (Net)	\$98,381,256	Unrestricted Fund Balance	\$184,221,826
Less Expenses	\$169,480,944	Other Assets	\$105,851,688	Restricted Fund Balance	\$97,227
Non-Operating Gains/Losses	\$9,158,457			Total Liabilities & Fund Balance	\$280,789,296
Net Income	\$13,167,355	Total Assets	\$280,789,296		

**194 Children's Hospital of Wisconsin - Fox Valley**  
 130 Second Street, PO Box 476  
 Neenah, WI 54956  
 920-969-7900

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

County: Winnebago  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	0.0%	55.4%	N/A	45.8%	N/A	11.3%	N/A	0.0%	N/A
Obstetrics	0.0%	38.4%	N/A	28.4%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	109.7%	55.4%	1.98	109.7%	1.00	54.9%	2.00	221.0%	0.50
Total Hospital	114.1%	56.3%	2.03	46.5%	2.45	17.4%	6.57	135.2%	0.84
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.0	26.5	N/A	20.5	N/A	1.8	N/A	0.0	N/A
Obstetrics	0.0	5.0	N/A	4.0	N/A	2.1	N/A	0.0	N/A
Pediatrics	2.2	1.4	1.52	0.2	10.00	0.2	1.52	2.2	0.99
Total Hospital	16.0	48.3	0.33	35.0	0.46	2.9	5.59	16.2	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	0.0	3.9	N/A	3.5	N/A	2.9	N/A	0.0	N/A
Obstetrics	0.0	2.6	N/A	2.3	N/A	2.7	N/A	0.0	N/A
Pediatrics	2.9	3.5	0.84	2.9	1.00	2.9	1.00	2.8	1.05
Total Hospital	10.8	4.3	2.50	3.8	2.86	4.0	2.73	11.3	0.95
<b>Surgical Operations</b>									
Inpatient	0	1,408	N/A	1,285	N/A	116	N/A	0	N/A
Outpatient	0	4,098	N/A	5,974	N/A	1,063	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	25.6%	N/A	17.7%	N/A	9.8%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	14,146	132,001	0.11	121,848	0.12	20,790	0.68	12,954	1.09
Emergency Visits	0	17,964	N/A	15,548	N/A	2,393	N/A	0	N/A
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.9	0.05	26.3	0.04	3.2	0.32	3.0	0.33
Nurses, Licensed	64.2	244.4	0.26	187.4	0.34	79.1	0.81	69.2	0.93
Ancillary Nursing Personnel	7.3	40.0	0.18	30.9	0.24	11.1	0.66	8.3	0.87
All Other Personnel	62.4	484.8	0.13	331.4	0.19	112.6	0.55	57.4	1.09
Total FTEs	134.9	788.1	0.17	576.0	0.23	205.9	0.65	137.9	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.2	15.1	0.28	24.4	0.17	24.4	0.17	13.3	0.32
Nurses, Licensed	270.3	195.2	1.38	174.3	1.55	608.9	0.44	307.5	0.88
Ancillary Nursing Personnel	30.6	32.0	0.96	28.7	1.07	85.1	0.36	37.0	0.83
All Other Personnel	262.4	387.3	0.68	308.2	0.85	866.4	0.30	254.9	1.03
Total FTEs	567.5	629.5	0.90	535.6	1.06	1,584.8	0.36	612.8	0.93

**Total Hospital:**  
 Beds Set Up & Staffed 14  
 Discharges 540  
 Inpatient Days 5,833

**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 0  
 Total Births 0  
 Newborn Days 0

**194 Children's Hospital of Wisconsin - Fox Valley**  
 Neenah, WI 54956

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	5	0	0	0	0.0%	0.0	0.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	1	2	275	801	109.7%	2.2	2.9
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	12	265	5,032	114.9%	13.8	19.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	8	5	9.9	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	2	4.5
Registered Nurses	38	50	63.2	Occupational Therapists	7	5	10.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.2
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	8	5.7
Ancillary Nursing Personnel	4	5	7.3	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	2	3	4.2	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	2.7
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	10	10	14.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	9	0	9.0
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>87</b>	<b>90</b>	<b>134.9</b>

**194 Children's Hospital of Wisconsin - Fox Valley**

Neenah, WI 54956

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$8,962	0.0%	44.8%	0.00	46.1%	0.00	42.6%	0.00	0.0%	4.06
Medical Assistance	\$12,606,548	34.7%	14.4%	2.42	10.9%	3.19	12.7%	2.73	33.5%	1.04
Commercial	\$22,836,915	62.9%	36.6%	1.72	40.7%	1.54	40.5%	1.55	64.6%	0.97
All Other	\$839,198	2.3%	4.2%	0.55	2.3%	0.99	4.2%	0.55	2.0%	1.17
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$3,221	0.0%	32.9%	0.00	31.7%	0.00	20.7%	0.00	0.0%	1.74
Medical Assistance	\$6,545,794	18.0%	10.7%	1.68	7.8%	2.30	7.9%	2.29	11.6%	1.55
Commercial	\$3,494,980	9.6%	14.8%	0.65	14.4%	0.67	11.6%	0.83	11.5%	0.84
Charity Care	\$14,782	0.0%	1.0%	0.04	0.6%	0.07	0.9%	0.05	0.1%	0.40
Bad Debt	\$225,072	0.6%	1.1%	0.59	1.5%	0.41	2.0%	0.31	0.6%	1.04
All Other	\$712,723	2.0%	1.9%	1.02	1.5%	1.28	1.5%	1.32	0.8%	2.48
Total Deductions	\$10,996,572	30.3%	62.4%	0.49	57.6%	0.53	44.6%	0.68	24.6%	1.23
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	10.1%	6.3%	1.59	1.9%	5.40	3.9%	2.56	6.0%	1.69	
Net Gains/Losses as % of Net Income	20.0%	12.7%	1.58	10.2%	1.95	1.9%	10.70	3.8%	5.21	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,469,441	49.0%	44.7%	1.09	44.4%	1.10	51.0%	0.96	47.0%	1.04
Supplies & Services	\$12,403,797	45.1%	47.9%	0.94	43.1%	1.05	42.2%	1.07	47.0%	0.96
Capital Component	\$1,625,062	5.9%	7.4%	0.80	12.5%	0.47	6.8%	0.87	5.9%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)	2.3%	8.9%	0.25	10.0%	0.23	6.0%	0.38	8.1%	0.28	
Total Hospital Net Income (%)	2.8%	10.1%	0.28	11.0%	0.26	6.1%	0.46	8.4%	0.33	
Return on Equity (%)	22.6%	7.6%	2.97	10.2%	2.21	8.8%	2.55	101.7%	0.22	
Current Ratio	0.0	5.6	0.01	5.8	0.01	2.8	0.02	-0.3	N/A	
Days in Net Patient Accounts Receivable	67.3	51.4	1.31	55.7	1.21	58.0	1.16	45.1	1.49	
Average Payment Period	33.9	41.5	0.82	25.7	1.32	45.2	0.75	33.9	1.00	
Equity Financing (%)	28.6%	73.6%	0.39	72.7%	0.39	56.7%	0.50	0.0%	N/A	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.2	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	0.0	14.1	N/A	11.0	N/A	9.6	N/A	0.0	N/A	
Total Asset Turnover	8.0	0.7	10.79	0.9	8.68	1.5	5.49	12.0	0.67	
Average Age of Plant (Years)	4.9	9.3	0.53	5.9	0.83	9.2	0.54	4.6	1.08	
Increase (Decrease) Total Net Patient Revenue	-7.3%	3.6%	N/A	1.9%	N/A	3.4%	N/A	32.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	33.9%	60.9%	0.56	67.5%	0.50	76.0%	0.45	28.1%	1.21	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$33,505	\$15,675	2.14	\$12,173	2.75	\$19,283	1.74	\$39,811	0.84	
Inpatient Net Revenue per Day	\$3,154	\$3,540	0.89	\$3,180	0.99	\$2,854	1.11	\$3,521	0.90	
Outpatient Net Revenue per Visit	\$525	\$654	0.80	\$551	0.95	\$720	0.73	\$514	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$36,291,623	Cash & Cash Equivalents	\$0	Current Liabilities	\$2,502,064
Less Deductions	\$10,996,572	Net Patient Receivables	\$4,665,377	Long-Term Debt	\$0
Net Patient Revenue	\$25,295,051	Other Receivables	\$901,893	Other Liabilities	\$7,642
Plus Other Revenue	\$2,837,637			Subtotal	\$2,509,706
Total Revenue	\$28,132,688	Land, Buildings & Equipment (Net)	\$2,500,173	Unrestricted Fund Balance	\$1,003,997
Less Expenses	\$27,498,300	Other Assets	-\$4,553,740	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$158,560			Total Liabilities & Fund Balance	\$3,513,703
Net Income	\$792,948	Total Assets	\$3,513,703		

**092 ThedaCare Regional Medical Center - Neenah**  
 130 Second Street, PO Box 2021  
 Neenah, WI 54956  
 920-729-3100

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

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	46.2%	55.4%	0.83	45.8%	1.01	58.7%	0.79	53.9%	0.86
Obstetrics	38.5%	38.4%	1.00	28.4%	0.38	36.5%	1.05	36.0%	1.07
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	51.4%	56.3%	0.91	46.5%	1.11	58.0%	0.89	53.7%	0.96
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	34.6	26.5	1.31	20.5	1.69	38.4	0.90	33.4	1.04
Obstetrics	10.8	5.0	2.15	4.0	2.71	7.1	1.52	10.1	1.07
Pediatrics	0.0	1.4	N/A	0.2	N/A	5.4	N/A	0.0	N/A
Total Hospital	84.4	48.3	1.75	35.0	2.41	79.6	1.06	81.0	1.04
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.88	3.5	0.96	3.8	0.90	3.3	1.03
Obstetrics	2.7	2.6	1.04	2.3	1.14	2.5	1.06	2.7	1.00
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.6	N/A	0.0	N/A
Total Hospital	4.0	4.3	0.93	3.8	1.07	4.4	0.92	4.0	1.01
<b>Surgical Operations</b>									
Inpatient	2,940	1,408	2.09	1,285	2.29	1,955	1.50	3,658	0.80
Outpatient	11,791	4,098	2.88	5,974	1.97	5,493	2.15	12,246	0.96
Inpatient as % of All Surgeries	20.0%	25.6%	0.78	17.7%	1.13	26.2%	0.76	23.0%	0.87
<b>Outpatient Visits</b>									
Non-Emergency Visits	84,047	132,001	0.64	121,848	0.69	208,790	0.40	69,552	1.21
Emergency Visits	23,977	17,964	1.33	15,548	1.54	31,589	0.76	21,863	1.10
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	51.0	18.9	2.70	26.3	1.94	28.7	1.77	55.0	0.93
Nurses, Licensed	317.7	244.4	1.30	187.4	1.69	343.5	0.92	292.7	1.09
Ancillary Nursing Personnel	64.6	40.0	1.61	30.9	2.09	56.6	1.14	63.0	1.03
All Other Personnel	468.4	484.8	0.97	331.4	1.41	642.7	0.73	494.2	0.95
Total FTEs	901.7	788.1	1.14	576.0	1.57	1,071.5	0.84	904.9	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	28.3	15.1	1.88	24.4	1.16	14.6	1.94	31.2	0.91
Nurses, Licensed	176.4	195.2	0.90	174.3	1.01	174.3	1.01	166.1	1.06
Ancillary Nursing Personnel	35.9	32.0	1.12	28.7	1.25	28.7	1.25	35.7	1.00
All Other Personnel	260.1	387.3	0.67	308.2	0.84	326.0	0.80	280.4	0.93
Total FTEs	500.7	629.5	0.80	535.6	0.93	543.5	0.92	513.4	0.98

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	164	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	22
Discharges	7,647	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,425
Inpatient Days	30,794			Inpatient Days	0	Newborn Days	2,766

**092 ThedaCare Regional Medical Center - Neenah**  
Neenah, WI 54956

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	75	3,702	12,638	46.2%	34.6	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	174	2,292	52.3%	6.3	13.2
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>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	28	1,475	3,933	38.5%	10.8	2.7
<b>Psychiatric</b>	1	19	1,141	4,976	71.8%	13.6	4.4
<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	14	144	2,744	53.7%	7.5	19.1
Step-Down (Special Care)	1	16	981	4,211	72.1%	11.5	4.3
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	51	1	51.0	Surgical Personnel	15	33	33.8
Physicians & Dentists	3	3	5.3	Radiological Services Personnel	28	19	39.7
Medical & Dental Residents	0	0	0.0	Sonographers	10	6	13.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	15	15.4
Registered Nurses	119	281	292.3	Occupational Therapists	3	6	5.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.6
Licensed Practical Nurses	8	16	18.6	Physical Therapists	7	9	11.5
Ancillary Nursing Personnel	28	84	64.6	Physical Therapy Assistants/Aides	2	2	2.5
Medical Assistants	0	1	0.4	Recreational Therapists	0	3	1.4
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	2	2	3.5
Nurse Practitioners	6	1	6.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	13	4.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	45	50	73.6
Health Info Mgmt-Administrators/Technicians	8	5	10.4	All Other Personnel	110	90	161.4
Pharmacy Personnel	26	3	27.8				
Clinical Laboratory Personnel	29	38	55.0				
				<b>Total</b>	<b>509</b>	<b>683</b>	<b>901.7</b>

**092 ThedaCare Regional Medical Center - Neenah**  
Neenah, WI 54956

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$152,969,406	36.7%	44.8%	0.82	46.1%	0.80	40.7%	0.90	35.2%	1.04
Medical Assistance	\$48,769,263	11.7%	14.4%	0.81	10.9%	1.07	19.9%	0.59	11.1%	1.06
Commercial	\$203,751,104	48.8%	36.6%	1.33	40.7%	1.20	35.3%	1.38	50.9%	0.96
All Other	\$11,713,628	2.8%	4.2%	0.67	2.3%	1.21	4.1%	0.68	2.9%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$97,629,473	23.4%	32.9%	0.71	31.7%	0.74	30.5%	0.77	21.1%	1.11
Medical Assistance	\$35,591,207	8.5%	10.7%	0.79	7.8%	1.09	14.4%	0.59	8.0%	1.06
Commercial	\$59,057,271	14.2%	14.8%	0.96	14.4%	0.98	13.0%	1.09	15.2%	0.93
Charity Care	\$2,609,498	0.6%	1.0%	0.63	0.6%	1.02	1.0%	0.61	0.6%	1.10
Bad Debt	\$9,946,304	2.4%	1.1%	2.26	1.5%	1.59	1.0%	2.32	1.0%	2.44
All Other	\$9,446,785	2.3%	1.9%	1.18	1.5%	1.48	2.2%	1.01	2.2%	1.01
Total Deductions	\$214,280,538	51.4%	62.4%	0.82	57.6%	0.89	62.2%	0.83	48.2%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.7%	6.3%	0.26		1.9%	0.89	9.8%	0.17	1.6%	1.03
Net Gains/Losses as % of Net Income	0.8%	12.7%	0.06		10.2%	0.07	4.7%	0.16	2.9%	0.27
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$80,798,745	47.1%	44.7%	1.05	44.4%	1.06	42.9%	1.10	48.7%	0.97
Supplies & Services	\$73,140,623	42.7%	47.9%	0.89	43.1%	0.99	48.6%	0.88	40.2%	1.06
Capital Component	\$17,549,120	10.2%	7.4%	1.39	12.5%	0.82	8.5%	1.20	11.1%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)	16.9%	8.9%	1.89		10.0%	1.70	13.6%	1.25	17.7%	0.95
Total Hospital Net Income (%)	17.0%	10.1%	1.68		11.0%	1.55	14.1%	1.20	18.1%	0.94
Return on Equity (%)	30.2%	7.6%	3.97		10.2%	2.95	10.4%	2.91	30.7%	0.98
Current Ratio	42,569.1	5.6	7,537.42		5.8	7,323.42	6.4	6,613.47	482.8	88.17
Days in Net Patient Accounts Receivable	58.0	51.4	1.13		55.7	1.04	47.5	1.22	60.2	0.96
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	18.9	14.1	1.34		11.0	1.71	17.7	1.06	19.6	0.96
Total Asset Turnover	1.8	0.7	2.39		0.9	1.92	0.7	2.43	1.7	1.05
Average Age of Plant (Years)	16.4	9.3	1.77		5.9	2.77	7.9	2.08	14.7	1.12
Increase (Decrease) Total Net Patient Revenue	1.9%	3.6%	0.54		1.9%	1.05	2.0%	0.97	3.0%	0.65
Outpatient Gross Revenue (% of Total GPR)	53.2%	60.9%	0.87		67.5%	0.79	59.1%	0.90	54.0%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,404	\$15,675	0.86		\$12,173	1.10	\$14,805	0.91	\$12,764	1.05
Inpatient Net Revenue per Day	\$3,330	\$3,540	0.94		\$3,180	1.05	\$3,359	0.99	\$3,198	1.04
Outpatient Net Revenue per Visit	\$1,022	\$654	1.56		\$551	1.85	\$542	1.88	\$1,179	0.87

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$417,203,401	Cash & Cash Equivalents	\$0	Current Liabilities	\$831
Less Deductions	\$214,280,538	Net Patient Receivables	\$32,234,176	Long-Term Debt	\$0
Net Patient Revenue	\$202,922,863	Other Receivables	\$809,972	Other Liabilities	\$0
Plus Other Revenue	\$3,409,955			Subtotal	\$831
Total Revenue	\$206,332,818	Land, Buildings & Equipment (Net)	\$80,843,453	Unrestricted Fund Balance	\$116,217,544
Less Expenses	\$171,488,488	Other Assets	\$2,330,774	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$269,131			Total Liabilities & Fund Balance	\$116,218,375
Net Income	\$35,113,461	Total Assets	\$116,218,375		

**093 Memorial Medical Center**  
 216 Sunset Place  
 Neillsville, WI 54456  
 715-743-3101

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

County: Clark  
 Analysis Area: West Central (5A)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	14.4%	55.4%	0.26	42.7%	0.34	11.3%	1.27	13.1%	1.10
Obstetrics	0.0%	38.4%	N/A	30.0%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	14.4%	56.3%	0.26	43.6%	0.33	17.4%	0.83	13.1%	1.10
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.3	26.5	0.09	11.7	0.20	1.8	1.27	2.1	1.10
Obstetrics	0.0	5.0	N/A	2.1	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.3	48.3	0.05	18.6	0.12	2.9	0.81	2.1	1.10
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.70	3.7	0.73	2.9	0.93	2.6	1.04
Obstetrics	0.0	2.6	N/A	2.4	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	1.9	N/A	2.9	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.63	3.9	0.70	4.0	0.69	2.7	1.02
<b>Surgical Operations</b>									
Inpatient	88	1,408	0.06	496	0.18	116	0.76	88	1.00
Outpatient	358	4,098	0.09	1,861	0.19	1,063	0.34	374	0.96
Inpatient as % of All Surgeries	19.7%	25.6%	0.77	21.1%	0.94	9.8%	2.01	19.0%	1.04
<b>Outpatient Visits</b>									
Non-Emergency Visits	20,531	132,001	0.16	70,369	0.29	20,790	0.99	21,117	0.97
Emergency Visits	2,121	17,964	0.12	8,210	0.26	2,393	0.89	1,798	1.18
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.9	0.05	11.1	0.09	3.2	0.32	1.0	1.00
Nurses, Licensed	20.8	244.4	0.09	121.7	0.17	79.1	0.26	16.5	1.27
Ancillary Nursing Personnel	7.1	40.0	0.18	18.3	0.39	11.1	0.65	8.9	0.80
All Other Personnel	169.5	484.8	0.35	252.8	0.67	112.6	1.51	163.7	1.04
Total FTEs	198.4	788.1	0.25	404.0	0.49	205.9	0.96	190.0	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.6	15.1	0.44	19.3	0.34	24.4	0.27	7.5	0.88
Nurses, Licensed	138.3	195.2	0.71	211.1	0.66	608.9	0.23	124.0	1.12
Ancillary Nursing Personnel	47.4	32.0	1.48	31.8	1.49	85.1	0.56	66.8	0.71
All Other Personnel	1,125.3	387.3	2.91	438.4	2.57	866.4	1.30	1,232.1	0.91
Total FTEs	1,317.6	629.5	2.09	700.6	1.88	1,584.8	0.83	1,430.4	0.92

**Total Hospital:**  
 Beds Set Up & Staffed 16  
 Discharges 308  
 Inpatient Days 841

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 12  
 Inpatient Days 141

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0



**093 Memorial Medical Center**  
Neillsville, WI 54456

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	16	308	841	14.4%	2.3	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	4	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	1	0	1.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	7	5	8.9	Radiological Services Personnel	6	1	6.7
Medical & Dental Residents	0	1	0.7	Sonographers	1	0	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	1	3.5
Registered Nurses	16	5	17.8	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	1	3.9
Ancillary Nursing Personnel	7	1	7.1	Physical Therapy Assistants/Aides	6	1	6.8
Medical Assistants	15	2	15.3	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.3	Dietitians & Nutritionists	0	2	0.6
Nurse Practitioners	3	0	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	0	9.0
Health Info Mgmt-Administrators/Technicians	4	0	4.0	All Other Personnel	88	5	91.5
Pharmacy Personnel	3	2	3.7				
Clinical Laboratory Personnel	6	1	6.6				
				<b>Total</b>	<b>185</b>	<b>30</b>	<b>198.4</b>

**093 Memorial Medical Center**

Neillsville, WI 54456

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$18,272,717	42.3%	44.8%	0.94	49.2%	0.86	42.6%	0.99	30.3%	1.39
Medical Assistance	\$6,219,822	14.4%	14.4%	1.00	12.0%	1.20	12.7%	1.13	14.7%	0.98
Commercial	\$17,744,660	41.0%	36.6%	1.12	35.1%	1.17	40.5%	1.01	45.3%	0.91
All Other	\$999,854	2.3%	4.2%	0.55	3.7%	0.63	4.2%	0.55	9.6%	0.24
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$8,132,456	18.8%	32.9%	0.57	32.5%	0.58	20.7%	0.91	14.0%	1.34
Medical Assistance	\$4,174,119	9.7%	10.7%	0.90	8.6%	1.13	7.9%	1.22	9.5%	1.01
Commercial	\$4,417,583	10.2%	14.8%	0.69	10.0%	1.03	11.6%	0.88	13.0%	0.78
Charity Care	\$288,322	0.7%	1.0%	0.67	0.9%	0.75	0.9%	0.77	0.4%	1.64
Bad Debt	\$1,022,546	2.4%	1.1%	2.24	1.2%	1.90	2.0%	1.18	2.0%	1.21
All Other	\$318,939	0.7%	1.9%	0.38	1.6%	0.48	1.5%	0.50	2.8%	0.26
Total Deductions	\$18,353,965	42.4%	62.4%	0.68	54.7%	0.78	44.6%	0.95	41.8%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.1%	6.3%	0.65	4.1%	1.00	3.9%	1.04	4.0%	1.02
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	48.3%	N/A	1.9%	N/A	66.8%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$15,800,361	58.7%	44.7%	1.31	53.1%	1.11	51.0%	1.15	59.1%	0.99
Supplies & Services	\$9,614,160	35.7%	47.9%	0.75	40.3%	0.89	42.2%	0.85	34.8%	1.03
Capital Component	\$1,482,498	5.5%	7.4%	0.75	6.6%	0.83	6.8%	0.81	6.1%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)		-3.7%	8.9%	N/A	6.5%	N/A	6.0%	N/A	0.5%	N/A
Total Hospital Net Income (%)		-3.0%	10.1%	N/A	11.8%	N/A	6.1%	N/A	1.5%	N/A
Return on Equity (%)		-5.3%	7.6%	N/A	8.3%	N/A	8.8%	N/A	2.6%	N/A
Current Ratio		2.2	5.6	0.39	3.7	0.60	2.8	0.79	2.6	0.82
Days in Net Patient Accounts Receivable		55.6	51.4	1.08	54.8	1.02	58.0	0.96	50.8	1.09
Average Payment Period		45.6	41.5	1.10	56.1	0.81	45.2	1.01	46.7	0.98
Equity Financing (%)		57.7%	73.6%	0.78	76.5%	0.75	56.7%	1.02	62.5%	0.92
Long-Term Debt to Equity Ratio		0.4	0.2	2.16	0.2	2.35	0.4	0.89	0.1	2.50
Times Interest Earned		-11.4	14.1	N/A	26.4	N/A	9.6	N/A	7.9	N/A
Total Asset Turnover		1.8	0.7	2.37	0.7	2.67	1.5	1.21	1.7	1.05
Average Age of Plant (Years)		10.8	9.3	1.16	10.3	1.05	9.2	1.17	9.3	1.16
Increase (Decrease) Total Net Patient Revenue		-1.3%	3.6%	N/A	14.9%	N/A	3.4%	N/A	1.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		84.6%	60.9%	1.39	67.9%	1.25	76.0%	1.11	84.2%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$13,652	\$15,675	0.87	\$13,969	0.98	\$19,283	0.71	\$14,233	0.96
Inpatient Net Revenue per Day		\$4,418	\$3,540	1.25	\$3,407	1.30	\$2,854	1.55	\$4,330	1.02
Outpatient Net Revenue per Visit		\$950	\$654	1.45	\$718	1.32	\$720	1.32	\$940	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$43,237,053	Cash & Cash Equivalents	\$899,873	Current Liabilities	\$3,200,644
Less Deductions	\$18,353,965	Net Patient Receivables	\$3,791,701	Long-Term Debt	\$3,042,030
Net Patient Revenue	\$24,883,088	Other Receivables	\$246,539	Other Liabilities	\$0
Plus Other Revenue	\$1,064,539			Subtotal	\$6,242,674
Total Revenue	\$25,947,627	Land, Buildings & Equipment (Net)	\$5,536,463	Unrestricted Fund Balance	\$8,517,153
Less Expenses	\$26,897,019	Other Assets	\$4,285,251	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$170,957			Total Liabilities & Fund Balance	\$14,759,827
Net Income	-\$778,435	Total Assets	\$14,759,827		

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

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

County: Outagamie  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	15.3%	55.4%	0.28	45.8%	0.33	19.8%	0.77	15.9%	0.96
Obstetrics	16.2%	38.4%	0.42	28.4%	0.02	18.3%	0.89	16.4%	0.99
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	15.5%	56.3%	0.27	46.5%	0.33	23.2%	0.67	16.0%	0.97
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.2	26.5	0.12	20.5	0.16	3.3	0.97	3.3	0.96
Obstetrics	0.6	5.0	0.13	4.0	0.16	0.5	1.22	0.7	0.99
Pediatrics	0.0	1.4	N/A	0.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.9	48.3	0.08	35.0	0.11	4.7	0.82	4.0	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.69	3.5	0.75	3.0	0.88	3.1	0.86
Obstetrics	2.5	2.6	0.96	2.3	1.05	2.2	1.11	2.4	1.02
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.60	3.8	0.69	2.9	0.89	2.9	0.89
<b>Surgical Operations</b>									
Inpatient	185	1,408	0.13	1,285	0.14	249	0.74	161	1.15
Outpatient	2,207	4,098	0.54	5,974	0.37	1,286	1.72	2,194	1.01
Inpatient as % of All Surgeries	7.7%	25.6%	0.30	17.7%	0.44	16.2%	0.48	6.8%	1.13
<b>Outpatient Visits</b>									
Non-Emergency Visits	27,773	132,001	0.21	121,848	0.23	24,580	1.13	19,885	1.40
Emergency Visits	8,821	17,964	0.49	15,548	0.57	4,890	1.80	9,236	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.0	18.9	0.48	26.3	0.34	5.9	1.52	13.0	0.69
Nurses, Licensed	49.9	244.4	0.20	187.4	0.27	42.0	1.19	42.2	1.18
Ancillary Nursing Personnel	10.4	40.0	0.26	30.9	0.34	8.1	1.29	13.3	0.78
All Other Personnel	78.3	484.8	0.16	331.4	0.24	98.5	0.80	83.1	0.94
Total FTEs	147.6	788.1	0.19	576.0	0.26	154.4	0.96	151.7	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	40.6	15.1	2.69	24.4	1.66	32.0	1.27	51.1	0.80
Nurses, Licensed	225.1	195.2	1.15	174.3	1.29	227.6	0.99	165.8	1.36
Ancillary Nursing Personnel	46.9	32.0	1.47	28.7	1.63	43.9	1.07	52.4	0.90
All Other Personnel	353.4	387.3	0.91	308.2	1.15	534.3	0.66	326.6	1.08
Total FTEs	666.1	629.5	1.06	535.6	1.24	837.8	0.80	595.8	1.12

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	8	Bassinets	4
Discharges	543	Preferred Provider Organization (PPO)	Yes	Discharges	72	Total Births	97
Inpatient Days	1,412			Inpatient Days	885	Newborn Days	220

**094 ThedaCare Medical Center - New London**  
New London, WI 54961

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	21	440	1,175	15.3%	3.2	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	96	237	16.2%	0.6	2.5
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	5	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	9	0	9.0	Surgical Personnel	0	6	3.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	10	7.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	2.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	3	2.6
Registered Nurses	5	52	42.0	Occupational Therapists	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	9	4.9	Physical Therapists	3	5	4.8
Ancillary Nursing Personnel	2	16	10.4	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	1	2	2.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	6	4.3
Health Info Mgmt-Administrators/Technicians	2	1	2.4	All Other Personnel	16	28	32.2
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	6	7	10.8				
				<b>Total</b>	<b>58</b>	<b>151</b>	<b>147.6</b>

**094 ThedaCare Medical Center - New London**

New London, WI 54961

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$23,694,171	46.0%	44.8%	1.03	46.1%	1.00	45.4%	1.01	46.5%	0.99
Medical Assistance	\$6,290,113	12.2%	14.4%	0.85	10.9%	1.12	11.2%	1.09	12.2%	1.00
Commercial	\$19,877,993	38.6%	36.6%	1.05	40.7%	0.95	40.6%	0.95	37.7%	1.02
All Other	\$1,663,381	3.2%	4.2%	0.76	2.3%	1.39	2.8%	1.14	3.5%	0.93
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$11,228,015	21.8%	32.9%	0.66	31.7%	0.69	26.7%	0.82	21.8%	1.00
Medical Assistance	\$3,627,471	7.0%	10.7%	0.66	7.8%	0.90	7.8%	0.90	6.6%	1.07
Commercial	\$4,626,598	9.0%	14.8%	0.61	14.4%	0.62	13.1%	0.68	10.6%	0.85
Charity Care	\$362,121	0.7%	1.0%	0.71	0.6%	1.14	0.5%	1.39	0.5%	1.30
Bad Debt	\$2,029,584	3.9%	1.1%	3.73	1.5%	2.63	1.6%	2.48	2.0%	1.93
All Other	\$800,923	1.6%	1.9%	0.81	1.5%	1.02	1.0%	1.53	1.4%	1.10
Total Deductions	\$22,674,712	44.0%	62.4%	0.70	57.6%	0.76	50.8%	0.87	43.0%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	6.3%	0.36	1.9%	1.23	3.0%	0.78	2.4%	0.97
Net Gains/Losses as % of Net Income		0.9%	12.7%	0.07	10.2%	0.09	4.4%	0.21	11.9%	0.08
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,731,384	54.7%	44.7%	1.22	44.4%	1.23	48.1%	1.14	57.5%	0.95
Supplies & Services	\$9,540,865	38.0%	47.9%	0.79	43.1%	0.88	43.6%	0.87	34.6%	1.10
Capital Component	\$1,835,509	7.3%	7.4%	0.99	12.5%	0.58	8.2%	0.89	7.9%	0.93
<b>Fiscal Statistics</b>										
Operating Margin (%)		15.0%	8.9%	1.68	10.0%	1.51	14.0%	1.07	11.4%	1.31
Total Hospital Net Income (%)		15.1%	10.1%	1.49	11.0%	1.38	14.5%	1.04	12.8%	1.18
Return on Equity (%)		13.3%	7.6%	1.75	10.2%	1.30	12.9%	1.03	10.9%	1.22
Current Ratio		16.8	5.6	2.98	5.8	2.89	3.6	4.69	-66.7	N/A
Days in Net Patient Accounts Receivable		51.5	51.4	1.00	55.7	0.93	54.9	0.94	48.2	1.07
Average Payment Period		13.2	41.5	0.32	25.7	0.51	53.8	0.25	-3.3	N/A
Equity Financing (%)		77.7%	73.6%	1.06	72.7%	1.07	59.1%	1.31	79.8%	0.97
Long-Term Debt to Equity Ratio		0.3	0.2	1.54	0.2	1.17	0.5	0.56	0.3	0.97
Times Interest Earned		13.0	14.1	0.93	11.0	1.18	14.4	0.90	10.5	1.24
Total Asset Turnover		0.9	0.7	1.19	0.9	0.95	0.9	1.00	0.8	1.05
Average Age of Plant (Years)		19.4	9.3	2.09	5.9	3.26	9.3	2.07	17.5	1.11
Increase (Decrease) Total Net Patient Revenue		5.7%	3.6%	1.56	1.9%	3.06	4.3%	1.32	-5.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		82.4%	60.9%	1.35	67.5%	1.22	74.3%	1.11	84.2%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,287		\$15,675	0.66	\$12,173	0.85	\$14,111	0.73	\$10,050	1.02
Inpatient Net Revenue per Day	\$2,391		\$3,540	0.68	\$3,180	0.75	\$4,070	0.59	\$2,028	1.18
Outpatient Net Revenue per Visit	\$662		\$654	1.01	\$551	1.20	\$801	0.83	\$757	0.87

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$51,525,658	Cash & Cash Equivalents	\$10,000,000	Current Liabilities	\$859,677
Less Deductions	\$22,674,712	Net Patient Receivables	\$4,074,125	Long-Term Debt	\$6,631,073
Net Patient Revenue	\$28,850,946	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$680,372			Subtotal	\$7,490,750
Total Revenue	\$29,531,318	Land, Buildings & Equipment (Net)	\$19,082,078	Unrestricted Fund Balance	\$26,048,426
Less Expenses	\$25,107,758	Other Assets	\$382,973	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$40,869			Total Liabilities & Fund Balance	\$33,539,176
Net Income	\$4,464,429	Total Assets	\$33,539,176		

**095 Westfields Hospital & Clinic**  
 535 Hospital Road  
 New Richmond, WI 54017  
 715-243-2600

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

County: Saint Croix  
 Analysis Area: West Central (5A)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	30.0%	55.4%	0.54	42.7%	0.70	46.2%	0.65	29.5%	1.02
Obstetrics	13.8%	38.4%	0.36	30.0%	0.02	22.2%	0.62	13.6%	1.01
Pediatrics	1.1%	55.4%	0.02	1.0%	1.14	0.7%	1.50	1.4%	0.80
Total Hospital	22.5%	56.3%	0.40	43.6%	0.52	43.7%	0.51	22.1%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.8	26.5	0.18	11.7	0.41	8.0	0.60	4.7	1.02
Obstetrics	0.7	5.0	0.14	2.1	0.33	1.0	0.72	0.7	1.01
Pediatrics	0.0	1.4	0.01	0.0	0.35	0.0	0.01	0.0	0.80
Total Hospital	5.6	48.3	0.12	18.6	0.30	10.5	0.54	5.5	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.69	3.7	0.72	3.3	0.82	2.8	0.95
Obstetrics	2.0	2.6	0.76	2.4	0.82	2.1	0.93	2.0	0.99
Pediatrics	2.0	3.5	0.58	1.9	1.04	1.9	1.03	1.7	1.20
Total Hospital	2.5	4.3	0.59	3.9	0.65	3.4	0.75	2.6	0.96
<b>Surgical Operations</b>									
Inpatient	253	1,408	0.18	496	0.51	302	0.84	103	2.46
Outpatient	1,933	4,098	0.47	1,861	1.04	1,304	1.48	2,118	0.91
Inpatient as % of All Surgeries	11.6%	25.6%	0.45	21.1%	0.55	18.8%	0.62	4.6%	2.50
<b>Outpatient Visits</b>									
Non-Emergency Visits	87,900	132,001	0.67	70,369	1.25	63,510	1.38	79,254	1.11
Emergency Visits	7,351	17,964	0.41	8,210	0.90	8,037	0.91	7,071	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	43.0	18.9	2.28	11.1	3.86	12.6	3.42	37.0	1.16
Nurses, Licensed	55.5	244.4	0.23	121.7	0.46	78.6	0.71	24.7	2.25
Ancillary Nursing Personnel	10.3	40.0	0.26	18.3	0.56	13.9	0.74	5.3	1.95
All Other Personnel	171.4	484.8	0.35	252.8	0.68	187.4	0.91	106.8	1.61
Total FTEs	280.2	788.1	0.36	404.0	0.69	292.5	0.96	173.8	1.61
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	107.3	15.1	7.11	19.3	5.55	29.3	3.67	98.5	1.09
Nurses, Licensed	138.6	195.2	0.71	211.1	0.66	183.3	0.76	65.7	2.11
Ancillary Nursing Personnel	25.7	32.0	0.80	31.8	0.81	32.5	0.79	14.0	1.83
All Other Personnel	428.0	387.3	1.11	438.4	0.98	436.8	0.98	284.2	1.51
Total FTEs	699.5	629.5	1.11	700.6	1.00	681.8	1.03	462.4	1.51

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 808  
 Inpatient Days 2,053

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 2  
 Discharges 54  
 Inpatient Days 388

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 127  
 Newborn Days 210

**095 Westfields Hospital & Clinic**  
New Richmond, WI 54017

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	16	654	1,754	30.0%	4.8	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	2	0	0	0	0.0%	0.0	0.0
Other Acute	2	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	1	2	4	1.1%	0.0	2.0
<b>Obstetrics</b>	1	5	128	251	13.8%	0.7	2.0
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	3	24	44	4.0%	0.1	1.8
Cardiac Intensive Unit	4	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	4	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	4	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	4	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	4	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	4	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	43	3	43.0	Surgical Personnel	6	2	6.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	11	0	11.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	3	4.7
Registered Nurses	48	41	51.1	Occupational Therapists	0	3	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.0
Licensed Practical Nurses	2	4	2.7	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	4	14	10.3	Physical Therapy Assistants/Aides	0	1	0.5
Medical Assistants	16	3	17.1	Recreational Therapists	1	0	1.0
Physician Assistants	3	5	3.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	1	1.7	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	17	16	22.2
Health Info Mgmt-Administrators/Technicians	13	0	13.0	All Other Personnel	55	20	64.3
Pharmacy Personnel	9	13	11.7				
Clinical Laboratory Personnel	8	4	9.5				
				<b>Total</b>	<b>246</b>	<b>134</b>	<b>280.2</b>

**095 Westfields Hospital & Clinic**

New Richmond, WI 54017

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	3 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$40,773,553	38.4%	44.8%	0.86	49.2%	0.78	46.2%	0.83	37.1%	1.04
Medical Assistance	\$12,244,773	11.5%	14.4%	0.80	12.0%	0.96	12.7%	0.91	7.3%	1.59
Commercial	\$51,099,218	48.1%	36.6%	1.31	35.1%	1.37	37.2%	1.29	53.1%	0.91
All Other	\$2,066,972	1.9%	4.2%	0.46	3.7%	0.53	3.9%	0.50	2.6%	0.76
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$18,967,404	17.9%	32.9%	0.54	32.5%	0.55	28.8%	0.62	20.2%	0.89
Medical Assistance	\$8,322,781	7.8%	10.7%	0.73	8.6%	0.91	8.6%	0.91	4.1%	1.93
Commercial	\$18,321,708	17.3%	14.8%	1.17	10.0%	1.73	13.1%	1.32	17.9%	0.97
Charity Care	\$699,751	0.7%	1.0%	0.67	0.9%	0.74	1.0%	0.66	0.5%	1.34
Bad Debt	\$2,214,301	2.1%	1.1%	1.97	1.2%	1.68	1.5%	1.41	1.7%	1.20
All Other	\$1,613,756	1.5%	1.9%	0.79	1.6%	0.98	1.9%	0.79	0.4%	4.12
Total Deductions	\$50,139,701	47.2%	62.4%	0.76	54.7%	0.86	54.9%	0.86	44.7%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.6%	6.3%	0.72	4.1%	1.12	6.2%	0.74	3.3%	1.38
Net Gains/Losses as % of Net Income		41.2%	12.7%	3.25	48.3%	0.85	20.5%	2.01	8.1%	5.11
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$23,065,644	39.5%	44.7%	0.88	53.1%	0.75	50.7%	0.78	41.0%	0.96
Supplies & Services	\$31,416,268	53.9%	47.9%	1.12	40.3%	1.34	40.1%	1.34	51.6%	1.04
Capital Component	\$3,853,106	6.6%	7.4%	0.90	6.6%	1.00	9.2%	0.71	7.4%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.7%	8.9%	0.08	6.5%	0.11	4.7%	0.15	6.4%	0.11
Total Hospital Net Income (%)		1.2%	10.1%	0.11	11.8%	0.10	5.8%	0.20	6.9%	0.17
Return on Equity (%)		1.3%	7.6%	0.17	8.3%	0.15	5.1%	0.25	7.4%	0.17
Current Ratio		2.8	5.6	0.49	3.7	0.76	4.9	0.57	3.3	0.83
Days in Net Patient Accounts Receivable		42.6	51.4	0.83	54.8	0.78	51.9	0.82	45.5	0.94
Average Payment Period		44.1	41.5	1.06	56.1	0.79	33.7	1.31	40.2	1.10
Equity Financing (%)		64.6%	73.6%	0.88	76.5%	0.84	70.2%	0.92	63.6%	1.02
Long-Term Debt to Equity Ratio		0.3	0.2	1.88	0.2	2.05	0.4	0.81	0.3	0.90
Times Interest Earned		2.7	14.1	0.19	26.4	0.10	4.7	0.57	11.0	0.25
Total Asset Turnover		1.1	0.7	1.47	0.7	1.65	0.9	1.26	1.1	1.02
Average Age of Plant (Years)		6.5	9.3	0.70	10.3	0.64	7.5	0.87	5.9	1.11
Increase (Decrease) Total Net Patient Revenue		2.3%	3.6%	0.63	14.9%	0.15	2.8%	0.80	6.1%	0.37
Outpatient Gross Revenue (% of Total GPR)		86.0%	60.9%	1.41	67.9%	1.27	75.7%	1.14	85.3%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,701		\$15,675	0.75	\$13,969	0.84	\$12,189	0.96	\$11,593	1.01
Inpatient Net Revenue per Day	\$4,119		\$3,540	1.16	\$3,407	1.21	\$3,423	1.20	\$4,083	1.01
Outpatient Net Revenue per Visit	\$505		\$654	0.77	\$718	0.70	\$558	0.91	\$546	0.93

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$106,184,516	Cash & Cash Equivalents	\$11,033,913	Current Liabilities	\$6,653,164
Less Deductions	\$50,139,701	Net Patient Receivables	\$6,534,244	Long-Term Debt	\$10,865,122
Net Patient Revenue	\$56,044,815	Other Receivables	\$83,225	Other Liabilities	\$1,568,517
Plus Other Revenue	\$2,691,197			Subtotal	\$19,086,803
Total Revenue	\$58,736,012	Land, Buildings & Equipment (Net)	\$23,794,258	Unrestricted Fund Balance	\$34,847,992
Less Expenses	\$58,335,018	Other Assets	\$12,489,155	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$280,795			Total Liabilities & Fund Balance	\$53,934,795
Net Income	\$681,789	Total Assets	\$53,934,795		



**098 ProHealth Oconomowoc Memorial Hospital**  
 791 Summit Avenue  
 Oconomowoc, WI 53066  
 262-569-9400

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Waukesha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	41.5%	55.4%	0.75	52.9%	0.78	38.8%	1.07	43.1%	0.96
Obstetrics	0.0%	38.4%	N/A	30.5%	N/A	31.2%	N/A	23.6%	0.00
Pediatrics	14.7%	55.4%	0.27	10.4%	1.42	14.1%	1.04	0.0%	N/A
Total Hospital	36.6%	56.3%	0.65	48.2%	0.76	40.5%	0.90	39.6%	0.92
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	14.5	26.5	0.55	35.0	0.42	10.1	1.43	15.1	0.96
Obstetrics	0.0	5.0	N/A	5.7	N/A	2.1	N/A	2.8	0.00
Pediatrics	1.8	1.4	1.23	0.3	5.36	0.1	1.23	0.0	N/A
Total Hospital	21.2	48.3	0.44	55.0	0.39	15.5	1.37	23.0	0.92
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.9	0.64	3.6	0.70	2.9	0.84	2.6	0.97
Obstetrics	0.0	2.6	N/A	2.3	N/A	2.3	N/A	2.3	0.00
Pediatrics	2.1	3.5	0.60	2.3	0.90	2.1	1.00	0.0	N/A
Total Hospital	2.7	4.3	0.62	3.9	0.69	3.0	0.89	2.8	0.95
<b>Surgical Operations</b>									
Inpatient	1,029	1,408	0.73	1,426	0.72	502	2.05	1,050	0.98
Outpatient	1,462	4,098	0.36	3,666	0.40	2,146	0.68	1,469	1.00
Inpatient as % of All Surgeries	41.3%	25.6%	1.62	28.0%	1.48	19.0%	2.18	41.7%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	57,225	132,001	0.43	147,718	0.39	53,087	1.08	56,728	1.01
Emergency Visits	12,019	17,964	0.67	23,681	0.51	13,724	0.88	12,464	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.9	N/A	19.1	N/A	11.1	N/A	0.0	N/A
Nurses, Licensed	90.8	244.4	0.37	263.5	0.34	104.4	0.87	96.9	0.94
Ancillary Nursing Personnel	15.9	40.0	0.40	43.7	0.36	20.7	0.77	14.3	1.11
All Other Personnel	202.6	484.8	0.42	513.5	0.39	226.8	0.89	192.5	1.05
Total FTEs	309.3	788.1	0.39	839.7	0.37	362.9	0.85	303.7	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	15.1	N/A	11.9	N/A	19.8	N/A	0.0	N/A
Nurses, Licensed	150.9	195.2	0.77	164.8	0.92	187.1	0.81	159.3	0.95
Ancillary Nursing Personnel	26.4	32.0	0.83	27.3	0.97	37.1	0.71	23.5	1.12
All Other Personnel	336.8	387.3	0.87	321.1	1.05	406.6	0.83	316.6	1.06
Total FTEs	514.1	629.5	0.82	525.2	0.98	650.6	0.79	499.4	1.03

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	58	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	2,876	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	309
Inpatient Days	7,755			Inpatient Days	0	Newborn Days	644

**098 ProHealth Oconomowoc Memorial Hospital**  
Oconomowoc, WI 53066

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	2	35	2,140	5,304	41.5%	14.5	2.5
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	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
<b>Pediatric, acute</b>	2	12	309	644	14.7%	1.8	2.1
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	11	390	1,807	45.0%	5.0	4.6
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
<b>Subacute care</b>	5	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	0	0	0.0	Surgical Personnel	6	5	7.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	13	10	16.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	6	4.3
Registered Nurses	57	71	89.8	Occupational Therapists	3	2	3.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	0	2	1.0	Physical Therapists	7	5	8.3
Ancillary Nursing Personnel	12	8	15.9	Physical Therapy Assistants/Aides	2	4	4.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	2	2.5
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	37	24	48.5
Health Info Mgmt-Administrators/Technicians	11	0	11.0	All Other Personnel	63	25	75.3
Pharmacy Personnel	7	12	11.0				
Clinical Laboratory Personnel	8	4	10.6				
				<b>Total</b>	<b>229</b>	<b>181</b>	<b>309.3</b>

**098 ProHealth Oconomowoc Memorial Hospital**

Oconomowoc, WI 53066

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$137,284,340	51.8%	44.8%	1.16	48.2%	1.07	48.9%	1.06	49.5%	1.05
Medical Assistance	\$16,329,827	6.2%	14.4%	0.43	10.5%	0.59	11.7%	0.53	8.0%	0.77
Commercial	\$108,679,514	41.0%	36.6%	1.12	38.7%	1.06	35.9%	1.14	41.6%	0.99
All Other	\$2,555,396	1.0%	4.2%	0.23	2.5%	0.39	3.5%	0.28	0.9%	1.03
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$113,520,314	42.9%	32.9%	1.30	37.8%	1.13	35.0%	1.23	38.6%	1.11
Medical Assistance	\$14,155,197	5.3%	10.7%	0.50	8.1%	0.66	8.5%	0.63	6.8%	0.78
Commercial	\$43,737,544	16.5%	14.8%	1.12	16.8%	0.98	12.4%	1.33	17.6%	0.94
Charity Care	\$2,463,342	0.9%	1.0%	0.94	1.0%	0.97	1.4%	0.65	1.0%	0.95
Bad Debt	\$1,772,722	0.7%	1.1%	0.63	1.0%	0.66	1.3%	0.53	0.6%	1.07
All Other	\$217,623	0.1%	1.9%	0.04	1.1%	0.08	1.3%	0.06	0.0%	3.70
Total Deductions	\$175,866,742	66.4%	62.4%	1.06	65.8%	1.01	59.8%	1.11	64.7%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	3.6%	6.3%	0.56	4.3%	0.83	3.3%	1.07	4.8%	0.75	
Net Gains/Losses as % of Net Income	22.1%	12.7%	1.74	N/A	N/A	29.9%	0.74	71.9%	0.31	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$26,509,335	28.4%	44.7%	0.63	39.6%	0.72	47.5%	0.60	29.4%	0.97
Supplies & Services	\$54,313,888	58.1%	47.9%	1.21	51.6%	1.12	42.7%	1.36	56.7%	1.02
Capital Component	\$12,679,807	13.6%	7.4%	1.84	8.7%	1.56	9.8%	1.39	14.0%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)	-1.3%	8.9%	N/A	11.5%	N/A	4.5%	N/A	-0.1%	9.18	
Total Hospital Net Income (%)	-1.7%	10.1%	N/A	10.0%	N/A	6.3%	N/A	-0.5%	3.31	
Return on Equity (%)	-1.3%	7.6%	N/A	6.2%	N/A	4.0%	N/A	-0.4%	3.56	
Current Ratio	2.4	5.6	0.43	8.9	0.27	5.4	0.45	2.6	0.93	
Days in Net Patient Accounts Receivable	47.6	51.4	0.93	48.8	0.98	50.1	0.95	46.1	1.03	
Average Payment Period	27.2	41.5	0.66	42.8	0.64	41.4	0.66	32.8	0.83	
Equity Financing (%)	2.3%	73.6%	0.03	80.2%	0.03	67.6%	0.03	3.4%	0.66	
Long-Term Debt to Equity Ratio	36.4	0.2	219.89	0.1	333.15	0.3	109.29	22.0	1.65	
Times Interest Earned	0.6	14.1	0.04	13.9	0.04	4.4	0.13	0.9	0.66	
Total Asset Turnover	0.8	0.7	1.05	0.6	1.23	0.6	1.24	0.7	1.08	
Average Age of Plant (Years)	17.2	9.3	1.86	8.9	1.94	9.4	1.82	16.7	1.03	
Increase (Decrease) Total Net Patient Revenue	-0.4%	3.6%	N/A	1.8%	N/A	0.5%	N/A	-7.0%	0.05	
Outpatient Gross Revenue (% of Total GPR)	60.4%	60.9%	0.99	63.2%	0.96	71.6%	0.84	59.5%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,864	\$15,675	0.82	\$12,886	1.00	\$10,854	1.19	\$13,231	0.97	
Inpatient Net Revenue per Day	\$4,253	\$3,540	1.20	\$3,088	1.38	\$3,395	1.25	\$4,360	0.98	
Outpatient Net Revenue per Visit	\$776	\$654	1.19	\$646	1.20	\$743	1.04	\$746	1.04	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$264,849,077	Cash & Cash Equivalents	\$184,251	Current Liabilities	\$6,448,043
Less Deductions	\$175,866,742	Net Patient Receivables	\$11,614,733	Long-Term Debt	\$97,913,213
Net Patient Revenue	\$88,982,335	Other Receivables	\$89,227	Other Liabilities	\$11,755,129
Plus Other Revenue	\$3,304,906			Subtotal	\$116,116,385
Total Revenue	\$92,287,241	Land, Buildings & Equipment (Net)	\$80,848,558	Unrestricted Fund Balance	\$2,690,179
Less Expenses	\$93,503,030	Other Assets	\$26,069,795	Restricted Fund Balance	\$1,218,648
Non-Operating Gains/Losses	-\$344,292			Total Liabilities & Fund Balance	\$118,806,564
Net Income	-\$1,560,081	Total Assets	\$118,806,564		

**306 Bellin Health Oconto Hospital**  
 820 Arbutus Avenue  
 Oconto, WI 54153  
 920-835-1100

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Oconto  
 Analysis Area: Northeastern (4)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	10.1%	55.4%	0.18	49.3%	0.21	38.8%	0.26	8.6%	1.17
Obstetrics	0.0%	38.4%	N/A	36.0%	N/A	31.2%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	10.1%	56.3%	0.18	48.0%	0.21	40.5%	0.25	8.6%	1.17
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.0	26.5	0.04	23.1	0.04	10.1	0.10	0.9	1.17
Obstetrics	0.0	5.0	N/A	4.4	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	1.0	48.3	0.02	40.6	0.02	15.5	0.07	0.9	1.17
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.9	0.64	3.5	0.72	2.9	0.85	2.5	0.98
Obstetrics	0.0	2.6	N/A	2.5	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.3	N/A	2.1	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.58	3.6	0.69	3.0	0.82	2.1	1.18
<b>Surgical Operations</b>									
Inpatient	7	1,408	0.00	1,238	0.01	502	0.01	13	0.54
Outpatient	280	4,098	0.07	4,498	0.06	2,146	0.13	402	0.70
Inpatient as % of All Surgeries	2.4%	25.6%	0.10	21.6%	0.11	19.0%	0.13	3.1%	0.78
<b>Outpatient Visits</b>									
Non-Emergency Visits	15,005	132,001	0.11	188,046	0.08	53,087	0.28	13,679	1.10
Emergency Visits	3,643	17,964	0.20	19,336	0.19	13,724	0.27	3,022	1.21
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.1	18.9	0.48	17.5	0.52	11.1	0.83	2.6	3.57
Nurses, Licensed	75.4	244.4	0.31	253.8	0.30	104.4	0.72	28.5	2.65
Ancillary Nursing Personnel	11.9	40.0	0.30	33.6	0.35	20.7	0.58	0.0	N/A
All Other Personnel	108.8	484.8	0.22	503.6	0.22	226.8	0.48	39.9	2.73
Total FTEs	205.3	788.1	0.26	808.6	0.25	362.9	0.57	71.0	2.89
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	20.7	15.1	1.37	12.8	1.62	19.8	1.04	12.9	1.60
Nurses, Licensed	171.1	195.2	0.88	186.1	0.92	187.1	0.91	144.0	1.19
Ancillary Nursing Personnel	27.0	32.0	0.85	24.7	1.10	37.1	0.73	0.0	N/A
All Other Personnel	246.8	387.3	0.64	369.2	0.67	406.6	0.61	201.8	1.22
Total FTEs	465.7	629.5	0.74	592.8	0.79	650.6	0.72	358.7	1.30

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	10	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	0
Discharges	148	Preferred Provider Organization (PPO)	Yes	Discharges	25	Total Births	0
Inpatient Days	370			Inpatient Days	137	Newborn Days	0

**306 Bellin Health Oconto Hospital**  
Oconto, WI 54153

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	2	10	148	370	10.1%	1.0	2.5
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	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	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>	4	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	5	5	9.1	Surgical Personnel	1	4	3.4
Physicians & Dentists	10	12	13.5	Radiological Services Personnel	7	7	10.3
Medical & Dental Residents	0	0	0.0	Sonographers	3	1	3.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	22	31	41.1	Occupational Therapists	0	5	0.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	15	12	23.9	Physical Therapists	3	6	5.6
Ancillary Nursing Personnel	6	8	11.9	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	3	9	8.6	Recreational Therapists	0	0	0.0
Physician Assistants	3	12	7.9	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	5	8	8.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	1	1.5	Social Workers	1	1	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	8	5.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	19	29	37.9
Pharmacy Personnel	1	3	2.5				
Clinical Laboratory Personnel	7	2	8.5				
				<b>Total</b>	<b>114</b>	<b>164</b>	<b>205.3</b>

**306 Bellin Health Oconto Hospital**

Oconto, WI 54153

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$25,912,688	42.7%	44.8%	0.95	46.0%	0.93	48.9%	0.87	41.3%	1.03
Medical Assistance	\$9,096,176	15.0%	14.4%	1.04	12.0%	1.25	11.7%	1.28	13.7%	1.09
Commercial	\$23,024,122	38.0%	36.6%	1.04	38.7%	0.98	35.9%	1.06	41.6%	0.91
All Other	\$2,592,400	4.3%	4.2%	1.01	3.2%	1.34	3.5%	1.24	3.4%	1.28
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$12,505,225	20.6%	32.9%	0.63	33.6%	0.61	35.0%	0.59	19.2%	1.07
Medical Assistance	\$5,971,218	9.8%	10.7%	0.92	9.0%	1.09	8.5%	1.16	8.0%	1.23
Commercial	\$8,232,091	13.6%	14.8%	0.92	15.8%	0.86	12.4%	1.10	11.1%	1.22
Charity Care	\$366,012	0.6%	1.0%	0.61	0.9%	0.66	1.4%	0.42	0.8%	0.74
Bad Debt	\$1,017,690	1.7%	1.1%	1.59	0.8%	1.99	1.3%	1.32	2.3%	0.74
All Other	\$817,199	1.3%	1.9%	0.70	1.9%	0.71	1.3%	1.02	0.4%	3.16
Total Deductions	\$28,909,435	47.7%	62.4%	0.76	62.1%	0.77	59.8%	0.80	41.8%	1.14
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.0%	6.3%	0.15	3.8%	0.26	3.3%	0.29	1.2%	0.83	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	20.8%	N/A	29.9%	N/A	0.0%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$18,245,133	50.8%	44.7%	1.14	46.9%	1.08	47.5%	1.07	45.0%	1.13
Supplies & Services	\$11,817,315	32.9%	47.9%	0.69	45.3%	0.73	42.7%	0.77	38.1%	0.86
Capital Component	\$5,840,996	16.3%	7.4%	2.21	7.7%	2.10	9.8%	1.66	17.0%	0.96
<b>Fiscal Statistics</b>										
Operating Margin (%)	-12.1%	8.9%	N/A	11.6%	N/A	4.5%	N/A	22.6%	N/A	
Total Hospital Net Income (%)	-12.1%	10.1%	N/A	14.2%	N/A	6.3%	N/A	22.6%	N/A	
Return on Equity (%)	-8.7%	7.6%	N/A	9.8%	N/A	4.0%	N/A	16.1%	N/A	
Current Ratio	3.5	5.6	0.61	4.5	0.77	5.4	0.65	4.2	0.82	
Days in Net Patient Accounts Receivable	83.5	51.4	1.63	51.4	1.62	50.1	1.66	42.2	1.98	
Average Payment Period	29.8	41.5	0.72	55.6	0.54	41.4	0.72	50.3	0.59	
Equity Financing (%)	18.6%	73.6%	0.25	73.0%	0.25	67.6%	0.28	46.0%	0.40	
Long-Term Debt to Equity Ratio	3.8	0.2	22.91	0.2	18.97	0.3	11.38	1.0	3.86	
Times Interest Earned	-5.6	14.1	N/A	59.3	N/A	4.4	N/A	9.6	N/A	
Total Asset Turnover	0.7	0.7	0.97	0.7	1.08	0.6	1.15	0.7	1.01	
Average Age of Plant (Years)	4.9	9.3	0.53	10.2	0.48	9.4	0.52	6.0	0.82	
Increase (Decrease) Total Net Patient Revenue	72.4%	3.6%	19.96	4.9%	14.74	0.5%	137.71	-0.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	97.7%	60.9%	1.60	69.2%	1.41	71.6%	1.36	93.7%	1.04	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,107	\$15,675	0.64	\$13,057	0.77	\$10,854	0.93	\$11,004	0.92	
Inpatient Net Revenue per Day	\$3,435	\$3,540	0.97	\$3,477	0.99	\$3,395	1.01	\$3,181	1.08	
Outpatient Net Revenue per Visit	\$1,660	\$654	2.54	\$534	3.11	\$743	2.23	\$1,029	1.61	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$60,625,386	Cash & Cash Equivalents	\$1,439,306	Current Liabilities	\$2,749,630
Less Deductions	\$28,909,435	Net Patient Receivables	\$7,255,371	Long-Term Debt	\$31,262,845
Net Patient Revenue	\$31,715,951	Other Receivables	\$175,000	Other Liabilities	\$2,032,756
Plus Other Revenue	\$309,312			Subtotal	\$36,045,231
Total Revenue	\$32,025,263	Land, Buildings & Equipment (Net)	\$33,544,733	Unrestricted Fund Balance	\$8,245,688
Less Expenses	\$35,903,444	Other Assets	\$1,876,509	Restricted Fund Balance	\$122,893
Non-Operating Gains/Losses	\$2,916			Total Liabilities & Fund Balance	\$44,290,919
Net Income	-\$3,875,265	Total Assets	\$44,290,919		

**101 St Clare Memorial Hospital**  
 855 South Main Street  
 Oconto Falls, WI 54154  
 920-846-3444

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Oconto  
 Analysis Area: Northeastern (4)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	16.0%	55.4%	0.29	49.3%	0.32	19.8%	0.81	58.0%	0.28
Obstetrics	0.0%	38.4%	N/A	36.0%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	16.0%	56.3%	0.28	48.0%	0.33	23.2%	0.69	58.9%	0.27
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.2	26.5	0.12	23.1	0.14	3.3	0.96	4.1	0.79
Obstetrics	0.0	5.0	N/A	4.4	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.2	48.3	0.07	40.6	0.08	4.7	0.68	4.1	0.78
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.69	3.5	0.78	3.0	0.89	2.7	0.99
Obstetrics	0.0	2.6	N/A	2.5	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.3	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.7	4.3	0.62	3.6	0.75	2.9	0.93	3.8	0.72
<b>Surgical Operations</b>									
Inpatient	125	1,408	0.09	1,238	0.10	249	0.50	113	1.11
Outpatient	664	4,098	0.16	4,498	0.15	1,286	0.52	588	1.13
Inpatient as % of All Surgeries	15.8%	25.6%	0.62	21.6%	0.73	16.2%	0.98	16.1%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	14,529	132,001	0.11	188,046	0.08	24,580	0.59	18,125	0.80
Emergency Visits	4,544	17,964	0.25	19,336	0.23	4,890	0.93	4,757	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.9	0.21	17.5	0.23	5.9	0.68	4.0	1.00
Nurses, Licensed	39.4	244.4	0.16	253.8	0.16	42.0	0.94	41.8	0.94
Ancillary Nursing Personnel	0.9	40.0	0.02	33.6	0.03	8.1	0.11	6.9	0.13
All Other Personnel	71.8	484.8	0.15	503.6	0.14	98.5	0.73	92.7	0.77
Total FTEs	116.1	788.1	0.15	808.6	0.14	154.4	0.75	145.3	0.80
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	20.6	15.1	1.37	12.8	1.61	32.0	0.64	16.8	1.22
Nurses, Licensed	202.6	195.2	1.04	186.1	1.09	227.6	0.89	175.6	1.15
Ancillary Nursing Personnel	4.8	32.0	0.15	24.7	0.19	43.9	0.11	29.1	0.16
All Other Personnel	369.7	387.3	0.95	369.2	1.00	534.3	0.69	389.7	0.95
Total FTEs	597.7	629.5	0.95	592.8	1.01	837.8	0.71	611.3	0.98

**Total Hospital:**  
 Beds Set Up & Staffed 20  
 Discharges 432  
 Inpatient Days 1,168

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 2  
 Discharges 68  
 Inpatient Days 509

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

**101 St Clare Memorial Hospital**  
Oconto Falls, WI 54154

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	20	432	1,168	16.0%	3.2	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	4	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	4	0	4.0	Surgical Personnel	1	3	2.3
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	6	6.0
Medical & Dental Residents	0	0	0.0	Sonographers	2	1	2.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	2	3.1
Registered Nurses	5	32	28.4	Occupational Therapists	1	1	1.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	1	2	2.5
Ancillary Nursing Personnel	0	4	0.9	Physical Therapy Assistants/Aides	1	2	1.9
Medical Assistants	2	1	2.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.8	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	7	0	7.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	1	1.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	15	10	20.2
Pharmacy Personnel	12	4	14.6				
Clinical Laboratory Personnel	8	4	10.6				
				<b>Total</b>	<b>68</b>	<b>74</b>	<b>116.1</b>



**101 St Clare Memorial Hospital**

Oconto Falls, WI 54154

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$30,485,901	54.0%	44.8%	1.21	46.0%	1.17	45.4%	1.19	50.4%	1.07
Medical Assistance	\$7,390,942	13.1%	14.4%	0.91	12.0%	1.09	11.2%	1.16	14.5%	0.90
Commercial	\$16,929,141	30.0%	36.6%	0.82	38.7%	0.77	40.6%	0.74	32.0%	0.94
All Other	\$1,658,458	2.9%	4.2%	0.70	3.2%	0.92	2.8%	1.04	3.1%	0.96
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$20,669,199	36.6%	32.9%	1.11	33.6%	1.09	26.7%	1.37	27.9%	1.31
Medical Assistance	\$5,024,123	8.9%	10.7%	0.83	9.0%	0.99	7.8%	1.14	8.4%	1.06
Commercial	\$6,731,640	11.9%	14.8%	0.81	15.8%	0.75	13.1%	0.91	10.2%	1.17
Charity Care	\$730,048	1.3%	1.0%	1.31	0.9%	1.41	0.5%	2.56	1.2%	1.07
Bad Debt	\$295,743	0.5%	1.1%	0.50	0.8%	0.62	1.6%	0.33	0.8%	0.66
All Other	\$1,225,093	2.2%	1.9%	1.13	1.9%	1.14	1.0%	2.14	1.8%	1.18
Total Deductions	\$34,675,846	61.4%	62.4%	0.98	62.1%	0.99	50.8%	1.21	50.4%	1.22
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	21.1%	6.3%	3.33		3.8%	5.59	3.0%	7.16	20.5%	1.03
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		20.8%	N/A	4.4%	N/A	31.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$12,454,692	38.1%	44.7%	0.85	46.9%	0.81	48.1%	0.79	37.2%	1.03
Supplies & Services	\$18,307,058	56.1%	47.9%	1.17	45.3%	1.24	43.6%	1.28	54.9%	1.02
Capital Component	\$1,898,925	5.8%	7.4%	0.79	7.7%	0.75	8.2%	0.71	7.9%	0.73
<b>Fiscal Statistics</b>										
Operating Margin (%)	-18.2%	8.9%	N/A		11.6%	N/A	14.0%	N/A	-0.8%	21.61
Total Hospital Net Income (%)	-15.8%	10.1%	N/A		14.2%	N/A	14.5%	N/A	-1.2%	12.88
Return on Equity (%)	-24.4%	7.6%	N/A		9.8%	N/A	12.9%	N/A	-1.9%	12.84
Current Ratio	0.9	5.6	0.15		4.5	0.19	3.6	0.24	2.3	0.37
Days in Net Patient Accounts Receivable	45.0	51.4	0.88		51.4	0.88	54.9	0.82	56.0	0.80
Average Payment Period	100.5	41.5	2.42		55.6	1.81	53.8	1.87	37.6	2.67
Equity Financing (%)	12.6%	73.6%	0.17		73.0%	0.17	59.1%	0.21	49.2%	0.26
Long-Term Debt to Equity Ratio	3.1	0.2	18.74		0.2	15.52	0.5	6.77	0.7	4.31
Times Interest Earned	-25.4	14.1	N/A		59.3	N/A	14.4	N/A	-0.9	28.89
Total Asset Turnover	1.5	0.7	2.03		0.7	2.25	0.9	1.71	1.6	0.97
Average Age of Plant (Years)	12.7	9.3	1.37		10.2	1.25	9.3	1.36	9.0	1.42
Increase (Decrease) Total Net Patient Revenue	-16.8%	3.6%	N/A		4.9%	N/A	4.3%	N/A	-5.4%	3.10
Outpatient Gross Revenue (% of Total GPR)	83.4%	60.9%	1.37		69.2%	1.20	74.3%	1.12	79.2%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,883	\$15,675	0.57		\$13,057	0.68	\$14,111	0.63	\$12,149	0.73
Inpatient Net Revenue per Day	\$2,550	\$3,540	0.72		\$3,477	0.73	\$4,070	0.63	\$2,267	1.12
Outpatient Net Revenue per Visit	\$922	\$654	1.41		\$534	1.73	\$801	1.15	\$914	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$56,464,442	Cash & Cash Equivalents	\$1,407,234	Current Liabilities	\$8,659,219
Less Deductions	\$34,675,846	Net Patient Receivables	\$2,686,689	Long-Term Debt	\$7,138,000
Net Patient Revenue	\$21,788,596	Other Receivables	\$1,068,674	Other Liabilities	\$204,594
Plus Other Revenue	\$5,835,145			Subtotal	\$16,001,813
Total Revenue	\$27,623,741	Land, Buildings & Equipment (Net)	\$9,792,732	Unrestricted Fund Balance	\$2,301,337
Less Expenses	\$32,660,675	Other Assets	\$3,347,821	Restricted Fund Balance	\$299,994
Non-Operating Gains/Losses	\$577,709			Total Liabilities & Fund Balance	\$18,303,150
Net Income	-\$4,459,225	Total Assets	\$18,303,150		

**102 Osceola Medical Center**  
 2600 65th Avenue, PO Box 218  
 Osceola, WI 54020  
 715-294-2111

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

County: Polk  
 Analysis Area: West Central (5A)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	21.8%	55.4%	0.39	42.7%	0.51	19.8%	1.10	21.5%	1.01
Obstetrics	0.0%	38.4%	N/A	30.0%	0.02	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.0%	56.3%	0.44	43.6%	0.57	23.2%	1.08	24.3%	1.03
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.1	26.5	0.12	11.7	0.26	3.3	0.92	3.0	1.01
Obstetrics	0.6	5.0	0.12	2.1	0.28	0.5	1.11	0.5	1.11
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.8	48.3	0.08	18.6	0.20	4.7	0.80	3.6	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.9	0.95	3.7	0.98	3.0	1.21	3.9	0.95
Obstetrics	2.2	2.6	0.86	2.4	0.93	2.2	1.00	2.4	0.93
Pediatrics	0.0	3.5	N/A	1.9	N/A	3.1	N/A	0.0	N/A
Total Hospital	3.2	4.3	0.75	3.9	0.83	2.9	1.11	3.4	0.94
<b>Surgical Operations</b>									
Inpatient	74	1,408	0.05	496	0.15	249	0.30	101	0.73
Outpatient	453	4,098	0.11	1,861	0.24	1,286	0.35	458	0.99
Inpatient as % of All Surgeries	14.0%	25.6%	0.55	21.1%	0.67	16.2%	0.86	18.1%	0.78
<b>Outpatient Visits</b>									
Non-Emergency Visits	14,613	132,001	0.11	70,369	0.21	24,580	0.59	13,850	1.06
Emergency Visits	3,192	17,964	0.18	8,210	0.39	4,890	0.65	2,465	1.29
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	11.1	0.27	5.9	0.51	3.0	1.00
Nurses, Licensed	47.3	244.4	0.19	121.7	0.39	42.0	1.13	44.8	1.06
Ancillary Nursing Personnel	8.4	40.0	0.21	18.3	0.46	8.1	1.04	8.4	1.00
All Other Personnel	156.9	484.8	0.32	252.8	0.62	98.5	1.59	163.6	0.96
Total FTEs	215.7	788.1	0.27	404.0	0.53	154.4	1.40	219.8	0.98
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	11.5	15.1	0.76	19.3	0.60	32.0	0.36	13.7	0.84
Nurses, Licensed	181.7	195.2	0.93	211.1	0.86	227.6	0.80	204.0	0.89
Ancillary Nursing Personnel	32.5	32.0	1.02	31.8	1.02	43.9	0.74	38.4	0.85
All Other Personnel	603.4	387.3	1.56	438.4	1.38	534.3	1.13	745.7	0.81
Total FTEs	829.1	629.5	1.32	700.6	1.18	837.8	0.99	1,001.8	0.83

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	15	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	3
Discharges	422	Preferred Provider Organization (PPO)	Yes	Discharges	38	Total Births	94
Inpatient Days	1,371			Inpatient Days	273	Newborn Days	181

**102 Osceola Medical Center**  
Osceola, WI 54020

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	2	14	303	1,116	21.8%	3.1	3.7
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	0	97	215	0.0%	0.6	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	1	19	40	11.0%	0.1	2.1
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	3	0	3.0	Surgical Personnel	2	1	2.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	5	5	7.8
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	1	1.6
Registered Nurses	29	15	38.5	Occupational Therapists	0	1	0.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	5	5	8.7	Physical Therapists	3	1	3.5
Ancillary Nursing Personnel	5	5	8.4	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	14	2	15.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	3	1	3.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	31	15.7
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	62	23	74.2
Pharmacy Personnel	7	7	11.0				
Clinical Laboratory Personnel	8	1	8.9				
				<b>Total</b>	<b>166</b>	<b>100</b>	<b>215.7</b>

**102 Osceola Medical Center**  
Osceola, WI 54020

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	2 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$18,694,609	30.0%	44.8%	0.67	49.2%	0.61	45.4%	0.66	31.6%	0.95
Medical Assistance	\$6,957,393	11.2%	14.4%	0.78	12.0%	0.93	11.2%	0.99	11.1%	1.01
Commercial	\$35,736,162	57.4%	36.6%	1.57	35.1%	1.63	40.6%	1.41	55.7%	1.03
All Other	\$921,250	1.5%	4.2%	0.35	3.7%	0.40	2.8%	0.52	1.6%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$9,792,405	15.7%	32.9%	0.48	32.5%	0.48	26.7%	0.59	15.8%	0.99
Medical Assistance	\$4,932,572	7.9%	10.7%	0.74	8.6%	0.92	7.8%	1.01	6.9%	1.15
Commercial	\$12,526,443	20.1%	14.8%	1.36	10.0%	2.02	13.1%	1.53	20.1%	1.00
Charity Care	\$412,004	0.7%	1.0%	0.67	0.9%	0.74	0.5%	1.31	0.5%	1.41
Bad Debt	\$838,580	1.3%	1.1%	1.27	1.2%	1.08	1.6%	0.85	1.0%	1.28
All Other	\$691,431	1.1%	1.9%	0.58	1.6%	0.72	1.0%	1.09	1.4%	0.80
Total Deductions	\$29,193,435	46.9%	62.4%	0.75	54.7%	0.86	50.8%	0.92	45.7%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	6.3%	0.37	4.1%	0.57	3.0%	0.79	2.7%	0.85
Net Gains/Losses as % of Net Income		55.9%	12.7%	4.41	48.3%	1.16	4.4%	12.63	195.1%	0.29
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$14,479,855	43.1%	44.7%	0.96	53.1%	0.81	48.1%	0.89	44.0%	0.98
Supplies & Services	\$16,446,592	48.9%	47.9%	1.02	40.3%	1.21	43.6%	1.12	46.9%	1.04
Capital Component	\$2,707,001	8.0%	7.4%	1.09	6.6%	1.21	8.2%	0.98	9.2%	0.88
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.8%	8.9%	0.09	6.5%	0.12	14.0%	0.06	-0.7%	N/A
Total Hospital Net Income (%)		1.8%	10.1%	0.18	11.8%	0.15	14.5%	0.12	0.7%	2.52
Return on Equity (%)		1.4%	7.6%	0.19	8.3%	0.17	12.9%	0.11	0.6%	2.56
Current Ratio		3.9	5.6	0.68	3.7	1.06	3.6	1.07	3.9	0.99
Days in Net Patient Accounts Receivable		45.5	51.4	0.88	54.8	0.83	54.9	0.83	46.8	0.97
Average Payment Period		58.7	41.5	1.41	56.1	1.04	53.8	1.09	55.9	1.05
Equity Financing (%)		53.2%	73.6%	0.72	76.5%	0.70	59.1%	0.90	51.2%	1.04
Long-Term Debt to Equity Ratio		0.7	0.2	3.97	0.2	4.33	0.5	1.44	0.7	0.89
Times Interest Earned		2.0	14.1	0.14	26.4	0.07	14.4	0.14	1.3	1.57
Total Asset Turnover		0.8	0.7	1.05	0.7	1.18	0.9	0.88	0.8	1.02
Average Age of Plant (Years)		9.7	9.3	1.04	10.3	0.94	9.3	1.03	8.4	1.15
Increase (Decrease) Total Net Patient Revenue		1.8%	3.6%	0.49	14.9%	0.12	4.3%	0.42	0.9%	2.03
Outpatient Gross Revenue (% of Total GPR)		85.4%	60.9%	1.40	67.9%	1.26	74.3%	1.15	83.4%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,567		\$15,675	0.48	\$13,969	0.54	\$14,111	0.54	\$10,837	0.70
Inpatient Net Revenue per Day	\$2,104		\$3,540	0.59	\$3,407	0.62	\$4,070	0.52	\$2,767	0.76
Outpatient Net Revenue per Visit	\$1,711		\$654	2.62	\$718	2.38	\$801	2.14	\$1,748	0.98

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$62,309,414	Cash & Cash Equivalents	\$14,664,339	Current Liabilities	\$5,129,200
Less Deductions	\$29,193,435	Net Patient Receivables	\$4,123,914	Long-Term Debt	\$15,277,185
Net Patient Revenue	\$33,115,979	Other Receivables	\$4,575	Other Liabilities	\$0
Plus Other Revenue	\$789,718			Subtotal	\$20,406,385
Total Revenue	\$33,905,697	Land, Buildings & Equipment (Net)	\$21,562,277	Unrestricted Fund Balance	\$23,224,490
Less Expenses	\$33,633,448	Other Assets	\$3,275,770	Restricted Fund Balance	\$78,534
Non-Operating Gains/Losses	\$344,978			Total Liabilities & Fund Balance	\$43,630,875
Net Income	\$617,227	Total Assets	\$43,630,875		

**103 Ascension NE Wisconsin - Mercy Campus**  
 500 S Oakwood Rd  
 Oshkosh, WI 54904  
 920-223-0501

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Winnebago  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	36.6%	55.4%	0.66	45.8%	0.80	42.3%	0.86	42.4%	0.86
Obstetrics	22.2%	38.4%	0.58	28.4%	0.11	26.5%	0.84	23.9%	0.93
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	35.1%	56.3%	0.62	46.5%	0.75	42.3%	0.83	39.2%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	18.3	26.5	0.69	20.5	0.89	16.0	1.14	21.2	0.86
Obstetrics	3.1	5.0	0.62	4.0	0.78	2.3	1.38	3.4	0.93
Pediatrics	0.0	1.4	N/A	0.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	42.1	48.3	0.87	35.0	1.20	27.2	1.55	47.0	0.90
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.9	0.98	3.5	1.08	3.3	1.15	3.9	0.97
Obstetrics	2.0	2.6	0.78	2.3	0.86	2.2	0.90	2.1	0.96
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.86	3.8	0.98	3.6	1.04	3.7	1.00
<b>Surgical Operations</b>									
Inpatient	1,420	1,408	1.01	1,285	1.11	726	1.96	1,585	0.90
Outpatient	4,936	4,098	1.20	5,974	0.83	2,865	1.72	5,156	0.96
Inpatient as % of All Surgeries	22.3%	25.6%	0.87	17.7%	1.26	20.2%	1.11	23.5%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	106,703	132,001	0.81	121,848	0.88	120,134	0.89	115,452	0.92
Emergency Visits	16,283	17,964	0.91	15,548	1.05	14,406	1.13	17,701	0.92
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.5	18.9	0.13	26.3	0.10	14.0	0.18	5.6	0.46
Nurses, Licensed	153.2	244.4	0.63	187.4	0.82	144.3	1.06	166.4	0.92
Ancillary Nursing Personnel	9.2	40.0	0.23	30.9	0.30	19.5	0.47	41.7	0.22
All Other Personnel	206.4	484.8	0.43	331.4	0.62	331.1	0.62	222.2	0.93
Total FTEs	371.3	788.1	0.47	576.0	0.64	508.9	0.73	435.9	0.85
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	2.3	15.1	0.15	24.4	0.09	14.4	0.16	4.6	0.49
Nurses, Licensed	135.8	195.2	0.70	174.3	0.78	148.1	0.92	138.0	0.98
Ancillary Nursing Personnel	8.1	32.0	0.25	28.7	0.28	20.1	0.41	34.6	0.23
All Other Personnel	183.0	387.3	0.47	308.2	0.59	340.0	0.54	184.2	0.99
Total FTEs	329.2	629.5	0.52	535.6	0.61	522.5	0.63	361.4	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 120  
 Discharges 4,145  
 Inpatient Days 15,382

**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 25  
 Total Births 551  
 Newborn Days 1,186

**103 Ascension NE Wisconsin - Mercy Campus**  
Oshkosh, WI 54904

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	2	50	1,747	6,673	36.6%	18.3	3.8
Orthopedic	1	22	936	2,497	31.1%	6.8	2.7
Rehabilitation & Physical Medicine	1	10	77	1,083	29.7%	3.0	14.1
Hospice	4	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	14	564	1,134	22.2%	3.1	2.0
<b>Psychiatric</b>	1	12	574	2,251	51.4%	6.2	3.9
<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	2	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	12	237	1,744	39.8%	4.8	7.4
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>	5	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	2	1	2.5	Surgical Personnel	16	2	17.5
Physicians & Dentists	0	1	0.8	Radiological Services Personnel	16	19	28.7
Medical & Dental Residents	0	0	0.0	Sonographers	3	1	3.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	4	6.6
Registered Nurses	91	88	150.1	Occupational Therapists	1	2	2.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	1	2	2.1	Physical Therapists	9	5	12.1
Ancillary Nursing Personnel	5	7	9.2	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	3	1	3.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	58	21	70.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	19	11	23.9
Pharmacy Personnel	12	2	13.1				
Clinical Laboratory Personnel	16	4	19.0				
				<b>Total</b>	<b>261</b>	<b>171</b>	<b>371.3</b>

**103 Ascension NE Wisconsin - Mercy Campus**

Oshkosh, WI 54904

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$118,594,714	51.6%	44.8%	1.15	46.1%	1.12	47.9%	1.08	51.8%	1.00
Medical Assistance	\$27,321,819	11.9%	14.4%	0.83	10.9%	1.09	12.0%	0.99	11.7%	1.02
Commercial	\$75,056,692	32.6%	36.6%	0.89	40.7%	0.80	36.4%	0.90	32.4%	1.01
All Other	\$8,971,019	3.9%	4.2%	0.92	2.3%	1.67	3.7%	1.05	4.1%	0.95
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$79,858,051	34.7%	32.9%	1.05	31.7%	1.09	33.3%	1.04	34.1%	1.02
Medical Assistance	\$17,766,151	7.7%	10.7%	0.72	7.8%	0.98	8.7%	0.88	7.4%	1.04
Commercial	\$27,265,317	11.9%	14.8%	0.80	14.4%	0.82	14.8%	0.80	10.0%	1.19
Charity Care	\$1,083,770	0.5%	1.0%	0.48	0.6%	0.77	0.9%	0.54	0.1%	4.59
Bad Debt	\$3,598,936	1.6%	1.1%	1.48	1.5%	1.05	1.0%	1.59	1.0%	1.61
All Other	\$7,825,044	3.4%	1.9%	1.78	1.5%	2.22	1.9%	1.77	3.7%	0.91
Total Deductions	\$137,397,269	59.8%	62.4%	0.96	57.6%	1.04	60.6%	0.99	56.3%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.0%	6.3%	0.63	1.9%	2.13	4.1%	0.98	4.6%	0.87
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	10.2%	N/A	11.9%	N/A	4.5%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$31,354,949	34.1%	44.7%	0.76	44.4%	0.77	46.3%	0.74	46.5%	0.73
Supplies & Services	\$53,818,763	58.6%	47.9%	1.22	43.1%	1.36	46.1%	1.27	45.4%	1.29
Capital Component	\$6,732,206	7.3%	7.4%	0.99	12.5%	0.59	7.6%	0.97	8.1%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.6%	8.9%	0.52	10.0%	0.47	8.9%	0.52	7.9%	0.59
Total Hospital Net Income (%)		4.3%	10.1%	0.43	11.0%	0.39	10.0%	0.43	8.3%	0.52
Return on Equity (%)		3.8%	7.6%	0.50	10.2%	0.37	6.7%	0.57	7.3%	0.52
Current Ratio		2.6	5.6	0.46	5.8	0.45	6.0	0.43	1.5	1.71
Days in Net Patient Accounts Receivable		51.1	51.4	0.99	55.7	0.92	54.8	0.93	49.3	1.04
Average Payment Period		32.2	41.5	0.78	25.7	1.25	42.8	0.75	37.9	0.85
Equity Financing (%)		62.5%	73.6%	0.85	72.7%	0.86	78.1%	0.80	71.2%	0.88
Long-Term Debt to Equity Ratio		0.4	0.2	2.23	0.2	1.70	0.1	2.47	0.3	1.29
Times Interest Earned		5.6	14.1	0.40	11.0	0.51	18.4	0.31	15.9	0.35
Total Asset Turnover		0.9	0.7	1.20	0.9	0.97	0.7	1.35	0.9	1.01
Average Age of Plant (Years)		3.6	9.3	0.38	5.9	0.60	9.0	0.40	2.3	1.57
Increase (Decrease) Total Net Patient Revenue		-8.5%	3.6%	N/A	1.9%	N/A	2.6%	N/A	0.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		62.6%	60.9%	1.03	67.5%	0.93	71.9%	0.87	61.3%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,164	\$15,675	0.65	\$12,173	0.83	\$11,179	0.91	\$10,681	0.95
Inpatient Net Revenue per Day		\$2,739	\$3,540	0.77	\$3,180	0.86	\$3,101	0.88	\$2,884	0.95
Outpatient Net Revenue per Visit		\$439	\$654	0.67	\$551	0.80	\$561	0.78	\$437	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$229,944,244	Cash & Cash Equivalents	-\$122,977	Current Liabilities	\$7,611,096
Less Deductions	\$137,397,269	Net Patient Receivables	\$12,948,669	Long-Term Debt	\$24,996,338
Net Patient Revenue	\$92,546,975	Other Receivables	\$58,742	Other Liabilities	\$7,987,449
Plus Other Revenue	\$3,838,527			Subtotal	\$40,594,883
Total Revenue	\$96,385,502	Land, Buildings & Equipment (Net)	\$85,425,959	Unrestricted Fund Balance	\$67,645,243
Less Expenses	\$91,905,918	Other Assets	\$9,929,733	Restricted Fund Balance	\$713,921
Non-Operating Gains/Losses	-\$339,913			Total Liabilities & Fund Balance	\$108,240,126
Net Income	\$4,139,671	Total Assets	\$108,240,126		

**303 Aurora Medical Center in Oshkosh**  
 855 N Westhaven Drive  
 Oshkosh, WI 54904  
 920-456-6000

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

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	52.9%	55.4%	0.95	45.8%	1.16	58.7%	0.90	48.8%	1.09
Obstetrics	32.6%	38.4%	0.85	28.4%	0.14	36.5%	0.89	31.6%	1.03
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	51.5%	56.3%	0.91	46.5%	1.11	58.0%	0.89	47.6%	1.08
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	21.7	26.5	0.82	20.5	1.06	38.4	0.57	20.0	1.09
Obstetrics	3.9	5.0	0.78	4.0	0.98	7.1	0.55	3.8	1.03
Pediatrics	0.0	1.4	N/A	0.2	N/A	5.4	N/A	0.0	N/A
Total Hospital	31.4	48.3	0.65	35.0	0.90	79.6	0.39	29.0	1.08
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.80	3.5	0.88	3.8	0.82	3.1	1.01
Obstetrics	2.2	2.6	0.85	2.3	0.94	2.5	0.87	2.2	1.02
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.70	3.8	0.81	4.4	0.70	3.1	0.98
<b>Surgical Operations</b>									
Inpatient	1,148	1,408	0.82	1,285	0.89	1,955	0.59	1,010	1.14
Outpatient	4,611	4,098	1.13	5,974	0.77	5,493	0.84	4,120	1.12
Inpatient as % of All Surgeries	19.9%	25.6%	0.78	17.7%	1.13	26.2%	0.76	19.7%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	133,834	132,001	1.01	121,848	1.10	208,790	0.64	118,367	1.13
Emergency Visits	20,539	17,964	1.14	15,548	1.32	31,589	0.65	19,164	1.07
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.0	18.9	0.79	26.3	0.57	28.7	0.52	12.0	1.25
Nurses, Licensed	312.5	244.4	1.28	187.4	1.67	343.5	0.91	202.5	1.54
Ancillary Nursing Personnel	38.3	40.0	0.96	30.9	1.24	56.6	0.68	24.9	1.54
All Other Personnel	669.9	484.8	1.38	331.4	2.02	642.7	1.04	299.9	2.23
Total FTEs	1,035.7	788.1	1.31	576.0	1.80	1,071.5	0.97	539.3	1.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	11.1	15.1	0.73	24.4	0.45	14.6	0.76	9.9	1.13
Nurses, Licensed	231.1	195.2	1.18	174.3	1.33	174.3	1.33	166.3	1.39
Ancillary Nursing Personnel	28.3	32.0	0.88	28.7	0.98	28.7	0.99	20.4	1.39
All Other Personnel	495.3	387.3	1.28	308.2	1.61	326.0	1.52	246.2	2.01
Total FTEs	765.7	629.5	1.22	535.6	1.43	543.5	1.41	442.7	1.73

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	61	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	3,776	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	646
Inpatient Days	11,467			Inpatient Days	0	Newborn Days	1,596



**303 Aurora Medical Center in Oshkosh**  
Oshkosh, WI 54904

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	41	2,532	7,922	52.9%	21.7	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	12	651	1,427	32.6%	3.9	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	5	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	8	382	2,118	72.5%	5.8	5.5
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
<b>Subacute care</b>	5	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	15	0	15.0	Surgical Personnel	19	5	21.5
Physicians & Dentists	52	20	57.4	Radiological Services Personnel	29	31	48.2
Medical & Dental Residents	0	0	0.0	Sonographers	6	7	11.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	3	12.4
Registered Nurses	204	124	276.6	Occupational Therapists	6	3	7.5
Certified Nurse Midwives	4	0	4.0	Occupational Therapy Assistants/Aides	0	2	0.9
Licensed Practical Nurses	0	0	0.0	Physical Therapists	19	9	23.5
Ancillary Nursing Personnel	19	39	38.3	Physical Therapy Assistants/Aides	3	5	7.1
Medical Assistants	46	19	60.3	Recreational Therapists	0	0	0.0
Physician Assistants	12	0	12.0	Dietitians & Nutritionists	0	3	2.1
Nurse Practitioners	23	1	23.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	7	3	8.3	Social Workers	3	6	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	105	73	148.3
Health Info Mgmt-Administrators/Technicians	30	5	32.9	All Other Personnel	148	58	182.6
Pharmacy Personnel	14	5	16.0				
Clinical Laboratory Personnel	15	8	20.6				
				<b>Total</b>	<b>790</b>	<b>429</b>	<b>1,035.7</b>

**303 Aurora Medical Center in Oshkosh**

Oshkosh, WI 54904

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area <sup>3</sup>		Volume Group <sup>6</sup>		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$186,784,686	43.2%	44.8%	0.97	46.1%	0.94	40.7%	1.06	41.9%	1.03
Medical Assistance	\$45,805,872	10.6%	14.4%	0.74	10.9%	0.97	19.9%	0.53	12.3%	0.86
Commercial	\$186,083,034	43.0%	36.6%	1.17	40.7%	1.06	35.3%	1.22	43.1%	1.00
All Other	\$13,652,294	3.2%	4.2%	0.75	2.3%	1.36	4.1%	0.77	2.8%	1.15
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$146,221,747	33.8%	32.9%	1.03	31.7%	1.07	30.5%	1.11	32.8%	1.03
Medical Assistance	\$35,886,011	8.3%	10.7%	0.77	7.8%	1.06	14.4%	0.58	9.5%	0.87
Commercial	\$80,007,979	18.5%	14.8%	1.25	14.4%	1.28	13.0%	1.43	18.0%	1.03
Charity Care	\$5,514,469	1.3%	1.0%	1.29	0.6%	2.08	1.0%	1.24	1.3%	1.01
Bad Debt	\$4,731,758	1.1%	1.1%	1.04	1.5%	0.73	1.0%	1.06	0.9%	1.27
All Other	\$6,211,248	1.4%	1.9%	0.75	1.5%	0.94	2.2%	0.64	1.2%	1.24
Total Deductions	\$278,573,212	64.4%	62.4%	1.03	57.6%	1.12	62.2%	1.04	63.7%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.5%		6.3%	0.08	1.9%	0.28	9.8%	0.05	0.6%	0.93
Net Gains/Losses as % of Net Income	N/A		12.7%	N/A	10.2%	N/A	4.7%	N/A	0.2%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$45,289,610	35.9%	44.7%	0.80	44.4%	0.81	42.9%	0.84	37.3%	0.96
Supplies & Services	\$74,178,430	58.8%	47.9%	1.23	43.1%	1.36	48.6%	1.21	59.5%	0.99
Capital Component	\$6,792,984	5.4%	7.4%	0.73	12.5%	0.43	8.5%	0.63	3.2%	1.69
<b>Fiscal Statistics</b>										
Operating Margin (%)		18.3%	8.9%	2.05	10.0%	1.84	13.6%	1.35	23.2%	0.79
Total Hospital Net Income (%)		18.3%	10.1%	1.81	11.0%	1.67	14.1%	1.29	23.3%	0.78
Return on Equity (%)		10.0%	7.6%	1.31	10.2%	0.97	10.4%	0.96	12.8%	0.78
Current Ratio		25.7	5.6	4.55	5.8	4.42	6.4	3.99	23.3	1.10
Days in Net Patient Accounts Receivable		53.2	51.4	1.04	55.7	0.96	47.5	1.12	61.3	0.87
Average Payment Period		25.1	41.5	0.60	25.7	0.98	36.9	0.68	27.6	0.91
Equity Financing (%)		97.1%	73.6%	1.32	72.7%	1.33	68.5%	1.42	96.9%	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		0.0	14.1	N/A	11.0	N/A	17.7	N/A	0.0	N/A
Total Asset Turnover		0.5	0.7	0.74	0.9	0.59	0.7	0.75	0.5	0.99
Average Age of Plant (Years)		7.9	9.3	0.85	5.9	1.33	7.9	1.01	18.7	0.42
Increase (Decrease) Total Net Patient Revenue		10.7%	3.6%	2.95	1.9%	5.78	2.0%	5.35	11.6%	0.93
Outpatient Gross Revenue (% of Total GPR)		74.6%	60.9%	1.23	67.5%	1.11	59.1%	1.26	74.2%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,986		\$15,675	0.76	\$12,173	0.98	\$14,805	0.81	\$12,043	1.00
Inpatient Net Revenue per Day	\$3,615		\$3,540	1.02	\$3,180	1.14	\$3,359	1.08	\$3,609	1.00
Outpatient Net Revenue per Visit	\$733		\$654	1.12	\$551	1.33	\$542	1.35	\$732	1.00

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$432,325,886	Cash & Cash Equivalents	\$187,943,570	Current Liabilities	\$8,269,306
Less Deductions	\$278,573,212	Net Patient Receivables	\$22,413,743	Long-Term Debt	\$0
Net Patient Revenue	\$153,752,674	Other Receivables	\$364,780	Other Liabilities	\$83,631
Plus Other Revenue	\$798,497			Subtotal	\$8,352,937
Total Revenue	\$154,551,171	Land, Buildings & Equipment (Net)	\$69,397,080	Unrestricted Fund Balance	\$274,813,169
Less Expenses	\$126,261,024	Other Assets	\$3,046,933	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$89,281			Total Liabilities & Fund Balance	\$283,166,106
Net Income	\$28,200,866	Total Assets	\$283,166,106		

**104 Mayo Clinic Health System - Oakridge in Osseo**  
 13025 Eighth Street, PO Box 70  
 Osseo, WI 54758  
 715-597-3121

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

County: Trempealeau  
 Analysis Area: Southwestern (5B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	7.6%	55.4%	0.14	49.4%	0.15	11.3%	0.67	6.8%	1.12
Obstetrics	0.0%	38.4%	N/A	56.6%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	29.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	7.6%	56.3%	0.14	56.0%	0.14	17.4%	0.44	6.8%	1.12
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.2	26.5	0.05	15.5	0.08	1.8	0.67	1.2	1.00
Obstetrics	0.0	5.0	N/A	3.5	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.2	48.3	0.03	28.8	0.04	2.9	0.43	1.2	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.9	0.73	4.0	0.72	2.9	0.97	3.6	0.80
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.6	N/A	2.9	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.66	4.5	0.64	4.0	0.72	3.6	0.80
<b>Surgical Operations</b>									
Inpatient	0	1,408	N/A	938	N/A	116	N/A	0	N/A
Outpatient	0	4,098	N/A	2,728	N/A	1,063	N/A	0	N/A
Inpatient as % of All Surgeries	0.0%	25.6%	N/A	25.6%	N/A	9.8%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	24,946	132,001	0.19	92,956	0.27	20,790	1.20	24,323	1.03
Emergency Visits	2,251	17,964	0.13	13,295	0.17	2,393	0.94	2,145	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	8.3	0.36	3.2	0.95	3.0	1.00
Nurses, Licensed	50.1	244.4	0.20	167.9	0.30	79.1	0.63	51.4	0.97
Ancillary Nursing Personnel	11.3	40.0	0.28	24.9	0.45	11.1	1.02	17.7	0.64
All Other Personnel	79.6	484.8	0.16	382.3	0.21	112.6	0.71	94.8	0.84
Total FTEs	143.9	788.1	0.18	583.5	0.25	205.9	0.70	166.9	0.86
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	68.9	15.1	4.56	7.9	8.71	24.4	2.82	71.5	0.96
Nurses, Licensed	1,149.5	195.2	5.89	159.8	7.19	608.9	1.89	1,225.8	0.94
Ancillary Nursing Personnel	258.8	32.0	8.10	23.7	10.94	85.1	3.04	420.7	0.62
All Other Personnel	1,826.7	387.3	4.72	363.8	5.02	866.4	2.11	2,259.2	0.81
Total FTEs	3,303.9	629.5	5.25	555.1	5.95	1,584.8	2.08	3,977.2	0.83

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	16	Health Maintenance Organization (HMO)	Yes	Average Beds Used	8	Bassinets	0
Discharges	156	Preferred Provider Organization (PPO)	Yes	Discharges	174	Total Births	0
Inpatient Days	445			Inpatient Days	2,748	Newborn Days	0

**104 Mayo Clinic Health System - Oakridge in Osseo**  
Osseo, WI 54758

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	16	156	445	7.6%	1.2	2.9
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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	2	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	3	0	3.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	6	26	8.5	Radiological Services Personnel	2	7	6.2
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	7	7.3
Registered Nurses	22	23	38.6	Occupational Therapists	2	1	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.5
Licensed Practical Nurses	2	8	6.9	Physical Therapists	3	2	4.6
Ancillary Nursing Personnel	3	15	11.3	Physical Therapy Assistants/Aides	2	4	3.0
Medical Assistants	0	3	1.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	4	4.3	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	3	3	4.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	9	7.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	18	11	23.2
Pharmacy Personnel	0	1	0.5				
Clinical Laboratory Personnel	7	6	11.3				
				<b>Total</b>	<b>84</b>	<b>131</b>	<b>143.9</b>

**104 Mayo Clinic Health System - Oakridge in Osseo**

Osseo, WI 54758

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$21,194,502	55.0%	44.8%	1.23	45.7%	1.20	42.6%	1.29	52.7%	1.04
Medical Assistance	\$3,944,502	10.2%	14.4%	0.71	10.6%	0.96	12.7%	0.80	11.1%	0.93
Commercial	\$11,928,137	31.0%	36.6%	0.85	37.7%	0.82	40.5%	0.76	30.7%	1.01
All Other	\$1,448,230	3.8%	4.2%	0.89	5.9%	0.64	4.2%	0.90	5.5%	0.68
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$8,342,615	21.7%	32.9%	0.66	33.8%	0.64	20.7%	1.05	14.2%	1.52
Medical Assistance	\$2,369,365	6.2%	10.7%	0.57	8.9%	0.69	7.9%	0.78	6.6%	0.94
Commercial	\$3,044,118	7.9%	14.8%	0.53	13.6%	0.58	11.6%	0.68	6.2%	1.27
Charity Care	\$1,655,303	4.3%	1.0%	4.35	0.7%	6.40	0.9%	4.96	4.2%	1.02
Bad Debt	\$841,095	2.2%	1.1%	2.07	1.3%	1.67	2.0%	1.09	2.4%	0.90
All Other	\$404,071	1.0%	1.9%	0.55	4.0%	0.26	1.5%	0.71	1.3%	0.78
Total Deductions	\$16,656,567	43.2%	62.4%	0.69	62.3%	0.69	44.6%	0.97	35.0%	1.24
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	6.5%	6.3%	1.03	20.5%	0.32	3.9%	1.66	4.7%	1.39	
Net Gains/Losses as % of Net Income	8.8%	12.7%	0.69	6.0%	1.47	1.9%	4.69	1.0%	8.47	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$14,883,250	65.0%	44.7%	1.45	56.6%	1.15	51.0%	1.27	64.2%	1.01
Supplies & Services	\$6,988,086	30.5%	47.9%	0.64	38.6%	0.79	42.2%	0.72	30.2%	1.01
Capital Component	\$1,031,425	4.5%	7.4%	0.61	4.9%	0.93	6.8%	0.66	5.5%	0.81
<b>Fiscal Statistics</b>										
Operating Margin (%)	2.1%	8.9%	0.23	8.3%	0.25	6.0%	0.35	6.6%	0.31	
Total Hospital Net Income (%)	2.3%	10.1%	0.22	8.7%	0.26	6.1%	0.37	6.7%	0.34	
Return on Equity (%)	2.4%	7.6%	0.31	7.3%	0.32	8.8%	0.27	7.4%	0.32	
Current Ratio	14.6	5.6	2.59	12.8	1.15	2.8	5.30	10.7	1.37	
Days in Net Patient Accounts Receivable	49.6	51.4	0.97	67.7	0.73	58.0	0.86	63.9	0.78	
Average Payment Period	13.1	41.5	0.32	24.3	0.54	45.2	0.29	15.8	0.83	
Equity Financing (%)	85.9%	73.6%	1.17	90.3%	0.95	56.7%	1.51	83.5%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.0	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	120.1	14.1	8.53	51.2	2.34	9.6	12.54	1,338.7	0.09	
Total Asset Turnover	1.0	0.7	1.40	0.8	1.26	1.5	0.71	1.1	0.94	
Average Age of Plant (Years)	11.0	9.3	1.19	9.3	1.19	9.2	1.20	8.4	1.32	
Increase (Decrease) Total Net Patient Revenue	-8.4%	3.6%	N/A	-3.9%	2.16	3.4%	N/A	5.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	72.3%	60.9%	1.19	74.2%	0.97	76.0%	0.95	70.6%	1.02	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$23,752	\$15,675	1.52	\$16,231	1.46	\$19,283	1.23	\$28,760	0.83	
Inpatient Net Revenue per Day	\$2,260	\$3,540	0.64	\$3,609	0.63	\$2,854	0.79	\$2,255	1.00	
Outpatient Net Revenue per Visit	\$513	\$654	0.79	\$891	0.58	\$720	0.71	\$549	0.94	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,515,371	Cash & Cash Equivalents	\$7,342,422	Current Liabilities	\$788,005
Less Deductions	\$16,656,567	Net Patient Receivables	\$2,971,551	Long-Term Debt	\$0
Net Patient Revenue	\$21,858,804	Other Receivables	\$4,400	Other Liabilities	\$2,369,484
Plus Other Revenue	\$1,525,447			Subtotal	\$3,157,489
Total Revenue	\$23,384,251	Land, Buildings & Equipment (Net)	\$10,861,711	Unrestricted Fund Balance	\$19,293,501
Less Expenses	\$22,902,761	Other Assets	\$1,270,906	Restricted Fund Balance	\$32,684
Non-Operating Gains/Losses	\$46,222			Total Liabilities & Fund Balance	\$22,450,990
Net Income	\$527,712	Total Assets	\$22,450,990		

**106 Flambeau Hospital**  
 98 Sherry Avenue, PO Box 310  
 Park Falls, WI 54552  
 715-762-7505

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

County: Price  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	17.8%	55.4%	0.32	20.9%	0.85	19.8%	0.90	19.8%	0.90
Obstetrics	0.0%	38.4%	N/A	19.4%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	17.5%	56.3%	0.31	22.7%	0.77	23.2%	0.75	19.0%	0.92
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.9	26.5	0.15	4.0	0.97	3.3	1.17	4.4	0.90
Obstetrics	0.0	5.0	N/A	0.7	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.4	48.3	0.09	5.5	0.80	4.7	0.93	4.7	0.92
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.9	0.64	2.9	0.86	3.0	0.82	2.9	0.87
Obstetrics	0.0	2.6	N/A	2.2	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.65	3.1	0.93	2.9	0.97	2.8	1.00
<b>Surgical Operations</b>									
Inpatient	3	1,408	0.00	57	0.05	249	0.01	4	0.75
Outpatient	626	4,098	0.15	963	0.65	1,286	0.49	675	0.93
Inpatient as % of All Surgeries	0.5%	25.6%	0.02	5.6%	0.09	16.2%	0.03	0.6%	0.81
<b>Outpatient Visits</b>									
Non-Emergency Visits	22,192	132,001	0.17	18,612	1.19	24,580	0.90	22,139	1.00
Emergency Visits	5,014	17,964	0.28	7,144	0.70	4,890	1.03	5,175	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	18.9	0.37	3.9	1.81	5.9	1.19	6.0	1.17
Nurses, Licensed	41.8	244.4	0.17	55.2	0.76	42.0	1.00	38.0	1.10
Ancillary Nursing Personnel	25.5	40.0	0.64	9.0	2.84	8.1	3.15	20.7	1.23
All Other Personnel	115.0	484.8	0.24	137.0	0.84	98.5	1.17	111.5	1.03
Total FTEs	189.3	788.1	0.24	205.0	0.92	154.4	1.23	176.2	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	28.8	15.1	1.91	11.1	2.60	32.0	0.90	22.4	1.28
Nurses, Licensed	172.3	195.2	0.88	158.7	1.09	227.6	0.76	142.2	1.21
Ancillary Nursing Personnel	104.9	32.0	3.28	25.8	4.06	43.9	2.39	77.6	1.35
All Other Personnel	473.6	387.3	1.22	394.2	1.20	534.3	0.89	417.0	1.14
Total FTEs	779.6	629.5	1.24	589.9	1.32	837.8	0.93	659.2	1.18

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 566  
 Inpatient Days 1,598

**Contract with:**  
 Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) No

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 12  
 Inpatient Days 38

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

**106 Flambeau Hospital**  
Park Falls, WI 54552

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	22	571	1,427	17.8%	3.9	2.5
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	3	68	171	15.6%	0.5	2.5
Step-Down (Special Care)	2	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
<b>Subacute care</b>	2	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	7	0	7.0	Surgical Personnel	1	1	1.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	0	8.0
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	1	2.5
Registered Nurses	17	40	41.8	Occupational Therapists	2	1	2.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.8
Licensed Practical Nurses	0	0	0.0	Physical Therapists	2	1	2.2
Ancillary Nursing Personnel	14	18	25.5	Physical Therapy Assistants/Aides	1	1	1.8
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	2	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	23	5.2
Health Info Mgmt-Administrators/Technicians	6	4	8.4	All Other Personnel	44	23	59.4
Pharmacy Personnel	5	1	5.2				
Clinical Laboratory Personnel	12	3	12.9				
				<b>Total</b>	<b>124</b>	<b>121</b>	<b>189.3</b>

**106 Flambeau Hospital**  
Park Falls, WI 54552

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>7</sup>	Ratio	Value <sup>2</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$23,639,456	62.0%	44.8%	1.38	48.8%	1.27	45.4%	1.37	62.6%	0.99
Medical Assistance	\$4,314,712	11.3%	14.4%	0.79	18.2%	0.62	11.2%	1.01	10.8%	1.05
Commercial	\$7,720,430	20.2%	36.6%	0.55	29.1%	0.70	40.6%	0.50	20.6%	0.98
All Other	\$2,457,132	6.4%	4.2%	1.53	3.9%	1.63	2.8%	2.27	5.9%	1.09
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$11,707,198	30.7%	32.9%	0.93	27.1%	1.13	26.7%	1.15	31.0%	0.99
Medical Assistance	\$2,650,012	6.9%	10.7%	0.65	11.3%	0.61	7.8%	0.89	6.9%	1.01
Commercial	\$673,196	1.8%	14.8%	0.12	4.4%	0.40	13.1%	0.13	1.6%	1.12
Charity Care	\$322,486	0.8%	1.0%	0.86	0.8%	1.02	0.5%	1.67	0.5%	1.56
Bad Debt	\$652,212	1.7%	1.1%	1.62	2.2%	0.79	1.6%	1.08	1.5%	1.16
All Other	\$830,187	2.2%	1.9%	1.14	1.0%	2.18	1.0%	2.14	2.1%	1.02
Total Deductions	\$16,835,291	44.2%	62.4%	0.71	46.8%	0.94	50.8%	0.87	43.5%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.7%	6.3%	0.43	1.4%	1.94	3.0%	0.92	3.0%	0.90	
Net Gains/Losses as % of Net Income	104.5%	12.7%	8.24	29.4%	3.55	4.4%	23.60	43.6%	2.40	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$12,378,117	56.6%	44.7%	1.26	53.0%	1.07	48.1%	1.18	55.8%	1.01
Supplies & Services	\$8,238,211	37.7%	47.9%	0.79	39.2%	0.96	43.6%	0.86	37.9%	0.99
Capital Component	\$1,255,684	5.7%	7.4%	0.78	7.8%	0.74	8.2%	0.70	6.3%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)	0.1%	8.9%	0.01	8.3%	0.01	14.0%	0.01	3.7%	0.02	
Total Hospital Net Income (%)	-1.7%	10.1%	N/A	11.3%	N/A	14.5%	N/A	6.3%	N/A	
Return on Equity (%)	-2.4%	7.6%	N/A	7.2%	N/A	12.9%	N/A	8.9%	N/A	
Current Ratio	3.8	5.6	0.67	5.9	0.63	3.6	1.05	5.3	0.71	
Days in Net Patient Accounts Receivable	37.0	51.4	0.72	53.6	0.69	54.9	0.67	39.1	0.95	
Average Payment Period	34.9	41.5	0.84	50.0	0.70	53.8	0.65	30.0	1.16	
Equity Financing (%)	78.1%	73.6%	1.06	77.1%	1.01	59.1%	1.32	74.2%	1.05	
Long-Term Debt to Equity Ratio	0.1	0.2	0.76	0.2	0.68	0.5	0.27	0.2	0.61	
Times Interest Earned	-3.0	14.1	N/A	15.0	N/A	14.4	N/A	12.6	N/A	
Total Asset Turnover	1.5	0.7	1.96	0.6	2.35	0.9	1.64	1.4	1.06	
Average Age of Plant (Years)	16.3	9.3	1.75	9.9	1.65	9.3	1.74	14.4	1.13	
Increase (Decrease) Total Net Patient Revenue	-1.7%	3.6%	N/A	8.8%	N/A	4.3%	N/A	3.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.1%	60.9%	1.35	83.8%	0.98	74.3%	1.10	82.2%	1.00	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,888	\$15,675	0.57	\$11,112	0.80	\$14,111	0.63	\$8,152	1.09	
Inpatient Net Revenue per Day	\$3,125	\$3,540	0.88	\$2,936	1.06	\$4,070	0.77	\$2,765	1.13	
Outpatient Net Revenue per Visit	\$620	\$654	0.95	\$1,072	0.58	\$801	0.77	\$629	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$38,131,730	Cash & Cash Equivalents	\$4,990,094	Current Liabilities	\$1,989,356
Less Deductions	\$16,835,291	Net Patient Receivables	\$2,160,378	Long-Term Debt	\$1,471,458
Net Patient Revenue	\$21,296,439	Other Receivables	\$0	Other Liabilities	-\$156,397
Plus Other Revenue	\$591,457			Subtotal	\$3,304,417
Total Revenue	\$21,887,896	Land, Buildings & Equipment (Net)	\$7,149,962	Unrestricted Fund Balance	\$11,764,940
Less Expenses	\$21,872,012	Other Assets	\$768,923	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$371,362			Total Liabilities & Fund Balance	\$15,069,357
Net Income	-\$355,478	Total Assets	\$15,069,357		



**108 Southwest Health**  
 1400 East Side Road  
 Platteville, WI 53818  
 608-348-2331

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

County: Grant  
 Analysis Area: Southern (1)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	31.5%	55.4%	0.57	57.1%	0.55	46.2%	0.68	28.9%	1.09
Obstetrics	19.1%	38.4%	0.50	41.6%	0.02	22.2%	0.86	20.5%	0.93
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	37.2%	56.3%	0.66	58.9%	0.63	43.7%	0.85	38.1%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.3	26.5	0.24	24.0	0.26	8.0	0.79	5.8	1.09
Obstetrics	1.0	5.0	0.19	4.7	0.20	1.0	1.00	1.0	0.93
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.0	48.3	0.27	50.8	0.26	10.5	1.24	13.3	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.9	0.90	3.9	0.91	3.3	1.08	3.5	1.00
Obstetrics	2.0	2.6	0.79	2.7	0.76	2.1	0.96	2.1	0.95
Pediatrics	0.0	3.5	N/A	3.5	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.9	4.3	1.13	4.3	1.14	3.4	1.44	5.1	0.95
<b>Surgical Operations</b>									
Inpatient	263	1,408	0.19	2,094	0.13	302	0.87	241	1.09
Outpatient	1,174	4,098	0.29	7,088	0.17	1,304	0.90	1,010	1.16
Inpatient as % of All Surgeries	18.3%	25.6%	0.72	22.8%	0.80	18.8%	0.97	19.3%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	51,883	132,001	0.39	161,897	0.32	63,510	0.82	44,785	1.16
Emergency Visits	6,366	17,964	0.35	17,257	0.37	8,037	0.79	6,756	0.94
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	36.0	18.9	1.91	25.5	1.41	12.6	2.87	33.9	1.06
Nurses, Licensed	87.0	244.4	0.36	290.0	0.30	78.6	1.11	81.0	1.07
Ancillary Nursing Personnel	13.4	40.0	0.34	47.6	0.28	13.9	0.96	10.8	1.24
All Other Personnel	197.9	484.8	0.41	681.8	0.29	187.4	1.06	188.1	1.05
Total FTEs	334.3	788.1	0.42	1,045.0	0.32	292.5	1.14	313.8	1.07
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	59.4	15.1	3.93	20.7	2.87	29.3	2.03	54.0	1.10
Nurses, Licensed	143.5	195.2	0.74	235.4	0.61	183.3	0.78	129.1	1.11
Ancillary Nursing Personnel	22.1	32.0	0.69	38.7	0.57	32.5	0.68	17.3	1.28
All Other Personnel	326.4	387.3	0.84	553.4	0.59	436.8	0.75	299.9	1.09
Total FTEs	551.4	629.5	0.88	848.1	0.65	681.8	0.81	500.3	1.10

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	35	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	5
Discharges	968	Preferred Provider Organization (PPO)	Yes	Discharges	56	Total Births	176
Inpatient Days	4,748			Inpatient Days	463	Newborn Days	294

**108 Southwest Health**  
Platteville, WI 53818

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	2	20	655	2,302	31.5%	6.3	3.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	2	5	172	348	19.1%	1.0	2.0
<b>Psychiatric</b>	1	10	141	2,098	57.5%	5.7	14.9
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	36	0	36.0	Surgical Personnel	5	0	5.0
Physicians & Dentists	15	1	15.6	Radiological Services Personnel	4	4	6.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	1	2.6
Registered Nurses	48	29	66.2	Occupational Therapists	1	1	1.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	9	3	11.2	Physical Therapists	5	2	6.3
Ancillary Nursing Personnel	8	12	13.4	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	10	0	10.0	Recreational Therapists	1	0	1.0
Physician Assistants	4	1	4.2	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	6	2	6.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	0	0	0.0
Health Info Mgmt-Administrators/Technicians	3	1	3.2	All Other Personnel	99	43	122.5
Pharmacy Personnel	5	9	10.9				
Clinical Laboratory Personnel	4	2	5.8				
				<b>Total</b>	<b>270</b>	<b>111</b>	<b>334.3</b>

**108 Southwest Health**

Platteville, WI 53818

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>3</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$46,075,746	43.6%	44.8%	0.97	41.1%	1.06	46.2%	0.94	42.9%	1.02
Medical Assistance	\$14,262,408	13.5%	14.4%	0.94	11.8%	1.15	12.7%	1.06	13.0%	1.04
Commercial	\$43,271,663	40.9%	36.6%	1.12	39.9%	1.02	37.2%	1.10	41.7%	0.98
All Other	\$2,161,344	2.0%	4.2%	0.48	7.2%	0.29	3.9%	0.53	2.4%	0.86
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$24,057,598	22.7%	32.9%	0.69	30.1%	0.76	28.8%	0.79	24.5%	0.93
Medical Assistance	\$10,253,125	9.7%	10.7%	0.90	8.7%	1.11	8.6%	1.13	8.3%	1.16
Commercial	\$16,280,594	15.4%	14.8%	1.04	18.1%	0.85	13.1%	1.18	13.4%	1.15
Charity Care	\$138,115	0.1%	1.0%	0.13	0.9%	0.15	1.0%	0.13	0.3%	0.51
Bad Debt	\$1,742,922	1.6%	1.1%	1.56	1.1%	1.49	1.5%	1.11	1.6%	1.00
All Other	\$713,049	0.7%	1.9%	0.35	3.4%	0.20	1.9%	0.35	0.7%	0.97
Total Deductions	\$53,185,403	50.3%	62.4%	0.81	62.3%	0.81	54.9%	0.92	48.8%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.3%	6.3%	0.68	7.1%	0.61	6.2%	0.69	3.4%	1.27
Net Gains/Losses as % of Net Income		50.2%	12.7%	3.96	48.2%	1.04	20.5%	2.45	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$30,622,718	58.7%	44.7%	1.31	48.0%	1.22	50.7%	1.16	64.4%	0.91
Supplies & Services	\$17,092,993	32.7%	47.9%	0.68	44.6%	0.73	40.1%	0.82	19.7%	1.66
Capital Component	\$4,492,122	8.6%	7.4%	1.17	7.5%	1.15	9.2%	0.93	15.9%	0.54
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.0%	8.9%	0.56	3.0%	1.65	4.7%	1.07	34.4%	0.15
Total Hospital Net Income (%)		9.5%	10.1%	0.94	5.7%	1.68	5.8%	1.65	34.1%	0.28
Return on Equity (%)		5.8%	7.6%	0.76	4.4%	1.32	5.1%	1.14	15.3%	0.38
Current Ratio		2.6	5.6	0.46	2.1	1.25	4.9	0.53	2.2	1.20
Days in Net Patient Accounts Receivable		59.7	51.4	1.16	49.0	1.22	51.9	1.15	87.8	0.68
Average Payment Period		42.0	41.5	1.01	54.8	0.77	33.7	1.24	124.3	0.34
Equity Financing (%)		55.1%	73.6%	0.75	60.8%	0.91	70.2%	0.78	56.3%	0.98
Long-Term Debt to Equity Ratio		0.5	0.2	3.18	0.3	1.72	0.4	1.37	0.5	1.11
Times Interest Earned		8.3	14.1	0.59	5.3	1.55	4.7	1.75	14.3	0.58
Total Asset Turnover		0.6	0.7	0.78	0.8	0.77	0.9	0.67	0.5	1.28
Average Age of Plant (Years)		12.1	9.3	1.31	10.6	1.15	7.5	1.62	13.6	0.89
Increase (Decrease) Total Net Patient Revenue		43.4%	3.6%	11.94	3.3%	13.23	2.8%	15.29	-9.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		78.7%	60.9%	1.29	59.0%	1.33	75.7%	1.04	79.0%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,475		\$15,675	0.80	\$17,327	0.72	\$12,189	1.02	\$5,687	2.19
Inpatient Net Revenue per Day	\$2,439		\$3,540	0.69	\$4,029	0.61	\$3,423	0.71	\$1,071	2.28
Outpatient Net Revenue per Visit	\$711		\$654	1.09	\$588	1.21	\$558	1.27	\$622	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$105,771,161	Cash & Cash Equivalents	\$4,599,621	Current Liabilities	\$5,665,002
Less Deductions	\$53,185,403	Net Patient Receivables	\$8,595,687	Long-Term Debt	\$27,502,792
Net Patient Revenue	\$52,585,758	Other Receivables	\$279,594	Other Liabilities	\$9,478,705
Plus Other Revenue	\$2,364,940			Subtotal	\$42,646,499
Total Revenue	\$54,950,698	Land, Buildings & Equipment (Net)	\$33,790,608	Unrestricted Fund Balance	\$52,240,122
Less Expenses	\$52,207,833	Other Assets	\$47,621,111	Restricted Fund Balance	\$754,991
Non-Operating Gains/Losses	\$2,767,540			Total Liabilities & Fund Balance	\$94,886,621
Net Income	\$5,510,405	Total Assets	\$94,886,621		

**111 Divine Savior Healthcare**  
 2817 New Pinery Road  
 Portage, WI 53901  
 608-742-4131

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Columbia  
 Analysis Area: Southern (1)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	37.0%	55.4%	0.67	57.1%	0.65	42.3%	0.88	29.9%	1.24
Obstetrics	16.7%	38.4%	0.43	41.6%	0.02	26.5%	0.63	20.2%	0.82
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.9%	56.3%	0.60	58.9%	0.58	42.3%	0.80	29.2%	1.16
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	14.1	26.5	0.53	24.0	0.59	16.0	0.88	11.4	1.24
Obstetrics	1.0	5.0	0.20	4.7	0.21	2.3	0.44	1.2	0.82
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	17.0	48.3	0.35	50.8	0.33	27.2	0.62	14.6	1.16
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.79	3.9	0.79	3.3	0.93	3.1	1.00
Obstetrics	1.9	2.6	0.73	2.7	0.70	2.2	0.84	2.0	0.94
Pediatrics	0.0	3.5	N/A	3.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.86	4.3	0.86	3.6	1.04	3.2	1.17
<b>Surgical Operations</b>									
Inpatient	389	1,408	0.28	2,094	0.19	726	0.54	443	0.88
Outpatient	1,614	4,098	0.39	7,088	0.23	2,865	0.56	1,706	0.95
Inpatient as % of All Surgeries	19.4%	25.6%	0.76	22.8%	0.85	20.2%	0.96	20.6%	0.94
<b>Outpatient Visits</b>									
Non-Emergency Visits	144,611	132,001	1.10	161,897	0.89	120,134	1.20	152,505	0.95
Emergency Visits	16,599	17,964	0.92	17,257	0.96	14,406	1.15	16,332	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	32.0	18.9	1.69	25.5	1.26	14.0	2.28	31.0	1.03
Nurses, Licensed	145.0	244.4	0.59	290.0	0.50	144.3	1.01	146.2	0.99
Ancillary Nursing Personnel	18.2	40.0	0.45	47.6	0.38	19.5	0.93	15.9	1.15
All Other Personnel	472.3	484.8	0.97	681.8	0.69	331.1	1.43	478.3	0.99
Total FTEs	667.5	788.1	0.85	1,045.0	0.64	508.9	1.31	671.4	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	36.7	15.1	2.43	20.7	1.77	14.4	2.54	36.5	1.01
Nurses, Licensed	166.2	195.2	0.85	235.4	0.71	148.1	1.12	171.9	0.97
Ancillary Nursing Personnel	20.8	32.0	0.65	38.7	0.54	20.1	1.04	18.6	1.12
All Other Personnel	541.5	387.3	1.40	553.4	0.98	340.0	1.59	562.5	0.96
Total FTEs	765.3	629.5	1.22	848.1	0.90	522.5	1.46	789.6	0.97

**Total Hospital:**  
 Beds Set Up & Staffed 50  
 Discharges 1,673  
 Inpatient Days 6,193

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 2  
 Discharges 3  
 Inpatient Days 17

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 193  
 Newborn Days 365

**111 Divine Savior Healthcare**  
Portage, WI 53901

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	2	38	1,673	5,136	37.0%	14.1	3.1
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	5	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	6	194	365	16.7%	1.0	1.9
<b>Psychiatric</b>	5	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	1	3	128	278	25.4%	0.8	2.2
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	3	246	414	37.8%	1.1	1.7
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
<b>Subacute care</b>	5	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	32	0	32.0	Surgical Personnel	8	1	8.6
Physicians & Dentists	25	0	25.0	Radiological Services Personnel	14	4	16.7
Medical & Dental Residents	0	0	0.0	Sonographers	3	2	4.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	0	11.0
Registered Nurses	100	37	119.7	Occupational Therapists	6	1	6.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	3	4.4
Licensed Practical Nurses	12	3	13.6	Physical Therapists	19	7	22.4
Ancillary Nursing Personnel	14	6	18.2	Physical Therapy Assistants/Aides	11	4	13.2
Medical Assistants	18	3	19.4	Recreational Therapists	0	0	0.0
Physician Assistants	8	3	9.8	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	4	3	5.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	0	6.0	Social Workers	3	0	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	67	22	76.4
Health Info Mgmt-Administrators/Technicians	17	5	19.5	All Other Personnel	183	54	208.5
Pharmacy Personnel	10	1	10.1				
Clinical Laboratory Personnel	9	4	11.0				
				<b>Total</b>	<b>585</b>	<b>163</b>	<b>667.5</b>

**111 Divine Savior Healthcare**

Portage, WI 53901

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>5</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$96,214,672	42.1%	44.8%	0.94	41.1%	1.02	47.9%	0.88	40.2%	1.05
Medical Assistance	\$34,839,976	15.2%	14.4%	1.06	11.8%	1.30	12.0%	1.27	16.3%	0.93
Commercial	\$88,490,838	38.7%	36.6%	1.06	39.9%	0.97	36.4%	1.06	39.2%	0.99
All Other	\$9,221,863	4.0%	4.2%	0.96	7.2%	0.56	3.7%	1.08	4.2%	0.95
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$70,062,043	30.6%	32.9%	0.93	30.1%	1.02	33.3%	0.92	30.0%	1.02
Medical Assistance	\$28,134,667	12.3%	10.7%	1.14	8.7%	1.41	8.7%	1.41	13.1%	0.94
Commercial	\$34,176,001	14.9%	14.8%	1.01	18.1%	0.82	14.8%	1.01	14.8%	1.01
Charity Care	\$455,375	0.2%	1.0%	0.20	0.9%	0.23	0.9%	0.23	0.3%	0.66
Bad Debt	\$5,004,595	2.2%	1.1%	2.07	1.1%	1.98	1.0%	2.22	2.2%	0.98
All Other	\$4,713,632	2.1%	1.9%	1.08	3.4%	0.61	1.9%	1.07	2.0%	1.02
Total Deductions	\$142,546,313	62.3%	62.4%	1.00	62.3%	1.00	60.6%	1.03	62.5%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.9%	6.3%	0.30	7.1%	0.27	4.1%	0.47	1.2%	1.62
Net Gains/Losses as % of Net Income		102.0%	12.7%	8.05	48.2%	2.12	11.9%	8.55	12.8%	7.99
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$55,096,537	62.7%	44.7%	1.40	48.0%	1.31	46.3%	1.35	62.5%	1.00
Supplies & Services	\$26,408,643	30.0%	47.9%	0.63	44.6%	0.67	46.1%	0.65	30.5%	0.99
Capital Component	\$6,414,753	7.3%	7.4%	0.99	7.5%	0.98	7.6%	0.96	7.0%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.0%	8.9%	N/A	3.0%	N/A	8.9%	N/A	2.7%	N/A
Total Hospital Net Income (%)		1.3%	10.1%	0.13	5.7%	0.23	10.0%	0.13	3.0%	0.42
Return on Equity (%)		0.9%	7.6%	0.11	4.4%	0.20	6.7%	0.13	1.9%	0.46
Current Ratio		2.5	5.6	0.45	2.1	1.22	6.0	0.42	2.5	1.03
Days in Net Patient Accounts Receivable		65.3	51.4	1.27	49.0	1.33	54.8	1.19	66.3	0.98
Average Payment Period		51.0	41.5	1.23	54.8	0.93	42.8	1.19	62.2	0.82
Equity Financing (%)		56.7%	73.6%	0.77	60.8%	0.93	78.1%	0.73	54.3%	1.04
Long-Term Debt to Equity Ratio		0.6	0.2	3.53	0.3	1.90	0.1	3.90	0.6	0.91
Times Interest Earned		1.8	14.1	0.13	5.3	0.34	18.4	0.10	2.9	0.63
Total Asset Turnover		0.7	0.7	0.89	0.8	0.88	0.7	1.01	0.6	1.08
Average Age of Plant (Years)		11.3	9.3	1.22	10.6	1.08	9.0	1.27	12.3	0.93
Increase (Decrease) Total Net Patient Revenue		2.4%	3.6%	0.65	3.3%	0.72	2.6%	0.91	5.7%	0.42
Outpatient Gross Revenue (% of Total GPR)		83.9%	60.9%	1.38	59.0%	1.42	71.9%	1.17	84.3%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,042		\$15,675	0.64	\$17,327	0.58	\$11,179	0.90	\$9,825	1.02
Inpatient Net Revenue per Day	\$3,270		\$3,540	0.92	\$4,029	0.81	\$3,101	1.05	\$3,395	0.96
Outpatient Net Revenue per Visit	\$461		\$654	0.70	\$588	0.78	\$561	0.82	\$429	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$228,767,349	Cash & Cash Equivalents	\$2,437,903	Current Liabilities	\$11,593,189
Less Deductions	\$142,546,313	Net Patient Receivables	\$15,425,233	Long-Term Debt	\$43,931,608
Net Patient Revenue	\$86,221,036	Other Receivables	\$446,585	Other Liabilities	\$2,058,678
Plus Other Revenue	\$1,676,170			Subtotal	\$57,583,475
Total Revenue	\$87,897,206	Land, Buildings & Equipment (Net)	\$69,113,282	Unrestricted Fund Balance	\$75,292,926
Less Expenses	\$87,919,933	Other Assets	\$45,453,398	Restricted Fund Balance	\$157,027
Non-Operating Gains/Losses	\$1,171,193			Total Liabilities & Fund Balance	\$132,876,401
Net Income	\$1,148,466	Total Assets	\$132,876,401		

**112 Crossing Rivers Health**  
 37868 US Highway 18  
 Prairie du Chien, WI 53821  
 608-357-2000

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

County: Crawford  
 Analysis Area: Southwestern (5B)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	27.3%	55.4%	0.49	49.4%	0.55	46.2%	0.59	30.1%	0.91
Obstetrics	23.8%	38.4%	0.62	56.6%	0.02	22.2%	1.07	22.5%	1.06
Pediatrics	0.0%	55.4%	N/A	29.0%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	28.2%	56.3%	0.50	56.0%	0.50	43.7%	0.64	29.5%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.7	26.5	0.22	15.5	0.37	8.0	0.72	6.3	0.91
Obstetrics	1.0	5.0	0.19	3.5	0.27	1.0	1.00	0.9	1.06
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.0	48.3	0.15	28.8	0.24	10.5	0.67	7.4	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.77	4.0	0.75	3.3	0.91	3.1	0.95
Obstetrics	2.3	2.6	0.91	2.6	0.90	2.1	1.11	2.5	0.95
Pediatrics	0.0	3.5	N/A	2.6	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.70	4.5	0.67	3.4	0.89	3.1	0.97
<b>Surgical Operations</b>									
Inpatient	103	1,408	0.07	938	0.11	302	0.34	78	1.32
Outpatient	823	4,098	0.20	2,728	0.30	1,304	0.63	804	1.02
Inpatient as % of All Surgeries	11.1%	25.6%	0.43	25.6%	0.43	18.8%	0.59	8.8%	1.26
<b>Outpatient Visits</b>									
Non-Emergency Visits	2,882	132,001	0.02	92,956	0.03	63,510	0.05	2,635	1.09
Emergency Visits	6,191	17,964	0.34	13,295	0.47	8,037	0.77	6,140	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.9	0.05	8.3	0.12	12.6	0.08	1.0	1.00
Nurses, Licensed	95.4	244.4	0.39	167.9	0.57	78.6	1.21	85.8	1.11
Ancillary Nursing Personnel	24.4	40.0	0.61	24.9	0.98	13.9	1.75	25.8	0.95
All Other Personnel	212.5	484.8	0.44	382.3	0.56	187.4	1.13	209.7	1.01
Total FTEs	333.3	788.1	0.42	583.5	0.57	292.5	1.14	322.3	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.2	15.1	0.21	7.9	0.41	29.3	0.11	3.7	0.87
Nurses, Licensed	307.3	195.2	1.57	159.8	1.92	183.3	1.68	317.9	0.97
Ancillary Nursing Personnel	78.5	32.0	2.46	23.7	3.32	32.5	2.42	95.4	0.82
All Other Personnel	684.1	387.3	1.77	363.8	1.88	436.8	1.57	776.9	0.88
Total FTEs	1,073.2	629.5	1.70	555.1	1.93	681.8	1.57	1,193.9	0.90

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	4
Discharges	851	Preferred Provider Organization (PPO)	Yes	Discharges	105	Total Births	143
Inpatient Days	2,569			Inpatient Days	556	Newborn Days	294

**112 Crossing Rivers Health**  
 Prairie du Chien, WI 53821

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	2	21	703	2,093	27.3%	5.7	3.0
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	24	129	0.0%	0.4	5.4
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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	148	347	23.8%	1.0	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	1	0	1.0	Surgical Personnel	3	1	3.2
Physicians & Dentists	5	2	5.9	Radiological Services Personnel	6	4	9.3
Medical & Dental Residents	0	0	0.0	Sonographers	3	2	3.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	10	1	10.8
Registered Nurses	77	15	86.9	Occupational Therapists	2	1	2.8
Certified Nurse Midwives	1	0	1.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	3	4.8
Ancillary Nursing Personnel	18	14	24.4	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	7	0	7.0	Recreational Therapists	1	0	1.0
Physician Assistants	0	1	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	2	6	4.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	4	1	4.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	3	15.0
Health Info Mgmt-Administrators/Technicians	6	0	6.0	All Other Personnel	95	35	117.1
Pharmacy Personnel	4	2	5.3				
Clinical Laboratory Personnel	9	1	9.6				
				<b>Total</b>	<b>279</b>	<b>92</b>	<b>333.3</b>



**112 Crossing Rivers Health**

Prairie du Chien, WI 53821

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$36,556,730	48.3%	44.8%	1.08	45.7%	1.05	46.2%	1.04	49.7%	0.97
Medical Assistance	\$8,195,135	10.8%	14.4%	0.75	10.6%	1.02	12.7%	0.85	10.2%	1.07
Commercial	\$26,824,610	35.4%	36.6%	0.97	37.7%	0.94	37.2%	0.95	33.7%	1.05
All Other	\$4,187,366	5.5%	4.2%	1.31	5.9%	0.94	3.9%	1.43	6.5%	0.86
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$16,693,693	22.0%	32.9%	0.67	33.8%	0.65	28.8%	0.76	22.8%	0.97
Medical Assistance	\$6,033,831	8.0%	10.7%	0.74	8.9%	0.90	8.6%	0.93	7.5%	1.06
Commercial	\$2,677,834	3.5%	14.8%	0.24	13.6%	0.26	13.1%	0.27	3.2%	1.11
Charity Care	\$1,415,300	1.9%	1.0%	1.89	0.7%	2.78	1.0%	1.86	1.9%	0.99
Bad Debt	\$559,101	0.7%	1.1%	0.70	1.3%	0.56	1.5%	0.50	1.9%	0.38
All Other	\$1,537,129	2.0%	1.9%	1.06	4.0%	0.51	1.9%	1.05	2.1%	0.98
Total Deductions	\$28,916,888	38.2%	62.4%	0.61	62.3%	0.61	54.9%	0.70	39.4%	0.97
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	8.7%	6.3%	1.37		20.5%	0.43	6.2%	1.40	9.9%	0.88
Net Gains/Losses as % of Net Income	287.5%	12.7%	22.68		6.0%	48.17	20.5%	14.00	27.6%	10.42
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$30,960,420	59.4%	44.7%	1.33	56.6%	1.05	50.7%	1.17	63.5%	0.94
Supplies & Services	\$14,587,628	28.0%	47.9%	0.58	38.6%	0.73	40.1%	0.70	24.0%	1.17
Capital Component	\$6,536,718	12.6%	7.4%	1.70	4.9%	2.58	9.2%	1.36	12.6%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)	-1.5%	8.9%	N/A		8.3%	N/A	4.7%	N/A	3.4%	N/A
Total Hospital Net Income (%)	0.8%	10.1%	0.08		8.7%	0.09	5.8%	0.13	4.6%	0.17
Return on Equity (%)	0.4%	7.6%	0.06		7.3%	0.06	5.1%	0.09	2.4%	0.18
Current Ratio	2.9	5.6	0.52		12.8	0.23	4.9	0.60	3.9	0.74
Days in Net Patient Accounts Receivable	53.1	51.4	1.03		67.7	0.78	51.9	1.02	57.7	0.92
Average Payment Period	47.4	41.5	1.14		24.3	1.95	33.7	1.41	53.9	0.88
Equity Financing (%)	52.2%	73.6%	0.71		90.3%	0.58	70.2%	0.74	51.7%	1.01
Long-Term Debt to Equity Ratio	0.8	0.2	4.72		0.0	17.92	0.4	2.03	0.8	0.99
Times Interest Earned	1.3	14.1	0.09		51.2	0.03	4.7	0.28	2.8	0.48
Total Asset Turnover	0.5	0.7	0.74		0.8	0.66	0.9	0.63	0.5	1.05
Average Age of Plant (Years)	3.9	9.3	0.41		9.3	0.41	7.5	0.51	2.9	1.31
Increase (Decrease) Total Net Patient Revenue	6.4%	3.6%	1.77		-3.9%	N/A	2.8%	2.27	10.0%	0.64
Outpatient Gross Revenue (% of Total GPR)	77.2%	60.9%	1.27		74.2%	1.04	75.7%	1.02	73.6%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,789	\$15,675	0.88		\$16,231	0.85	\$12,189	1.13	\$14,601	0.94
Inpatient Net Revenue per Day	\$3,943	\$3,540	1.11		\$3,609	1.09	\$3,423	1.15	\$4,058	0.97
Outpatient Net Revenue per Visit	\$3,760	\$654	5.75		\$891	4.22	\$558	6.74	\$3,551	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$75,763,841	Cash & Cash Equivalents	\$6,819,409	Current Liabilities	\$6,199,279
Less Deductions	\$28,916,888	Net Patient Receivables	\$6,816,138	Long-Term Debt	\$38,149,249
Net Patient Revenue	\$46,846,953	Other Receivables	\$173,304	Other Liabilities	\$443,354
Plus Other Revenue	\$4,468,347			Subtotal	\$44,791,882
Total Revenue	\$51,315,300	Land, Buildings & Equipment (Net)	\$46,689,557	Unrestricted Fund Balance	\$48,834,676
Less Expenses	\$52,084,766	Other Assets	\$33,128,150	Restricted Fund Balance	\$620,217
Non-Operating Gains/Losses	\$1,179,862			Total Liabilities & Fund Balance	\$93,626,558
Net Income	\$410,396	Total Assets	\$93,626,558		

**113 Sauk Prairie Healthcare**  
 260 26th Street  
 Prairie du Sac, WI 53578  
 608-643-3311

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

County: Sauk  
 Analysis Area: Southern (1)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	30.0%	55.4%	0.54	57.1%	0.53	38.8%	0.77	31.4%	0.95
Obstetrics	65.6%	38.4%	1.71	41.6%	0.05	31.2%	2.10	59.9%	1.09
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	33.4%	56.3%	0.59	58.9%	0.57	40.5%	0.82	31.7%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.0	26.5	0.34	24.0	0.37	10.1	0.89	9.4	0.95
Obstetrics	2.0	5.0	0.39	4.7	0.42	2.1	0.93	1.8	1.09
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.1	N/A	0.0	N/A
Total Hospital	12.0	48.3	0.25	50.8	0.24	15.5	0.78	11.4	1.06
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.2	3.9	0.55	3.9	0.56	2.9	0.73	2.1	1.02
Obstetrics	2.1	2.6	0.82	2.7	0.79	2.3	0.92	2.1	0.99
Pediatrics	0.0	3.5	N/A	3.5	N/A	2.1	N/A	0.0	N/A
Total Hospital	2.4	4.3	0.54	4.3	0.55	3.0	0.77	2.3	1.03
<b>Surgical Operations</b>									
Inpatient	1,152	1,408	0.82	2,094	0.55	502	2.29	1,139	1.01
Outpatient	3,350	4,098	0.82	7,088	0.47	2,146	1.56	3,199	1.05
Inpatient as % of All Surgeries	25.6%	25.6%	1.00	22.8%	1.12	19.0%	1.35	26.3%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	107,384	132,001	0.81	161,897	0.66	53,087	2.02	104,145	1.03
Emergency Visits	8,299	17,964	0.46	17,257	0.48	13,724	0.60	8,234	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	25.0	18.9	1.32	25.5	0.98	11.1	2.26	27.0	0.93
Nurses, Licensed	111.6	244.4	0.46	290.0	0.38	104.4	1.07	112.6	0.99
Ancillary Nursing Personnel	21.9	40.0	0.55	47.6	0.46	20.7	1.06	29.0	0.75
All Other Personnel	320.4	484.8	0.66	681.8	0.47	226.8	1.41	317.1	1.01
Total FTEs	478.8	788.1	0.61	1,045.0	0.46	362.9	1.32	485.6	0.99
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	59.4	15.1	3.93	20.7	2.87	19.8	2.99	65.6	0.90
Nurses, Licensed	265.0	195.2	1.36	235.4	1.13	187.1	1.42	273.7	0.97
Ancillary Nursing Personnel	51.9	32.0	1.62	38.7	1.34	37.1	1.40	70.4	0.74
All Other Personnel	760.8	387.3	1.96	553.4	1.37	406.6	1.87	770.7	0.99
Total FTEs	1,137.0	629.5	1.81	848.1	1.34	650.6	1.75	1,180.4	0.96

**Total Hospital:**  
 Beds Set Up & Staffed 36  
 Discharges 1,864  
 Inpatient Days 4,393

**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 4  
 Total Births 350  
 Newborn Days 677

**113 Sauk Prairie Healthcare**  
 Prairie du Sac, WI 53578

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	30	1,525	3,283	30.0%	9.0	2.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	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	2	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	3	340	718	65.6%	2.0	2.1
<b>Psychiatric</b>	5	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	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	3	110	392	35.8%	1.1	3.6
Step-Down (Special Care)	2	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
<b>Subacute care</b>	2	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	2	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	25	0	25.0	Surgical Personnel	7	3	9.0
Physicians & Dentists	20	6	21.8	Radiological Services Personnel	15	6	19.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	3	6.4
Registered Nurses	54	75	92.6	Occupational Therapists	1	3	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.0
Licensed Practical Nurses	4	1	4.9	Physical Therapists	5	9	9.8
Ancillary Nursing Personnel	9	31	21.9	Physical Therapy Assistants/Aides	2	5	4.4
Medical Assistants	11	2	12.0	Recreational Therapists	0	0	0.0
Physician Assistants	6	9	11.4	Dietitians & Nutritionists	1	3	1.6
Nurse Practitioners	5	1	5.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	9	2	9.0	Social Workers	0	2	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	24	23.5
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	138	74	175.2
Pharmacy Personnel	7	5	8.8				
Clinical Laboratory Personnel	9	2	10.5				
				<b>Total</b>	<b>347</b>	<b>267</b>	<b>478.8</b>

**113 Sauk Prairie Healthcare**

Prairie du Sac, WI 53578

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>4</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$81,532,486	41.9%	44.8%	0.94	41.1%	1.02	48.9%	0.86	41.8%	1.00
Medical Assistance	\$12,274,374	6.3%	14.4%	0.44	11.8%	0.54	11.7%	0.54	6.7%	0.95
Commercial	\$97,671,570	50.2%	36.6%	1.37	39.9%	1.26	35.9%	1.40	49.8%	1.01
All Other	\$2,975,996	1.5%	4.2%	0.36	7.2%	0.21	3.5%	0.44	1.7%	0.90
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$59,011,476	30.3%	32.9%	0.92	30.1%	1.01	35.0%	0.87	29.6%	1.03
Medical Assistance	\$8,798,346	4.5%	10.7%	0.42	8.7%	0.52	8.5%	0.53	4.7%	0.96
Commercial	\$38,994,124	20.1%	14.8%	1.36	18.1%	1.11	12.4%	1.62	20.0%	1.00
Charity Care	\$1,560,280	0.8%	1.0%	0.81	0.9%	0.91	1.4%	0.56	1.0%	0.78
Bad Debt	\$1,003,740	0.5%	1.1%	0.49	1.1%	0.47	1.3%	0.41	0.0%	10.58
All Other	\$821,274	0.4%	1.9%	0.22	3.4%	0.13	1.3%	0.32	0.5%	0.84
Total Deductions	\$110,189,240	56.7%	62.4%	0.91	62.3%	0.91	59.8%	0.95	55.9%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.2%	6.3%	0.35	7.1%	0.31	3.3%	0.67	2.3%	0.95
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	48.2%	N/A	29.9%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$49,460,048	55.9%	44.7%	1.25	48.0%	1.17	47.5%	1.18	55.9%	1.00
Supplies & Services	\$29,029,771	32.8%	47.9%	0.69	44.6%	0.74	42.7%	0.77	32.4%	1.01
Capital Component	\$9,982,892	11.3%	7.4%	1.53	7.5%	1.51	9.8%	1.15	11.7%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)		-2.7%	8.9%	N/A	3.0%	N/A	4.5%	N/A	-3.7%	0.73
Total Hospital Net Income (%)		-0.6%	10.1%	N/A	5.7%	N/A	6.3%	N/A	-2.0%	0.30
Return on Equity (%)		-0.4%	7.6%	N/A	4.4%	N/A	4.0%	N/A	-1.1%	0.32
Current Ratio		2.6	5.6	0.46	2.1	1.24	5.4	0.48	2.5	1.01
Days in Net Patient Accounts Receivable		44.0	51.4	0.86	49.0	0.90	50.1	0.88	40.3	1.09
Average Payment Period		53.3	41.5	1.28	54.8	0.97	41.4	1.29	53.7	0.99
Equity Financing (%)		48.4%	73.6%	0.66	60.8%	0.80	67.6%	0.72	48.1%	1.01
Long-Term Debt to Equity Ratio		0.9	0.2	5.26	0.3	2.84	0.3	2.61	0.9	0.98
Times Interest Earned		0.8	14.1	0.06	5.3	0.15	4.4	0.18	0.4	2.18
Total Asset Turnover		0.6	0.7	0.79	0.8	0.78	0.6	0.93	0.6	1.06
Average Age of Plant (Years)		8.3	9.3	0.89	10.6	0.78	9.4	0.87	7.3	1.13
Increase (Decrease) Total Net Patient Revenue		5.4%	3.6%	1.48	3.3%	1.64	0.5%	10.19	1.2%	4.48
Outpatient Gross Revenue (% of Total GPR)		74.3%	60.9%	1.22	59.0%	1.26	71.6%	1.04	73.7%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,211		\$15,675	0.91	\$17,327	0.82	\$10,854	1.31	\$14,134	1.01
Inpatient Net Revenue per Day	\$6,709		\$3,540	1.90	\$4,029	1.67	\$3,395	1.98	\$6,532	1.03
Outpatient Net Revenue per Visit	\$503		\$654	0.77	\$588	0.86	\$743	0.68	\$479	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$194,454,426	Cash & Cash Equivalents	\$18,890,028	Current Liabilities	\$12,052,496
Less Deductions	\$110,189,240	Net Patient Receivables	\$10,148,306	Long-Term Debt	\$61,883,563
Net Patient Revenue	\$84,265,186	Other Receivables	\$0	Other Liabilities	\$1,948,421
Plus Other Revenue	\$1,918,037			Subtotal	\$75,884,480
Total Revenue	\$86,183,223	Land, Buildings & Equipment (Net)	\$82,810,369	Unrestricted Fund Balance	\$71,110,436
Less Expenses	\$88,472,711	Other Assets	\$35,146,213	Restricted Fund Balance	\$3,759,614
Non-Operating Gains/Losses	\$1,753,165			Total Liabilities & Fund Balance	\$146,994,916
Net Income	-\$536,323	Total Assets	\$146,994,916		

**302 Ascension All Saints Hospital**  
 3801 Spring Street  
 Racine, WI 53405  
 262-687-4011

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Racine  
 Analysis Area: Southeastern (2A)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.8%	55.4%	1.04	52.9%	1.09	68.9%	0.84	57.6%	1.00
Obstetrics	50.1%	38.4%	1.31	30.5%	0.51	47.9%	1.05	43.9%	1.14
Pediatrics	10.8%	55.4%	0.20	10.4%	1.04	38.5%	0.28	8.1%	1.33
Total Hospital	54.7%	56.3%	0.97	48.2%	1.13	66.1%	0.83	53.4%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	93.6	26.5	3.53	35.0	2.68	101.6	0.92	88.1	1.06
Obstetrics	15.5	5.0	3.09	5.7	2.71	14.7	1.05	13.6	1.14
Pediatrics	1.5	1.4	1.05	0.3	4.61	3.6	1.05	1.1	1.33
Total Hospital	157.4	48.3	3.26	55.0	2.86	193.9	0.81	160.3	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.0	3.9	1.02	3.6	1.12	4.3	0.92	3.8	1.04
Obstetrics	2.8	2.6	1.09	2.3	1.19	2.7	1.02	2.8	1.00
Pediatrics	2.3	3.5	0.67	2.3	1.01	3.4	0.69	2.4	0.96
Total Hospital	5.0	4.3	1.16	3.9	1.29	4.8	1.06	4.5	1.11
<b>Surgical Operations</b>									
Inpatient	2,074	1,408	1.47	1,426	1.45	5,364	0.39	2,060	1.01
Outpatient	6,446	4,098	1.57	3,666	1.76	13,857	0.47	6,605	0.98
Inpatient as % of All Surgeries	24.3%	25.6%	0.95	28.0%	0.87	27.9%	0.87	23.8%	1.02
<b>Outpatient Visits</b>									
Non-Emergency Visits	536,124	132,001	4.06	147,718	3.63	422,002	1.27	544,450	0.98
Emergency Visits	58,074	17,964	3.23	23,681	2.45	48,744	1.19	60,625	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	13.0	18.9	0.69	19.1	0.68	55.0	0.24	134.3	0.10
Nurses, Licensed	651.1	244.4	2.66	263.5	2.47	909.8	0.72	687.0	0.95
Ancillary Nursing Personnel	92.2	40.0	2.30	43.7	2.11	148.5	0.62	99.5	0.93
All Other Personnel	1,081.6	484.8	2.23	513.5	2.11	1,773.6	0.61	1,713.8	0.63
Total FTEs	1,837.9	788.1	2.33	839.7	2.19	2,886.8	0.64	2,634.6	0.70
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	2.5	15.1	0.17	11.9	0.21	12.1	0.21	31.4	0.08
Nurses, Licensed	126.0	195.2	0.65	164.8	0.76	199.8	0.63	160.6	0.78
Ancillary Nursing Personnel	17.8	32.0	0.56	27.3	0.65	32.6	0.55	23.3	0.77
All Other Personnel	209.3	387.3	0.54	321.1	0.65	389.6	0.54	400.7	0.52
Total FTEs	355.7	629.5	0.56	525.2	0.68	634.1	0.56	616.0	0.58

**Total Hospital:**  
 Beds Set Up & Staffed 288  
 Discharges 11,439  
 Inpatient Days 57,467

**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 31  
 Total Births 1,604  
 Newborn Days 2,021

**302 Ascension All Saints Hospital**  
Racine, WI 53405

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	162	8,579	34,160	57.8%	93.6	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	14	411	4,393	86.0%	12.0	10.7
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
<b>Pediatric, acute</b>	1	14	238	553	10.8%	1.5	2.3
<b>Obstetrics</b>	2	31	2,031	5,668	50.1%	15.5	2.8
<b>Psychiatric</b>	1	26	1,305	4,990	52.6%	13.7	3.8
<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	5	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	23	283	4,808	57.3%	13.2	17.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	18	202	2,895	44.1%	7.9	14.3
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	13	0	13.0	Surgical Personnel	40	10	44.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	48	60	76.8
Medical & Dental Residents	0	0	0.0	Sonographers	5	12	12.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	21	20	26.2
Registered Nurses	416	279	534.7	Occupational Therapists	15	10	17.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	4	1.7
Licensed Practical Nurses	20	13	79.8	Physical Therapists	24	27	35.8
Ancillary Nursing Personnel	62	94	92.2	Physical Therapy Assistants/Aides	1	9	6.1
Medical Assistants	134	35	151.1	Recreational Therapists	0	1	0.5
Physician Assistants	10	0	10.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	33	7	34.6	Psychologists	3	0	3.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	4	6.2
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	205	155	262.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	245	67	276.6
Pharmacy Personnel	56	37	71.1				
Clinical Laboratory Personnel	55	48	80.1				
				<b>Total</b>	<b>1,413</b>	<b>892</b>	<b>1,837.9</b>

**302 Ascension All Saints Hospital**  
Racine, WI 53405

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	2A Value	Ratio	7 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$425,214,677	46.0%	44.8%	1.03	48.2%	0.95	45.3%	1.01	45.8%	1.00
Medical Assistance	\$196,995,366	21.3%	14.4%	1.48	10.5%	2.02	13.1%	1.62	21.7%	0.98
Commercial	\$275,953,965	29.8%	36.6%	0.81	38.7%	0.77	37.0%	0.81	28.6%	1.04
All Other	\$26,698,582	2.9%	4.2%	0.68	2.5%	1.15	4.5%	0.64	3.9%	0.74
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$299,597,255	32.4%	32.9%	0.98	37.8%	0.86	34.5%	0.94	31.2%	1.04
Medical Assistance	\$135,375,399	14.6%	10.7%	1.36	8.1%	1.80	10.2%	1.44	13.6%	1.07
Commercial	\$97,399,070	10.5%	14.8%	0.71	16.8%	0.63	16.0%	0.66	8.8%	1.20
Charity Care	\$14,132,192	1.5%	1.0%	1.55	1.0%	1.59	1.0%	1.58	1.8%	0.83
Bad Debt	\$13,264,154	1.4%	1.1%	1.36	1.0%	1.41	1.0%	1.46	1.8%	0.79
All Other	\$16,487,907	1.8%	1.9%	0.93	1.1%	1.69	1.9%	0.94	1.9%	0.96
Total Deductions	\$576,255,977	62.3%	62.4%	1.00	65.8%	0.95	64.5%	0.97	59.1%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	10.6%	6.3%	1.67	4.3%	2.46	5.9%	1.81	10.1%	1.04	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	N/A	N/A	17.3%	N/A	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$135,755,553	38.7%	44.7%	0.87	39.6%	0.98	44.0%	0.88	43.7%	0.89
Supplies & Services	\$196,135,837	56.0%	47.9%	1.17	51.6%	1.08	49.6%	1.13	51.5%	1.09
Capital Component	\$18,520,639	5.3%	7.4%	0.72	8.7%	0.61	6.4%	0.83	4.8%	1.09
<b>Fiscal Statistics</b>										
Operating Margin (%)	10.1%	8.9%	1.13	11.5%	0.88	7.7%	1.32	9.0%	1.13	
Total Hospital Net Income (%)	9.6%	10.1%	0.95	10.0%	0.96	9.1%	1.06	9.0%	1.07	
Return on Equity (%)	6.1%	7.6%	0.80	6.2%	0.97	6.9%	0.87	6.9%	0.88	
Current Ratio	3.9	5.6	0.69	8.9	0.44	5.6	0.69	8.1	0.48	
Days in Net Patient Accounts Receivable	51.6	51.4	1.00	48.8	1.06	52.1	0.99	55.8	0.92	
Average Payment Period	104.6	41.5	2.52	42.8	2.45	43.2	2.42	34.7	3.02	
Equity Financing (%)	83.7%	73.6%	1.14	80.2%	1.04	76.9%	1.09	93.2%	0.90	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.1	N/A	0.1	N/A	0.0	N/A	
Times Interest Earned	0.0	14.1	N/A	13.9	N/A	17.0	N/A	0.0	N/A	
Total Asset Turnover	0.6	0.7	0.85	0.6	1.00	0.8	0.84	0.8	0.83	
Average Age of Plant (Years)	1.3	9.3	0.14	8.9	0.15	10.4	0.13	0.3	3.80	
Increase (Decrease) Total Net Patient Revenue	-0.2%	3.6%	N/A	1.8%	N/A	4.9%	N/A	1.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	63.9%	60.9%	1.05	63.2%	1.01	56.8%	1.12	63.0%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,618	\$15,675	0.80	\$12,886	0.98	\$17,864	0.71	\$11,645	1.08	
Inpatient Net Revenue per Day	\$2,121	\$3,540	0.60	\$3,088	0.69	\$3,709	0.57	\$2,601	0.82	
Outpatient Net Revenue per Visit	\$366	\$654	0.56	\$646	0.57	\$733	0.50	\$354	1.03	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$924,862,590	Cash & Cash Equivalents	-\$140,594	Current Liabilities	\$95,520,940
Less Deductions	\$576,255,977	Net Patient Receivables	\$49,256,897	Long-Term Debt	\$0
Net Patient Revenue	\$348,606,613	Other Receivables	\$5,326,867	Other Liabilities	\$4,861,097
Plus Other Revenue	\$41,267,466			Subtotal	\$100,382,037
Total Revenue	\$389,874,079	Land, Buildings & Equipment (Net)	\$242,225,000	Unrestricted Fund Balance	\$514,862,481
Less Expenses	\$350,412,029	Other Assets	\$318,576,348	Restricted Fund Balance	\$142,467
Non-Operating Gains/Losses	-\$2,186,031			Total Liabilities & Fund Balance	\$615,244,518
Net Income	\$37,276,019	Total Assets	\$615,244,518		

**117 Reedsburg Area Medical Center**  
 2000 North Dewey Street  
 Reedsburg, WI 53959  
 608-524-6487

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Sauk  
 Analysis Area: Southern (1)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	39.9%	55.4%	0.72	57.1%	0.70	42.3%	0.94	53.3%	0.75
Obstetrics	31.8%	38.4%	0.83	41.6%	0.04	26.5%	1.20	36.3%	0.88
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.4%	56.3%	0.59	58.9%	0.57	42.3%	0.79	44.1%	0.76
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.4	26.5	0.24	24.0	0.27	16.0	0.40	8.5	0.75
Obstetrics	1.6	5.0	0.32	4.7	0.34	2.3	0.70	1.8	0.88
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.3	48.3	0.17	50.8	0.16	27.2	0.31	11.0	0.76
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.78	3.9	0.78	3.3	0.91	3.3	0.91
Obstetrics	2.5	2.6	0.97	2.7	0.93	2.2	1.11	2.4	1.03
Pediatrics	0.0	3.5	N/A	3.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.68	4.3	0.68	3.6	0.82	3.1	0.94
<b>Surgical Operations</b>									
Inpatient	253	1,408	0.18	2,094	0.12	726	0.35	272	0.93
Outpatient	2,018	4,098	0.49	7,088	0.28	2,865	0.70	1,930	1.05
Inpatient as % of All Surgeries	11.1%	25.6%	0.44	22.8%	0.49	20.2%	0.55	12.4%	0.90
<b>Outpatient Visits</b>									
Non-Emergency Visits	59,335	132,001	0.45	161,897	0.37	120,134	0.49	51,859	1.14
Emergency Visits	9,752	17,964	0.54	17,257	0.57	14,406	0.68	9,565	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.0	18.9	0.48	25.5	0.35	14.0	0.64	8.0	1.13
Nurses, Licensed	97.4	244.4	0.40	290.0	0.34	144.3	0.68	95.9	1.02
Ancillary Nursing Personnel	17.7	40.0	0.44	47.6	0.37	19.5	0.90	19.5	0.90
All Other Personnel	392.8	484.8	0.81	681.8	0.58	331.1	1.19	357.1	1.10
Total FTEs	516.9	788.1	0.66	1,045.0	0.49	508.9	1.02	480.6	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.6	15.1	0.90	20.7	0.66	14.4	0.94	12.2	1.11
Nurses, Licensed	147.0	195.2	0.75	235.4	0.62	148.1	0.99	146.6	1.00
Ancillary Nursing Personnel	26.6	32.0	0.83	38.7	0.69	20.1	1.33	29.9	0.89
All Other Personnel	592.8	387.3	1.53	553.4	1.07	340.0	1.74	546.0	1.09
Total FTEs	779.9	629.5	1.24	848.1	0.92	522.5	1.49	734.6	1.06

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	2
Discharges	1,041	Preferred Provider Organization (PPO)	Yes	Discharges	19	Total Births	235
Inpatient Days	3,047			Inpatient Days	120	Newborn Days	510



**117 Reedsburg Area Medical Center**  
 Reedsburg, WI 53959

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	16	773	2,331	39.9%	6.4	3.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	234	581	31.8%	1.6	2.5
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	4	34	135	9.2%	0.4	4.0
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
<b>Subacute care</b>	2	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.

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

\*\* Transfers, which may be estimated, refer only to those between units.

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	9	0	9.0	Surgical Personnel	4	2	5.3
Physicians & Dentists	16	1	16.3	Radiological Services Personnel	17	2	18.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	1	3.4
Registered Nurses	58	26	73.8	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	2	0	2.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	8	1	8.6	Physical Therapists	6	0	6.0
Ancillary Nursing Personnel	12	7	17.7	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	11	1	11.6	Recreational Therapists	0	0	0.0
Physician Assistants	8	0	8.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	9	0	9.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	30	10	38.0
Health Info Mgmt-Administrators/Technicians	11	3	13.3	All Other Personnel	168	164	237.2
Pharmacy Personnel	14	2	14.5				
Clinical Laboratory Personnel	11	2	12.6				
				<b>Total</b>	<b>409</b>	<b>222</b>	<b>516.9</b>

**117 Reedsburg Area Medical Center**

Reedsburg, WI 53959

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>5</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$51,720,377	39.2%	44.8%	0.88	41.1%	0.95	47.9%	0.82	42.2%	0.93
Medical Assistance	\$13,004,438	9.9%	14.4%	0.69	11.8%	0.84	12.0%	0.82	23.5%	0.42
Commercial	\$64,359,151	48.8%	36.6%	1.33	39.9%	1.22	36.4%	1.34	32.3%	1.51
All Other	\$2,919,887	2.2%	4.2%	0.52	7.2%	0.31	3.7%	0.59	2.0%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$27,092,176	20.5%	32.9%	0.62	30.1%	0.68	33.3%	0.62	17.6%	1.17
Medical Assistance	\$6,168,011	4.7%	10.7%	0.44	8.7%	0.54	8.7%	0.53	6.7%	0.70
Commercial	\$26,493,829	20.1%	14.8%	1.36	18.1%	1.11	14.8%	1.36	16.5%	1.21
Charity Care	\$1,523,898	1.2%	1.0%	1.17	0.9%	1.31	0.9%	1.33	1.2%	0.98
Bad Debt	\$1,200,674	0.9%	1.1%	0.86	1.1%	0.82	1.0%	0.92	1.1%	0.85
All Other	\$1,215,610	0.9%	1.9%	0.48	3.4%	0.27	1.9%	0.48	0.1%	6.71
Total Deductions	\$63,694,198	48.3%	62.4%	0.77	62.3%	0.78	60.6%	0.80	43.3%	1.12
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.9%	6.3%	0.30	7.1%	0.27	4.1%	0.47	1.7%	1.11
Net Gains/Losses as % of Net Income		43.2%	12.7%	3.41	48.2%	0.90	11.9%	3.63	40.0%	1.08
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$39,076,011	57.3%	44.7%	1.28	48.0%	1.19	46.3%	1.24	53.5%	1.07
Supplies & Services	\$25,856,105	37.9%	47.9%	0.79	44.6%	0.85	46.1%	0.82	41.6%	0.91
Capital Component	\$3,226,113	4.7%	7.4%	0.64	7.5%	0.63	7.6%	0.63	4.9%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.1%	8.9%	0.24	3.0%	0.70	8.9%	0.24	3.6%	0.59
Total Hospital Net Income (%)		3.7%	10.1%	0.36	5.7%	0.65	10.0%	0.37	5.9%	0.62
Return on Equity (%)		3.2%	7.6%	0.42	4.4%	0.72	6.7%	0.47	5.4%	0.58
Current Ratio		5.7	5.6	1.01	2.1	2.73	6.0	0.95	5.6	1.01
Days in Net Patient Accounts Receivable		44.6	51.4	0.87	49.0	0.91	54.8	0.81	50.4	0.88
Average Payment Period		42.3	41.5	1.02	54.8	0.77	42.8	0.99	41.1	1.03
Equity Financing (%)		66.5%	73.6%	0.90	60.8%	1.09	78.1%	0.85	64.2%	1.04
Long-Term Debt to Equity Ratio		0.3	0.2	1.92	0.3	1.04	0.1	2.12	0.4	0.89
Times Interest Earned		4.9	14.1	0.34	5.3	0.91	18.4	0.26	7.3	0.66
Total Asset Turnover		0.8	0.7	1.14	0.8	1.13	0.7	1.29	0.9	0.94
Average Age of Plant (Years)		12.7	9.3	1.37	10.6	1.21	9.0	1.42	12.7	1.00
Increase (Decrease) Total Net Patient Revenue		-1.4%	3.6%	N/A	3.3%	N/A	2.6%	N/A	13.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		87.9%	60.9%	1.44	59.0%	1.49	71.9%	1.22	83.8%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$4,644	\$15,675	0.30	\$17,327	0.27	\$11,179	0.42	\$8,703	0.53
Inpatient Net Revenue per Day		\$1,615	\$3,540	0.46	\$4,029	0.40	\$3,101	0.52	\$2,834	0.57
Outpatient Net Revenue per Visit		\$934	\$654	1.43	\$588	1.59	\$561	1.67	\$963	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$132,003,853	Cash & Cash Equivalents	\$30,411,508	Current Liabilities	\$7,608,009
Less Deductions	\$63,694,198	Net Patient Receivables	\$8,350,631	Long-Term Debt	\$17,317,273
Net Patient Revenue	\$68,309,655	Other Receivables	\$0	Other Liabilities	\$2,490,983
Plus Other Revenue	\$1,324,334			Subtotal	\$27,416,265
Total Revenue	\$69,633,989	Land, Buildings & Equipment (Net)	\$30,629,255	Unrestricted Fund Balance	\$54,544,061
Less Expenses	\$68,158,229	Other Assets	\$12,568,932	Restricted Fund Balance	\$2,787,369
Non-Operating Gains/Losses	\$1,124,113			Total Liabilities & Fund Balance	\$81,960,326
Net Income	\$2,599,873	Total Assets	\$81,960,326		

**118 Ascension St. Mary's Hospital**  
 2251 North Shore Dr  
 Rhinelander, WI 54501  
 715-361-2000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Oneida  
 Analysis Area: North Central (6)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	43.1%	55.4%	0.78	63.3%	0.68	42.3%	1.02	40.9%	1.05
Obstetrics	33.6%	38.4%	0.88	48.9%	0.03	26.5%	1.27	30.5%	1.10
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	47.9%	56.3%	0.85	68.1%	0.70	42.3%	1.13	50.8%	0.94
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	12.1	26.5	0.45	20.3	0.60	16.0	0.75	9.8	1.23
Obstetrics	1.7	5.0	0.33	3.7	0.45	2.3	0.74	1.8	0.92
Pediatrics	0.0	1.4	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	30.6	48.3	0.63	39.0	0.79	27.2	1.13	28.4	1.08
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.79	3.7	0.84	3.3	0.93	2.8	1.09
Obstetrics	2.1	2.6	0.82	2.6	0.82	2.2	0.94	2.1	1.03
Pediatrics	0.0	3.5	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.85	4.1	0.89	3.6	1.03	4.0	0.92
<b>Surgical Operations</b>									
Inpatient	807	1,408	0.57	1,200	0.67	726	1.11	817	0.99
Outpatient	3,377	4,098	0.82	1,676	2.01	2,865	1.18	3,819	0.88
Inpatient as % of All Surgeries	19.3%	25.6%	0.75	41.7%	0.46	20.2%	0.95	17.6%	1.09
<b>Outpatient Visits</b>									
Non-Emergency Visits	85,829	132,001	0.65	75,867	1.13	120,134	0.71	100,474	0.85
Emergency Visits	12,904	17,964	0.72	13,255	0.97	14,406	0.90	12,907	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	12.7	18.9	0.67	10.2	1.25	14.0	0.91	21.4	0.60
Nurses, Licensed	125.3	244.4	0.51	142.4	0.88	144.3	0.87	120.2	1.04
Ancillary Nursing Personnel	18.6	40.0	0.46	22.2	0.83	19.5	0.95	6.7	2.76
All Other Personnel	195.9	484.8	0.40	273.7	0.72	331.1	0.59	218.2	0.90
Total FTEs	352.4	788.1	0.45	448.5	0.79	508.9	0.69	366.4	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.2	15.1	0.67	10.6	0.96	14.4	0.70	21.7	0.47
Nurses, Licensed	100.0	195.2	0.51	147.6	0.68	148.1	0.67	122.2	0.82
Ancillary Nursing Personnel	14.8	32.0	0.46	23.0	0.64	20.1	0.74	6.8	2.17
All Other Personnel	156.3	387.3	0.40	283.6	0.55	340.0	0.46	221.8	0.70
Total FTEs	281.2	629.5	0.45	464.8	0.61	522.5	0.54	372.6	0.75

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	64	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	8
Discharges	3,045	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	288
Inpatient Days	11,183			Inpatient Days	0	Newborn Days	636

**118 Ascension St. Mary's Hospital**  
Rhineland, WI 54501

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	28	1,425	4,401	43.1%	12.1	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	290	613	33.6%	1.7	2.1
<b>Psychiatric</b>	1	11	468	2,806	69.9%	7.7	6.0
<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	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	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	6	170	844	38.5%	2.3	5.0
Step-Down (Special Care)	1	14	692	2,519	49.3%	6.9	3.6
Neonatal Intensive/Intermediate Care	3	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>	5	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	7	9	12.7	Surgical Personnel	5	3	7.7
Physicians & Dentists	8	8	12.8	Radiological Services Personnel	16	11	24.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	8	4.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	4	8.8
Registered Nurses	81	54	118.2	Occupational Therapists	0	5	2.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	4	3	6.1	Physical Therapists	3	1	3.4
Ancillary Nursing Personnel	12	10	18.6	Physical Therapy Assistants/Aides	2	5	5.0
Medical Assistants	9	0	9.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	2	1.4	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	2	1	2.3
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	30	30	47.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	20	15	29.6
Pharmacy Personnel	6	3	7.8				
Clinical Laboratory Personnel	21	8	25.7				
				<b>Total</b>	<b>236</b>	<b>180</b>	<b>352.4</b>

**118 Ascension St. Mary's Hospital**

Rhinelander, WI 54501

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$143,253,977	48.2%	44.8%	1.08	51.2%	0.94	47.9%	1.01	48.4%	1.00
Medical Assistance	\$50,274,958	16.9%	14.4%	1.18	14.0%	1.21	12.0%	1.41	16.9%	1.00
Commercial	\$85,550,260	28.8%	36.6%	0.79	30.8%	0.94	36.4%	0.79	29.1%	0.99
All Other	\$17,880,171	6.0%	4.2%	1.43	4.0%	1.51	3.7%	1.62	5.6%	1.08
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$98,993,170	33.3%	32.9%	1.01	34.8%	0.96	33.3%	1.00	32.7%	1.02
Medical Assistance	\$39,021,436	13.1%	10.7%	1.22	10.5%	1.25	8.7%	1.50	12.1%	1.08
Commercial	\$17,179,492	5.8%	14.8%	0.39	7.6%	0.77	14.8%	0.39	4.6%	1.26
Charity Care	\$4,064,705	1.4%	1.0%	1.38	1.2%	1.14	0.9%	1.57	0.4%	3.31
Bad Debt	\$4,554,836	1.5%	1.1%	1.45	0.9%	1.67	1.0%	1.56	1.6%	0.93
All Other	\$10,446,732	3.5%	1.9%	1.84	1.6%	2.24	1.9%	1.83	3.5%	1.00
Total Deductions	\$174,260,371	58.7%	62.4%	0.94	56.5%	1.04	60.6%	0.97	55.1%	1.07
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	6.4%	6.3%	1.02		12.4%	0.52	4.1%	1.58	4.7%	1.37
Net Gains/Losses as % of Net Income	6.2%	12.7%	0.49		12.7%	0.49	11.9%	0.52	7.0%	0.88
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$60,487,079	47.7%	44.7%	1.07	43.5%	1.10	46.3%	1.03	59.8%	0.80
Supplies & Services	\$57,952,101	45.7%	47.9%	0.96	50.5%	0.91	46.1%	0.99	32.7%	1.40
Capital Component	\$8,252,160	6.5%	7.4%	0.88	6.0%	1.08	7.6%	0.86	7.6%	0.86
<b>Fiscal Statistics</b>										
Operating Margin (%)	3.4%	8.9%	0.38		16.0%	0.21	8.9%	0.38	5.3%	0.64
Total Hospital Net Income (%)	3.6%	10.1%	0.36		17.9%	0.20	10.0%	0.36	5.7%	0.64
Return on Equity (%)	5.7%	7.6%	0.75		22.9%	0.25	6.7%	0.85	6.9%	0.83
Current Ratio	3.4	5.6	0.60		2.8	1.20	6.0	0.56	6.0	0.56
Days in Net Patient Accounts Receivable	55.8	51.4	1.09		44.6	1.25	54.8	1.02	43.8	1.27
Average Payment Period	30.3	41.5	0.73		37.4	0.81	42.8	0.71	20.0	1.51
Equity Financing (%)	54.5%	73.6%	0.74		54.2%	1.01	78.1%	0.70	73.3%	0.74
Long-Term Debt to Equity Ratio	0.2	0.2	1.47		0.5	0.51	0.1	1.63	0.1	1.74
Times Interest Earned	12.9	14.1	0.92		25.4	0.51	18.4	0.70	28.1	0.46
Total Asset Turnover	1.6	0.7	2.10		1.2	1.25	0.7	2.38	1.2	1.30
Average Age of Plant (Years)	4.2	9.3	0.46		8.3	0.51	9.0	0.47	2.8	1.49
Increase (Decrease) Total Net Patient Revenue	-2.7%	3.6%	N/A		2.3%	N/A	2.6%	N/A	2.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	75.5%	60.9%	1.24		59.5%	1.27	71.9%	1.05	73.0%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,278	\$15,675	0.66		\$13,883	0.74	\$11,179	0.92	\$15,725	0.65
Inpatient Net Revenue per Day	\$2,798	\$3,540	0.79		\$3,352	0.83	\$3,101	0.90	\$4,230	0.66
Outpatient Net Revenue per Visit	\$972	\$654	1.49		\$806	1.21	\$561	1.73	\$789	1.23

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$296,959,366	Cash & Cash Equivalents	\$379,942	Current Liabilities	\$9,908,654
Less Deductions	\$174,260,371	Net Patient Receivables	\$18,742,021	Long-Term Debt	\$11,155,611
Net Patient Revenue	\$122,698,995	Other Receivables	\$801,094	Other Liabilities	\$17,098,894
Plus Other Revenue	\$8,455,535			Subtotal	\$38,163,159
Total Revenue	\$131,154,530	Land, Buildings & Equipment (Net)	\$50,033,799	Unrestricted Fund Balance	\$45,795,792
Less Expenses	\$126,691,340	Other Assets	\$14,002,095	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$294,815			Total Liabilities & Fund Balance	\$83,958,951
Net Income	\$4,758,005	Total Assets	\$83,958,951		

**119 Lakeview Medical Center**  
 1700 West Stout Street  
 Rice Lake, WI 54868  
 715-234-1515

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Barron  
 Analysis Area: West Central (5A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	45.7%	55.4%	0.82	42.7%	1.07	42.3%	1.08	45.2%	1.01
Obstetrics	35.3%	38.4%	0.92	30.0%	0.09	26.5%	1.33	33.4%	1.06
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	43.6%	56.3%	0.77	43.6%	1.00	42.3%	1.03	43.1%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	12.3	26.5	0.46	11.7	1.05	16.0	0.77	12.2	1.01
Obstetrics	2.8	5.0	0.56	2.1	1.35	2.3	1.25	2.7	1.06
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	17.5	48.3	0.36	18.6	0.94	27.2	0.64	17.2	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.9	0.75	3.7	0.78	3.3	0.88	2.9	1.02
Obstetrics	2.2	2.6	0.85	2.4	0.91	2.2	0.97	2.1	1.02
Pediatrics	0.0	3.5	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.8	4.3	0.64	3.9	0.71	3.6	0.78	2.7	1.01
<b>Surgical Operations</b>									
Inpatient	759	1,408	0.54	496	1.53	726	1.05	817	0.93
Outpatient	2,904	4,098	0.71	1,861	1.56	2,865	1.01	3,148	0.92
Inpatient as % of All Surgeries	20.7%	25.6%	0.81	21.1%	0.98	20.2%	1.03	20.6%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	98,575	132,001	0.75	70,369	1.40	120,134	0.82	98,765	1.00
Emergency Visits	15,113	17,964	0.84	8,210	1.84	14,406	1.05	15,237	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	20.0	18.9	1.06	11.1	1.79	14.0	1.42	22.0	0.91
Nurses, Licensed	117.1	244.4	0.48	121.7	0.96	144.3	0.81	106.9	1.10
Ancillary Nursing Personnel	33.5	40.0	0.84	18.3	1.83	19.5	1.72	28.3	1.18
All Other Personnel	285.4	484.8	0.59	252.8	1.13	331.1	0.86	271.8	1.05
Total FTEs	456.1	788.1	0.58	404.0	1.13	508.9	0.90	428.9	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	25.9	15.1	1.72	19.3	1.34	14.4	1.80	30.0	0.86
Nurses, Licensed	151.7	195.2	0.78	211.1	0.72	148.1	1.02	145.9	1.04
Ancillary Nursing Personnel	43.4	32.0	1.36	31.8	1.37	20.1	2.16	38.6	1.12
All Other Personnel	369.6	387.3	0.95	438.4	0.84	340.0	1.09	371.0	1.00
Total FTEs	590.5	629.5	0.94	700.6	0.84	522.5	1.13	585.5	1.01

**Total Hospital:**  
 Beds Set Up & Staffed 40  
 Discharges 2,297  
 Inpatient Days 6,370

**Contract with:**  
 Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) No

**Medicare-certified Swing Beds:**  
 Average Beds Used 0  
 Discharges 0  
 Inpatient Days 0

**Newborn Nursery:**  
 Bassinets 8  
 Total Births 478  
 Newborn Days 937

**119 Lakeview Medical Center**  
Rice Lake, WI 54868

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	27	1,548	4,502	45.7%	12.3	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	8	475	1,032	35.3%	2.8	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	5	274	836	45.8%	2.3	3.1
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	20	0	20.0	Surgical Personnel	4	1	4.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	23	5	25.4
Medical & Dental Residents	0	0	0.0	Sonographers	6	2	7.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	3	3.8
Registered Nurses	81	42	116.1	Occupational Therapists	4	0	4.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	4	0	4.0
Ancillary Nursing Personnel	20	18	33.5	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	2.9
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	4	4.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	43	27	54.6
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	111	48	141.8
Pharmacy Personnel	12	5	13.0				
Clinical Laboratory Personnel	16	1	16.3				
				<b>Total</b>	<b>354</b>	<b>157</b>	<b>456.1</b>

**119 Lakeview Medical Center**

Rice Lake, WI 54868

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	5 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$87,086,860	52.4%	44.8%	1.17	49.2%	1.06	47.9%	1.09	52.0%	1.01
Medical Assistance	\$19,980,091	12.0%	14.4%	0.84	12.0%	1.00	12.0%	1.00	12.2%	0.99
Commercial	\$47,146,476	28.4%	36.6%	0.77	35.1%	0.81	36.4%	0.78	30.1%	0.94
All Other	\$12,085,686	7.3%	4.2%	1.72	3.7%	1.99	3.7%	1.95	5.7%	1.28
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$54,483,763	32.8%	32.9%	0.99	32.5%	1.01	33.3%	0.98	31.5%	1.04
Medical Assistance	\$12,089,570	7.3%	10.7%	0.68	8.6%	0.85	8.7%	0.83	7.2%	1.01
Commercial	\$5,206,649	3.1%	14.8%	0.21	10.0%	0.31	14.8%	0.21	4.0%	0.78
Charity Care	\$1,295,998	0.8%	1.0%	0.79	0.9%	0.87	0.9%	0.89	1.0%	0.77
Bad Debt	\$1,159,405	0.7%	1.1%	0.66	1.2%	0.56	1.0%	0.71	0.5%	1.31
All Other	\$4,133,499	2.5%	1.9%	1.30	1.6%	1.60	1.9%	1.29	2.0%	1.24
Total Deductions	\$78,368,884	47.1%	62.4%	0.75	54.7%	0.86	60.6%	0.78	46.3%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.9%	6.3%	0.46	4.1%	0.71	4.1%	0.71	3.1%	0.95
Net Gains/Losses as % of Net Income		0.8%	12.7%	0.07	48.3%	0.02	11.9%	0.07	1.2%	0.72
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$30,715,933	43.6%	44.7%	0.97	53.1%	0.82	46.3%	0.94	45.8%	0.95
Supplies & Services	\$32,998,054	46.8%	47.9%	0.98	40.3%	1.16	46.1%	1.02	45.0%	1.04
Capital Component	\$6,762,807	9.6%	7.4%	1.30	6.6%	1.45	7.6%	1.27	9.2%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)		22.2%	8.9%	2.48	6.5%	3.41	8.9%	2.48	22.0%	1.01
Total Hospital Net Income (%)		22.3%	10.1%	2.21	11.8%	1.88	10.0%	2.22	22.2%	1.01
Return on Equity (%)		21.3%	7.6%	2.80	8.3%	2.57	6.7%	3.19	18.7%	1.14
Current Ratio		16.2	5.6	2.86	3.7	4.42	6.0	2.69	9.3	1.74
Days in Net Patient Accounts Receivable		43.0	51.4	0.84	54.8	0.79	54.8	0.79	40.1	1.07
Average Payment Period		9.1	41.5	0.22	56.1	0.16	42.8	0.21	18.5	0.49
Equity Financing (%)		50.3%	73.6%	0.68	76.5%	0.66	78.1%	0.64	50.6%	0.99
Long-Term Debt to Equity Ratio		1.0	0.2	5.75	0.2	6.26	0.1	6.37	0.9	1.08
Times Interest Earned		15.0	14.1	1.07	26.4	0.57	18.4	0.82	15.9	0.94
Total Asset Turnover		1.0	0.7	1.28	0.7	1.45	0.7	1.45	0.8	1.13
Average Age of Plant (Years)		7.9	9.3	0.85	10.3	0.77	9.0	0.88	9.8	0.81
Increase (Decrease) Total Net Patient Revenue		2.9%	3.6%	0.81	14.9%	0.20	2.6%	1.13	2.0%	1.48
Outpatient Gross Revenue (% of Total GPR)		77.2%	60.9%	1.27	67.9%	1.14	71.9%	1.07	76.3%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$8,972	\$15,675	0.57	\$13,969	0.64	\$11,179	0.80	\$8,881	1.01
Inpatient Net Revenue per Day		\$3,214	\$3,540	0.91	\$3,407	0.94	\$3,101	1.04	\$3,226	1.00
Outpatient Net Revenue per Visit		\$602	\$654	0.92	\$718	0.84	\$561	1.07	\$577	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$166,299,113	Cash & Cash Equivalents	\$14,361,759	Current Liabilities	\$1,636,305
Less Deductions	\$78,368,884	Net Patient Receivables	\$10,363,412	Long-Term Debt	\$45,584,007
Net Patient Revenue	\$87,930,229	Other Receivables	\$74,216	Other Liabilities	\$0
Plus Other Revenue	\$2,630,241			Subtotal	\$47,220,312
Total Revenue	\$90,560,470	Land, Buildings & Equipment (Net)	\$63,944,459	Unrestricted Fund Balance	\$47,861,709
Less Expenses	\$70,476,794	Other Assets	\$6,338,175	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$170,230			Total Liabilities & Fund Balance	\$95,082,021
Net Income	\$20,253,906	Total Assets	\$95,082,021		



**120 The Richland Hospital Inc**  
 333 East Second Street  
 Richland Center, WI 53581  
 608-647-6321

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

County: Richland  
 Analysis Area: Southern (1)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	42.5%	55.4%	0.77	57.1%	0.75	46.2%	0.92	36.9%	1.15
Obstetrics	26.3%	38.4%	0.69	41.6%	0.03	22.2%	1.19	21.4%	1.23
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	39.4%	56.3%	0.70	58.9%	0.67	43.7%	0.90	32.9%	1.20
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.7	26.5	0.29	24.0	0.32	8.0	0.96	6.6	1.15
Obstetrics	1.1	5.0	0.21	4.7	0.23	1.0	1.11	0.9	1.23
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.8	48.3	0.20	50.8	0.19	10.5	0.94	8.2	1.20
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.86	3.9	0.87	3.3	1.03	3.2	1.04
Obstetrics	2.0	2.6	0.80	2.7	0.76	2.1	0.97	1.9	1.05
Pediatrics	0.0	3.5	N/A	3.5	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.75	4.3	0.76	3.4	0.96	3.0	1.08
<b>Surgical Operations</b>									
Inpatient	209	1,408	0.15	2,094	0.10	302	0.69	152	1.38
Outpatient	1,747	4,098	0.43	7,088	0.25	1,304	1.34	1,752	1.00
Inpatient as % of All Surgeries	10.7%	25.6%	0.42	22.8%	0.47	18.8%	0.57	8.0%	1.34
<b>Outpatient Visits</b>									
Non-Emergency Visits	35,953	132,001	0.27	161,897	0.22	63,510	0.57	34,121	1.05
Emergency Visits	5,911	17,964	0.33	17,257	0.34	8,037	0.74	5,810	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.9	0.21	25.5	0.16	12.6	0.32	4.0	1.00
Nurses, Licensed	74.1	244.4	0.30	290.0	0.26	78.6	0.94	71.4	1.04
Ancillary Nursing Personnel	7.8	40.0	0.19	47.6	0.16	13.9	0.56	8.6	0.90
All Other Personnel	162.2	484.8	0.33	681.8	0.24	187.4	0.87	185.4	0.87
Total FTEs	248.0	788.1	0.31	1,045.0	0.24	292.5	0.85	269.4	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.5	15.1	0.70	20.7	0.51	29.3	0.36	10.6	0.99
Nurses, Licensed	194.7	195.2	1.00	235.4	0.83	183.3	1.06	189.8	1.03
Ancillary Nursing Personnel	20.4	32.0	0.64	38.7	0.53	32.5	0.63	22.9	0.89
All Other Personnel	426.2	387.3	1.10	553.4	0.77	436.8	0.98	492.9	0.86
Total FTEs	651.9	629.5	1.04	848.1	0.77	681.8	0.96	716.3	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,102  
 Inpatient Days 3,591

**Contract with:**  
 Health Maintenance Organization (HMO) No  
 Preferred Provider Organization (PPO) No

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 52  
 Inpatient Days 420

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 185  
 Newborn Days 343

**120 The Richland Hospital Inc**  
Richland Center, WI 53581

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	2	18	831	2,794	42.5%	7.7	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	188	384	26.3%	1.1	2.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	3	81	413	37.7%	1.1	5.1
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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.

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

\*\* Transfers, which may be estimated, refer only to those between units.

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	4	0	4.0	Surgical Personnel	8	0	8.0
Physicians & Dentists	3	4	5.7	Radiological Services Personnel	10	2	11.3
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	0	3.0
Registered Nurses	54	19	66.9	Occupational Therapists	3	1	4.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	2	0	2.0	Physical Therapists	7	3	8.9
Ancillary Nursing Personnel	6	4	7.8	Physical Therapy Assistants/Aides	6	0	6.0
Medical Assistants	3	0	3.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	1	0.9	Dietitians & Nutritionists	3	1	3.9
Nurse Practitioners	1	1	1.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	1	3.6	Social Workers	0	2	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	3	4.7
Health Info Mgmt-Administrators/Technicians	15	1	15.8	All Other Personnel	49	25	64.0
Pharmacy Personnel	6	3	6.5				
Clinical Laboratory Personnel	12	0	12.0				
				<b>Total</b>	<b>202</b>	<b>72</b>	<b>248.0</b>

**120 The Richland Hospital Inc**

Richland Center, WI 53581

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>3</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$43,535,572	49.8%	44.8%	1.11	41.1%	1.21	46.2%	1.08	47.2%	1.05
Medical Assistance	\$14,118,977	16.1%	14.4%	1.12	11.8%	1.37	12.7%	1.27	16.7%	0.97
Commercial	\$27,589,719	31.6%	36.6%	0.86	39.9%	0.79	37.2%	0.85	33.4%	0.95
All Other	\$2,188,863	2.5%	4.2%	0.59	7.2%	0.35	3.9%	0.65	2.7%	0.92
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$24,686,627	28.2%	32.9%	0.86	30.1%	0.94	28.8%	0.98	26.0%	1.09
Medical Assistance	\$10,365,852	11.9%	10.7%	1.10	8.7%	1.36	8.6%	1.38	12.0%	0.99
Commercial	\$8,693,539	9.9%	14.8%	0.67	18.1%	0.55	13.1%	0.76	10.7%	0.93
Charity Care	\$1,791,546	2.0%	1.0%	2.07	0.9%	2.33	1.0%	2.04	1.6%	1.26
Bad Debt	\$540,022	0.6%	1.1%	0.58	1.1%	0.56	1.5%	0.42	1.1%	0.54
All Other	\$200,095	0.2%	1.9%	0.12	3.4%	0.07	1.9%	0.12	0.1%	2.14
Total Deductions	\$46,277,681	52.9%	62.4%	0.85	62.3%	0.85	54.9%	0.96	51.6%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.5%	6.3%	0.56	7.1%	0.50	6.2%	0.57	4.1%	0.86
Net Gains/Losses as % of Net Income		46.1%	12.7%	3.64	48.2%	0.96	20.5%	2.25	35.5%	1.30
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$22,588,618	54.8%	44.7%	1.22	48.0%	1.14	50.7%	1.08	56.1%	0.98
Supplies & Services	\$15,190,503	36.8%	47.9%	0.77	44.6%	0.83	40.1%	0.92	34.3%	1.07
Capital Component	\$3,449,145	8.4%	7.4%	1.13	7.5%	1.12	9.2%	0.91	9.5%	0.88
<b>Fiscal Statistics</b>										
Operating Margin (%)		3.4%	8.9%	0.37	3.0%	1.11	4.7%	0.72	4.2%	0.80
Total Hospital Net Income (%)		6.0%	10.1%	0.60	5.7%	1.07	5.8%	1.04	6.3%	0.95
Return on Equity (%)		4.0%	7.6%	0.52	4.4%	0.90	5.1%	0.78	3.3%	1.20
Current Ratio		7.3	5.6	1.29	2.1	3.49	4.9	1.48	5.5	1.31
Days in Net Patient Accounts Receivable		68.1	51.4	1.32	49.0	1.39	51.9	1.31	73.9	0.92
Average Payment Period		35.3	41.5	0.85	54.8	0.64	33.7	1.05	48.8	0.72
Equity Financing (%)		94.0%	73.6%	1.28	60.8%	1.55	70.2%	1.34	78.1%	1.20
Long-Term Debt to Equity Ratio		0.0	0.2	0.01	0.3	0.00	0.4	0.00	0.2	0.00
Times Interest Earned		5.2	14.1	0.37	5.3	0.98	4.7	1.10	4.5	1.16
Total Asset Turnover		0.6	0.7	0.86	0.8	0.85	0.9	0.74	0.5	1.25
Average Age of Plant (Years)		13.9	9.3	1.50	10.6	1.32	7.5	1.86	13.5	1.03
Increase (Decrease) Total Net Patient Revenue		9.8%	3.6%	2.70	3.3%	2.99	2.8%	3.46	-2.5%	N/A
Outpatient Gross Revenue (% of Total GPR)		74.1%	60.9%	1.22	59.0%	1.26	75.7%	0.98	78.1%	0.95
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$11,960	\$15,675	0.76	\$17,327	0.69	\$12,189	0.98	\$10,600	1.13
Inpatient Net Revenue per Day		\$3,442	\$3,540	0.97	\$4,029	0.85	\$3,423	1.01	\$3,180	1.08
Outpatient Net Revenue per Visit		\$663	\$654	1.01	\$588	1.13	\$558	1.19	\$671	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$87,433,131	Cash & Cash Equivalents	\$16,458,079	Current Liabilities	\$3,737,990
Less Deductions	\$46,277,681	Net Patient Receivables	\$7,673,045	Long-Term Debt	\$54,782
Net Patient Revenue	\$41,155,450	Other Receivables	\$668,921	Other Liabilities	\$201,000
Plus Other Revenue	\$1,502,611			Subtotal	\$3,993,772
Total Revenue	\$42,658,061	Land, Buildings & Equipment (Net)	\$23,761,418	Unrestricted Fund Balance	\$62,743,831
Less Expenses	\$41,228,266	Other Assets	\$18,176,140	Restricted Fund Balance	\$75,597
Non-Operating Gains/Losses	\$1,223,093			Total Liabilities & Fund Balance	\$66,737,603
Net Income	\$2,652,888	Total Assets	\$66,737,603		

**121 Ripon Medical Center**  
 845 Parkside Street  
 Ripon, WI 54971  
 920-748-3101

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Fond du Lac  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	32.6%	55.4%	0.59	45.8%	0.71	19.8%	1.65	30.0%	1.09
Obstetrics	11.0%	38.4%	0.29	28.4%	0.01	18.3%	0.60	15.6%	0.70
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	25.1%	56.3%	0.45	46.5%	0.54	23.2%	1.08	24.3%	1.03
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.2	26.5	0.16	20.5	0.21	3.3	1.27	3.9	1.09
Obstetrics	0.2	5.0	0.04	4.0	0.06	0.5	0.41	0.3	0.70
Pediatrics	0.0	1.4	N/A	0.2	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.5	48.3	0.09	35.0	0.13	4.7	0.96	4.4	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.9	0.85	3.5	0.93	3.0	1.08	3.5	0.95
Obstetrics	2.3	2.6	0.89	2.3	0.97	2.2	1.03	2.5	0.92
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.67	3.8	0.77	2.9	0.99	3.4	0.84
<b>Surgical Operations</b>									
Inpatient	203	1,408	0.14	1,285	0.16	249	0.81	182	1.12
Outpatient	881	4,098	0.21	5,974	0.15	1,286	0.68	838	1.05
Inpatient as % of All Surgeries	18.7%	25.6%	0.73	17.7%	1.06	16.2%	1.15	17.8%	1.05
<b>Outpatient Visits</b>									
Non-Emergency Visits	22,412	132,001	0.17	121,848	0.18	24,580	0.91	22,406	1.00
Emergency Visits	8,748	17,964	0.49	15,548	0.56	4,890	1.79	8,255	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	12.2	18.9	0.65	26.3	0.47	5.9	2.07	12.2	1.00
Nurses, Licensed	41.0	244.4	0.17	187.4	0.22	42.0	0.98	43.9	0.94
Ancillary Nursing Personnel	3.0	40.0	0.08	30.9	0.10	8.1	0.37	0.0	N/A
All Other Personnel	76.3	484.8	0.16	331.4	0.23	98.5	0.77	81.3	0.94
Total FTEs	132.6	788.1	0.17	576.0	0.23	154.4	0.86	137.3	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	55.7	15.1	3.69	24.4	2.28	32.0	1.74	61.2	0.91
Nurses, Licensed	186.8	195.2	0.96	174.3	1.07	227.6	0.82	219.6	0.85
Ancillary Nursing Personnel	13.8	32.0	0.43	28.7	0.48	43.9	0.31	0.0	N/A
All Other Personnel	347.7	387.3	0.90	308.2	1.13	534.3	0.65	406.9	0.85
Total FTEs	603.9	629.5	0.96	535.6	1.13	837.8	0.72	687.7	0.88

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	18	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	3
Discharges	572	Preferred Provider Organization (PPO)	Yes	Discharges	18	Total Births	33
Inpatient Days	1,651			Inpatient Days	98	Newborn Days	76

**121 Ripon Medical Center**  
Ripon, WI 54971

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	13	471	1,549	32.6%	4.2	3.3
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	5	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	2	35	80	11.0%	0.2	2.3
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	3	8	22	2.0%	0.1	2.8
Step-Down (Special Care)	3	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
<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	9	4	12.2	Surgical Personnel	1	2	2.3
Physicians & Dentists	4	1	4.9	Radiological Services Personnel	4	10	9.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	2.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	3	1.8
Registered Nurses	18	32	34.9	Occupational Therapists	0	1	0.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	0	5	2.6	Physical Therapists	4	2	4.8
Ancillary Nursing Personnel	0	6	3.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	1.0
Nurse Practitioners	1	2	1.5	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	0	2.0	Social Workers	0	1	0.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	6	8.3
Health Info Mgmt-Administrators/Technicians	2	0	2.0	All Other Personnel	24	21	34.7
Pharmacy Personnel	0	3	2.0				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>78</b>	<b>102</b>	<b>132.6</b>

**121 Ripon Medical Center**  
Ripon, WI 54971

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$25,536,811	44.6%	44.8%	1.00	46.1%	0.97	45.4%	0.98	44.5%	1.00
Medical Assistance	\$6,489,134	11.3%	14.4%	0.79	10.9%	1.04	11.2%	1.01	12.0%	0.95
Commercial	\$23,774,709	41.5%	36.6%	1.13	40.7%	1.02	40.6%	1.02	41.2%	1.01
All Other	\$1,445,637	2.5%	4.2%	0.60	2.3%	1.08	2.8%	0.89	2.3%	1.08
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$15,000,920	26.2%	32.9%	0.80	31.7%	0.83	26.7%	0.98	25.9%	1.01
Medical Assistance	\$4,212,850	7.4%	10.7%	0.69	7.8%	0.94	7.8%	0.94	8.3%	0.88
Commercial	\$8,437,305	14.7%	14.8%	1.00	14.4%	1.02	13.1%	1.12	13.6%	1.09
Charity Care	\$166,835	0.3%	1.0%	0.29	0.6%	0.47	0.5%	0.58	0.2%	1.27
Bad Debt	\$1,173,553	2.1%	1.1%	1.94	1.5%	1.37	1.6%	1.29	2.3%	0.89
All Other	\$387,059	0.7%	1.9%	0.35	1.5%	0.44	1.0%	0.67	0.6%	1.19
Total Deductions	\$29,378,522	51.3%	62.4%	0.82	57.6%	0.89	50.8%	1.01	50.9%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.0%	6.3%	0.79	1.9%	2.68	3.0%	1.69	6.3%	0.79
Net Gains/Losses as % of Net Income		0.0%	12.7%	0.00	10.2%	0.00	4.4%	0.01	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$13,716,713	48.1%	44.7%	1.08	44.4%	1.08	48.1%	1.00	45.8%	1.05
Supplies & Services	\$9,943,406	34.9%	47.9%	0.73	43.1%	0.81	43.6%	0.80	35.7%	0.98
Capital Component	\$4,832,917	17.0%	7.4%	2.30	12.5%	1.36	8.2%	2.06	18.5%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		2.9%	8.9%	0.32	10.0%	0.29	14.0%	0.21	-2.9%	N/A
Total Hospital Net Income (%)		2.9%	10.1%	0.28	11.0%	0.26	14.5%	0.20	-2.8%	N/A
Return on Equity (%)		1.7%	7.6%	0.23	10.2%	0.17	12.9%	0.13	-1.6%	N/A
Current Ratio		4.5	5.6	0.79	5.8	0.77	3.6	1.24	3.6	1.24
Days in Net Patient Accounts Receivable		52.8	51.4	1.03	55.7	0.95	54.9	0.96	47.8	1.11
Average Payment Period		38.8	41.5	0.93	25.7	1.51	53.8	0.72	34.4	1.13
Equity Financing (%)		21.3%	73.6%	0.29	72.7%	0.29	59.1%	0.36	19.7%	1.08
Long-Term Debt to Equity Ratio		3.4	0.2	20.77	0.2	15.80	0.5	7.50	3.8	0.90
Times Interest Earned		1.6	14.1	0.11	11.0	0.14	14.4	0.11	0.5	3.33
Total Asset Turnover		0.6	0.7	0.81	0.9	0.65	0.9	0.68	0.6	1.04
Average Age of Plant (Years)		2.7	9.3	0.29	5.9	0.45	9.3	0.28	1.7	1.60
Increase (Decrease) Total Net Patient Revenue		7.5%	3.6%	2.07	1.9%	4.06	4.3%	1.75	7.5%	1.00
Outpatient Gross Revenue (% of Total GPR)		77.8%	60.9%	1.28	67.5%	1.15	74.3%	1.05	77.7%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,700		\$15,675	0.87	\$12,173	1.13	\$14,111	0.97	\$13,673	1.00
Inpatient Net Revenue per Day	\$4,279		\$3,540	1.21	\$3,180	1.35	\$4,070	1.05	\$3,494	1.22
Outpatient Net Revenue per Visit	\$670		\$654	1.02	\$551	1.22	\$801	0.84	\$658	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$57,246,291	Cash & Cash Equivalents	\$796,654	Current Liabilities	\$2,688,560
Less Deductions	\$29,378,522	Net Patient Receivables	\$4,032,884	Long-Term Debt	\$35,662,781
Net Patient Revenue	\$27,867,769	Other Receivables	\$6,472,610	Other Liabilities	\$0
Plus Other Revenue	\$1,465,860			Subtotal	\$38,351,341
Total Revenue	\$29,333,629	Land, Buildings & Equipment (Net)	\$36,251,909	Unrestricted Fund Balance	\$10,374,374
Less Expenses	\$28,493,036	Other Assets	\$1,171,658	Restricted Fund Balance	\$1,494,011
Non-Operating Gains/Losses	\$357	Total Assets	\$48,725,715	Total Liabilities & Fund Balance	\$48,725,715
Net Income	\$840,950				

**122 River Falls Area Hospital**  
 1629 East Division Street  
 River Falls, WI 54022  
 715-425-6155

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

County: Saint Croix  
 Analysis Area: West Central (5A)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	34.8%	55.4%	0.63	42.7%	0.81	46.2%	0.75	26.1%	1.33
Obstetrics	13.0%	38.4%	0.34	30.0%	0.02	22.2%	0.59	16.8%	0.77
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	28.9%	56.3%	0.51	43.6%	0.66	43.7%	0.66	28.8%	1.00
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.2	26.5	0.16	11.7	0.36	8.0	0.52	3.1	1.33
Obstetrics	0.5	5.0	0.10	2.1	0.25	1.0	0.55	0.7	0.77
Pediatrics	0.5	1.4	0.35	0.0	16.38	0.0	0.35	0.7	0.69
Total Hospital	5.2	48.3	0.11	18.6	0.28	10.5	0.50	5.2	1.00
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.5	3.9	0.63	3.7	0.66	3.3	0.75	2.5	0.97
Obstetrics	2.2	2.6	0.84	2.4	0.90	2.1	1.02	1.8	1.18
Pediatrics	2.0	3.5	0.56	1.9	1.01	1.9	1.00	1.9	1.03
Total Hospital	2.3	4.3	0.54	3.9	0.60	3.4	0.69	2.3	1.02
<b>Surgical Operations</b>									
Inpatient	192	1,408	0.14	496	0.39	302	0.64	231	0.83
Outpatient	1,051	4,098	0.26	1,861	0.56	1,304	0.81	1,018	1.03
Inpatient as % of All Surgeries	15.4%	25.6%	0.60	21.1%	0.73	18.8%	0.82	18.5%	0.84
<b>Outpatient Visits</b>									
Non-Emergency Visits	14,477	132,001	0.11	70,369	0.21	63,510	0.23	16,417	0.88
Emergency Visits	5,424	17,964	0.30	8,210	0.66	8,037	0.67	5,651	0.96
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	14.8	18.9	0.78	11.1	1.33	12.6	1.18	13.8	1.07
Nurses, Licensed	49.2	244.4	0.20	121.7	0.40	78.6	0.63	49.6	0.99
Ancillary Nursing Personnel	4.0	40.0	0.10	18.3	0.22	13.9	0.29	4.0	1.01
All Other Personnel	96.1	484.8	0.20	252.8	0.38	187.4	0.51	93.1	1.03
Total FTEs	164.0	788.1	0.21	404.0	0.41	292.5	0.56	160.4	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	50.7	15.1	3.36	19.3	2.62	29.3	1.73	52.2	0.97
Nurses, Licensed	168.5	195.2	0.86	211.1	0.80	183.3	0.92	187.5	0.90
Ancillary Nursing Personnel	13.7	32.0	0.43	31.8	0.43	32.5	0.42	14.9	0.92
All Other Personnel	329.1	387.3	0.85	438.4	0.75	436.8	0.75	352.2	0.93
Total FTEs	562.0	629.5	0.89	700.6	0.80	681.8	0.82	606.9	0.93

**Total Hospital:**  
 Beds Set Up & Staffed 18  
 Discharges 815  
 Inpatient Days 1,901

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 12  
 Inpatient Days 122

**Newborn Nursery:**  
 Bassinets 4  
 Total Births 86  
 Newborn Days 161

**122 River Falls Area Hospital**  
River Falls, WI 54022

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	12	620	1,525	34.8%	4.2	2.5
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	3	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
<b>Pediatric, acute</b>	2	0	95	186	0.0%	0.5	2.0
<b>Obstetrics</b>	1	4	88	190	13.0%	0.5	2.2
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	2	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	14	1	14.8	Surgical Personnel	0	6	3.2
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	9	4.8
Medical & Dental Residents	0	0	0.0	Sonographers	3	3	6.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	4	2.9
Registered Nurses	4	69	49.2	Occupational Therapists	1	2	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	4	6.8
Ancillary Nursing Personnel	0	8	4.0	Physical Therapy Assistants/Aides	0	1	0.8
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	21	13.7
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	17	47	47.1
Pharmacy Personnel	2	8	7.6				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>51</b>	<b>183</b>	<b>164.0</b>



**122 River Falls Area Hospital**

River Falls, WI 54022

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$32,316,935	47.4%	44.8%	1.06	49.2%	0.96	46.2%	1.02	47.4%	1.00
Medical Assistance	\$4,758,209	7.0%	14.4%	0.49	12.0%	0.58	12.7%	0.55	5.7%	1.22
Commercial	\$29,488,987	43.2%	36.6%	1.18	35.1%	1.23	37.2%	1.16	44.8%	0.97
All Other	\$1,664,832	2.4%	4.2%	0.58	3.7%	0.67	3.9%	0.63	2.2%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$14,353,109	21.0%	32.9%	0.64	32.5%	0.65	28.8%	0.73	25.4%	0.83
Medical Assistance	\$3,253,590	4.8%	10.7%	0.44	8.6%	0.56	8.6%	0.55	2.9%	1.65
Commercial	\$6,204,429	9.1%	14.8%	0.61	10.0%	0.91	13.1%	0.70	9.4%	0.96
Charity Care	\$456,151	0.7%	1.0%	0.68	0.9%	0.75	1.0%	0.67	0.7%	0.95
Bad Debt	\$1,267,451	1.9%	1.1%	1.76	1.2%	1.49	1.5%	1.25	1.8%	1.05
All Other	\$1,116,928	1.6%	1.9%	0.85	1.6%	1.06	1.9%	0.85	1.5%	1.07
Total Deductions	\$26,651,658	39.1%	62.4%	0.63	54.7%	0.71	54.9%	0.71	41.7%	0.94
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	5.0%	6.3%	0.78	4.1%	1.21	6.2%	0.80	6.0%	0.83	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	48.3%	N/A	20.5%	N/A	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$17,661,967	44.9%	44.7%	1.00	53.1%	0.85	50.7%	0.89	46.3%	0.97
Supplies & Services	\$18,655,325	47.4%	47.9%	0.99	40.3%	1.18	40.1%	1.18	46.6%	1.02
Capital Component	\$3,023,546	7.7%	7.4%	1.04	6.6%	1.16	9.2%	0.83	7.1%	1.08
<b>Fiscal Statistics</b>										
Operating Margin (%)	10.1%	8.9%	1.13	6.5%	1.55	4.7%	2.16	6.5%	1.55	
Total Hospital Net Income (%)	10.0%	10.1%	0.99	11.8%	0.85	5.8%	1.73	6.4%	1.56	
Return on Equity (%)	19.6%	7.6%	2.58	8.3%	2.37	5.1%	3.85	12.9%	1.52	
Current Ratio	2.3	5.6	0.40	3.7	0.62	4.9	0.46	1.7	1.32	
Days in Net Patient Accounts Receivable	58.0	51.4	1.13	54.8	1.06	51.9	1.12	56.6	1.03	
Average Payment Period	33.6	41.5	0.81	56.1	0.60	33.7	1.00	41.2	0.82	
Equity Financing (%)	468.6%	73.6%	6.37	76.5%	6.13	70.2%	6.67	500.1%	0.94	
Long-Term Debt to Equity Ratio	0.0	0.2	0.00	0.2	0.00	0.4	0.00	0.0	0.98	
Times Interest Earned	8.9	14.1	0.63	26.4	0.34	4.7	1.88	5.9	1.51	
Total Asset Turnover	2.0	0.7	2.63	0.7	2.97	0.9	2.25	2.0	0.97	
Average Age of Plant (Years)	10.5	9.3	1.13	10.3	1.02	7.5	1.40	11.5	0.92	
Increase (Decrease) Total Net Patient Revenue	9.6%	3.6%	2.66	14.9%	0.65	2.8%	3.40	-7.4%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.5%	60.9%	1.35	67.9%	1.21	75.7%	1.09	80.9%	1.02	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,884	\$15,675	0.82	\$13,969	0.92	\$12,189	1.06	\$9,966	1.29	
Inpatient Net Revenue per Day	\$5,368	\$3,540	1.52	\$3,407	1.58	\$3,423	1.57	\$4,140	1.30	
Outpatient Net Revenue per Visit	\$1,617	\$654	2.47	\$718	2.25	\$558	2.90	\$1,386	1.17	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,228,963	Cash & Cash Equivalents	\$41,019	Current Liabilities	\$3,404,258
Less Deductions	\$26,651,658	Net Patient Receivables	\$6,608,056	Long-Term Debt	\$35,207
Net Patient Revenue	\$41,577,305	Other Receivables	\$294,104	Other Liabilities	-\$86,013,041
Plus Other Revenue	\$2,170,083			Subtotal	-\$82,573,576
Total Revenue	\$43,747,388	Land, Buildings & Equipment (Net)	\$14,639,405	Unrestricted Fund Balance	\$104,973,666
Less Expenses	\$39,340,838	Other Assets	\$817,506	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$13,083	Total Assets	\$22,400,090	Total Liabilities & Fund Balance	\$22,400,090
Net Income	\$4,393,467				

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

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

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	50.4%	55.4%	0.91	49.3%	1.02	38.8%	1.30	55.9%	0.90
Obstetrics	38.8%	38.4%	1.01	36.0%	0.04	31.2%	1.24	42.7%	0.91
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	48.3%	56.3%	0.86	48.0%	1.01	40.5%	1.19	53.5%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.1	26.5	0.34	23.1	0.39	10.1	0.89	10.1	0.90
Obstetrics	1.6	5.0	0.31	4.4	0.36	2.1	0.73	1.7	0.91
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	10.6	48.3	0.22	40.6	0.26	15.5	0.69	11.8	0.90
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.9	0.82	3.5	0.92	2.9	1.09	3.1	1.02
Obstetrics	2.3	2.6	0.91	2.5	0.94	2.3	1.01	2.4	0.99
Pediatrics	0.0	3.5	N/A	3.3	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.71	3.6	0.84	3.0	1.00	3.0	1.01
<b>Surgical Operations</b>									
Inpatient	252	1,408	0.18	1,238	0.20	502	0.50	274	0.92
Outpatient	2,838	4,098	0.69	4,498	0.63	2,146	1.32	2,787	1.02
Inpatient as % of All Surgeries	8.2%	25.6%	0.32	21.6%	0.38	19.0%	0.43	9.0%	0.91
<b>Outpatient Visits</b>									
Non-Emergency Visits	42,201	132,001	0.32	188,046	0.22	53,087	0.79	29,094	1.45
Emergency Visits	20,752	17,964	1.16	19,336	1.07	13,724	1.51	21,067	0.99
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.0	18.9	0.58	17.5	0.63	11.1	0.99	16.0	0.69
Nurses, Licensed	72.5	244.4	0.30	253.8	0.29	104.4	0.70	71.9	1.01
Ancillary Nursing Personnel	13.6	40.0	0.34	33.6	0.40	20.7	0.66	11.4	1.19
All Other Personnel	129.6	484.8	0.27	503.6	0.26	226.8	0.57	140.2	0.92
Total FTEs	226.7	788.1	0.29	808.6	0.28	362.9	0.62	239.5	0.95
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	16.6	15.1	1.10	12.8	1.30	19.8	0.84	23.5	0.71
Nurses, Licensed	109.7	195.2	0.56	186.1	0.59	187.1	0.59	105.3	1.04
Ancillary Nursing Personnel	20.6	32.0	0.64	24.7	0.83	37.1	0.55	16.7	1.23
All Other Personnel	196.0	387.3	0.51	369.2	0.53	406.6	0.48	205.6	0.95
Total FTEs	343.0	629.5	0.54	592.8	0.58	650.6	0.53	351.1	0.98

**Total Hospital:**  
 Beds Set Up & Staffed 22  
 Discharges 1,270  
 Inpatient Days 3,878

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 13  
 Inpatient Days 128

**Newborn Nursery:**  
 Bassinets 7  
 Total Births 251  
 Newborn Days 540

**123 ThedaCare Medical Center - Shawano**  
Shawano, WI 54166

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	18	1,037	3,311	50.4%	9.1	3.2
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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	244	567	38.8%	1.6	2.3
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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.

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

\*\* Transfers, which may be estimated, refer only to those between units.

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	11	0	11.0	Surgical Personnel	4	2	5.2
Physicians & Dentists	3	1	3.9	Radiological Services Personnel	12	6	14.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	5	3.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	8	4.5
Registered Nurses	14	74	60.7	Occupational Therapists	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	4	3.0	Physical Therapists	3	2	4.2
Ancillary Nursing Personnel	5	18	13.6	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	0	0	0.0	Recreational Therapists	3	3	3.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	4	2	4.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	0	1	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	16	7.8
Health Info Mgmt-Administrators/Technicians	3	2	4.4	All Other Personnel	27	41	50.7
Pharmacy Personnel	4	3	5.4				
Clinical Laboratory Personnel	6	13	15.5				
				<b>Total</b>	<b>108</b>	<b>203</b>	<b>226.7</b>

**123 ThedaCare Medical Center - Shawano**

Shawano, WI 54166

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$41,196,533	46.5%	44.8%	1.04	46.0%	1.01	48.9%	0.95	45.6%	1.02
Medical Assistance	\$16,994,854	19.2%	14.4%	1.34	12.0%	1.59	11.7%	1.64	20.0%	0.96
Commercial	\$27,308,729	30.8%	36.6%	0.84	38.7%	0.80	35.9%	0.86	30.7%	1.00
All Other	\$3,035,846	3.4%	4.2%	0.81	3.2%	1.07	3.5%	0.99	3.7%	0.93
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$21,821,448	24.6%	32.9%	0.75	33.6%	0.73	35.0%	0.71	23.1%	1.07
Medical Assistance	\$8,901,134	10.1%	10.7%	0.94	9.0%	1.11	8.5%	1.19	9.4%	1.06
Commercial	\$6,749,707	7.6%	14.8%	0.52	15.8%	0.48	12.4%	0.62	8.3%	0.92
Charity Care	\$449,550	0.5%	1.0%	0.51	0.9%	0.56	1.4%	0.35	0.5%	1.12
Bad Debt	\$1,925,562	2.2%	1.1%	2.06	0.8%	2.57	1.3%	1.71	2.6%	0.83
All Other	\$1,449,937	1.6%	1.9%	0.85	1.9%	0.86	1.3%	1.24	1.7%	0.95
Total Deductions	\$41,297,338	46.6%	62.4%	0.75	62.1%	0.75	59.8%	0.78	45.6%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.7%	6.3%	0.26	3.8%	0.44	3.3%	0.50	1.9%	0.87	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	20.8%	N/A	29.9%	N/A	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$22,204,575	55.0%	44.7%	1.23	46.9%	1.17	47.5%	1.16	53.4%	1.03
Supplies & Services	\$12,091,682	29.9%	47.9%	0.63	45.3%	0.66	42.7%	0.70	30.9%	0.97
Capital Component	\$6,088,189	15.1%	7.4%	2.04	7.7%	1.95	9.8%	1.54	15.7%	0.96
<b>Fiscal Statistics</b>										
Operating Margin (%)	15.9%	8.9%	1.78	11.6%	1.37	4.5%	3.55	12.5%	1.28	
Total Hospital Net Income (%)	15.8%	10.1%	1.56	14.2%	1.11	6.3%	2.51	12.4%	1.27	
Return on Equity (%)	13.4%	7.6%	1.77	9.8%	1.37	4.0%	3.34	9.7%	1.38	
Current Ratio	10.1	5.6	1.80	4.5	2.26	5.4	1.89	34.1	0.30	
Days in Net Patient Accounts Receivable	52.1	51.4	1.01	51.4	1.01	50.1	1.04	45.4	1.15	
Average Payment Period	7.3	41.5	0.18	55.6	0.13	41.4	0.18	1.9	3.85	
Equity Financing (%)	91.7%	73.6%	1.25	73.0%	1.25	67.6%	1.36	92.7%	0.99	
Long-Term Debt to Equity Ratio	0.1	0.2	0.46	0.2	0.38	0.3	0.23	0.1	1.01	
Times Interest Earned	4.4	14.1	0.31	59.3	0.07	4.4	0.99	3.5	1.27	
Total Asset Turnover	0.9	0.7	1.15	0.7	1.27	0.6	1.36	0.8	1.09	
Average Age of Plant (Years)	8.0	9.3	0.86	10.2	0.79	9.4	0.85	6.8	1.18	
Increase (Decrease) Total Net Patient Revenue	3.3%	3.6%	0.92	4.9%	0.68	0.5%	6.35	-1.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	83.9%	60.9%	1.38	69.2%	1.21	71.6%	1.17	82.7%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,765	\$15,675	0.50	\$13,057	0.59	\$10,854	0.72	\$7,472	1.04	
Inpatient Net Revenue per Day	\$2,486	\$3,540	0.70	\$3,477	0.72	\$3,395	0.73	\$2,434	1.02	
Outpatient Net Revenue per Visit	\$622	\$654	0.95	\$534	1.17	\$743	0.84	\$740	0.84	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$88,535,962	Cash & Cash Equivalents	\$0	Current Liabilities	\$736,494
Less Deductions	\$41,297,338	Net Patient Receivables	\$6,738,994	Long-Term Debt	\$3,969,023
Net Patient Revenue	\$47,238,624	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$798,054			Subtotal	\$4,705,517
Total Revenue	\$48,036,678	Land, Buildings & Equipment (Net)	\$48,399,338	Unrestricted Fund Balance	\$51,698,403
Less Expenses	\$40,384,446	Other Assets	\$1,265,588	Restricted Fund Balance	\$8,400
Non-Operating Gains/Losses	-\$76,814			Total Liabilities & Fund Balance	\$56,403,920
Net Income	\$7,575,418	Total Assets	\$56,403,920		

**124 Aurora Sheboygan Memorial Medical Center**  
 2629 North Seventh Street  
 Sheboygan, WI 53083  
 920-451-5000

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

County: Sheboygan  
 Analysis Area: Northeastern (4)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	37.2%	55.4%	0.67	49.3%	0.75	58.7%	0.63	35.5%	1.05
Obstetrics	25.4%	38.4%	0.66	36.0%	0.14	36.5%	0.70	27.1%	0.94
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	37.7%	56.3%	0.67	48.0%	0.78	58.0%	0.65	38.1%	0.99
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	16.7	26.5	0.63	23.1	0.72	38.4	0.44	16.0	1.05
Obstetrics	5.1	5.0	1.01	4.4	1.16	7.1	0.72	5.4	0.94
Pediatrics	0.0	1.4	N/A	0.6	N/A	5.4	N/A	0.0	N/A
Total Hospital	51.2	48.3	1.06	40.6	1.26	79.6	0.64	51.8	0.99
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.9	0.84	3.5	0.93	3.8	0.86	3.4	0.97
Obstetrics	2.0	2.6	0.79	2.5	0.83	2.5	0.81	2.1	0.97
Pediatrics	0.0	3.5	N/A	3.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.75	3.6	0.90	4.4	0.75	3.3	0.98
<b>Surgical Operations</b>									
Inpatient	1,436	1,408	1.02	1,238	1.16	1,955	0.73	1,498	0.96
Outpatient	4,858	4,098	1.19	4,498	1.08	5,493	0.88	5,079	0.96
Inpatient as % of All Surgeries	22.8%	25.6%	0.89	21.6%	1.06	26.2%	0.87	22.8%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	76,368	132,001	0.58	188,046	0.41	208,790	0.37	74,606	1.02
Emergency Visits	21,983	17,964	1.22	19,336	1.14	31,589	0.70	20,853	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	9.0	18.9	0.48	17.5	0.52	28.7	0.31	10.0	0.90
Nurses, Licensed	273.1	244.4	1.12	253.8	1.08	343.5	0.80	259.4	1.05
Ancillary Nursing Personnel	59.4	40.0	1.48	33.6	1.76	56.6	1.05	56.6	1.05
All Other Personnel	420.3	484.8	0.87	503.6	0.83	642.7	0.65	311.7	1.35
Total FTEs	761.8	788.1	0.97	808.6	0.94	1,071.5	0.71	637.8	1.19
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.4	15.1	0.36	12.8	0.42	14.6	0.37	6.1	0.89
Nurses, Licensed	164.3	195.2	0.84	186.1	0.88	174.3	0.94	158.5	1.04
Ancillary Nursing Personnel	35.7	32.0	1.12	24.7	1.45	28.7	1.24	34.6	1.03
All Other Personnel	252.9	387.3	0.65	369.2	0.68	326.0	0.78	190.5	1.33
Total FTEs	458.3	629.5	0.73	592.8	0.77	543.5	0.84	389.7	1.18

**Total Hospital:**  
 Beds Set Up & Staffed 136  
 Discharges 5,744  
 Inpatient Days 18,699

**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 12  
 Total Births 800  
 Newborn Days 1,517

**124 Aurora Sheboygan Memorial Medical Center**  
 Sheboygan, WI 53083

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	45	1,876	6,107	37.2%	16.7	3.3
Orthopedic	1	29	1,182	2,653	25.1%	7.3	2.2
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	5	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	20	909	1,853	25.4%	5.1	2.0
<b>Psychiatric</b>	1	30	1,406	6,229	56.9%	17.1	4.4
<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	5	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	6	142	756	34.5%	2.1	5.3
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	6	113	1,101	50.3%	3.0	9.7
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	9	0	9.0	Surgical Personnel	10	7	15.5
Physicians & Dentists	17	11	18.6	Radiological Services Personnel	23	16	36.2
Medical & Dental Residents	0	0	0.0	Sonographers	3	2	5.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	3	9.1
Registered Nurses	192	90	255.6	Occupational Therapists	4	8	8.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.9
Licensed Practical Nurses	1	1	1.8	Physical Therapists	7	2	8.1
Ancillary Nursing Personnel	31	55	59.4	Physical Therapy Assistants/Aides	2	1	2.8
Medical Assistants	4	2	5.3	Recreational Therapists	1	0	1.0
Physician Assistants	3	1	3.4	Dietitians & Nutritionists	0	2	1.9
Nurse Practitioners	6	3	6.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	9	0	9.0	Social Workers	11	6	16.1
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	113	64	154.8
Health Info Mgmt-Administrators/Technicians	13	1	13.4	All Other Personnel	63	37	84.2
Pharmacy Personnel	19	2	20.7				
Clinical Laboratory Personnel	12	5	15.0				
				<b>Total</b>	<b>561</b>	<b>320</b>	<b>761.8</b>

**124 Aurora Sheboygan Memorial Medical Center**  
Sheboygan, WI 53083

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area <sup>4</sup>		Volume Group <sup>6</sup>		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$200,825,608	44.7%	44.8%	1.00	46.0%	0.97	40.7%	1.10	43.1%	1.04
Medical Assistance	\$56,506,946	12.6%	14.4%	0.87	12.0%	1.04	19.9%	0.63	12.0%	1.04
Commercial	\$180,505,904	40.2%	36.6%	1.10	38.7%	1.04	35.3%	1.14	42.2%	0.95
All Other	\$11,553,787	2.6%	4.2%	0.61	3.2%	0.80	4.1%	0.63	2.6%	0.98
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$151,868,077	33.8%	32.9%	1.03	33.6%	1.01	30.5%	1.11	32.4%	1.04
Medical Assistance	\$41,641,534	9.3%	10.7%	0.86	9.0%	1.03	14.4%	0.64	9.0%	1.03
Commercial	\$79,773,721	17.8%	14.8%	1.20	15.8%	1.12	13.0%	1.37	17.9%	0.99
Charity Care	\$6,920,047	1.5%	1.0%	1.56	0.9%	1.68	1.0%	1.49	1.5%	1.06
Bad Debt	\$4,148,620	0.9%	1.1%	0.87	0.8%	1.09	1.0%	0.90	0.9%	0.98
All Other	\$3,888,375	0.9%	1.9%	0.45	1.9%	0.45	2.2%	0.39	0.8%	1.11
Total Deductions	\$288,240,374	64.1%	62.4%	1.03	62.1%	1.03	62.2%	1.03	62.4%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.3%	6.3%	0.37	3.8%	0.61	9.8%	0.24	2.0%	1.17	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	20.8%	N/A	4.7%	N/A	0.7%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$50,087,471	37.3%	44.7%	0.83	46.9%	0.79	42.9%	0.87	38.1%	0.98
Supplies & Services	\$77,350,125	57.6%	47.9%	1.20	45.3%	1.27	48.6%	1.18	57.8%	1.00
Capital Component	\$6,811,154	5.1%	7.4%	0.69	7.7%	0.66	8.5%	0.60	4.1%	1.23
<b>Fiscal Statistics</b>										
Operating Margin (%)	18.6%	8.9%	2.08	11.6%	1.60	13.6%	1.37	23.8%	0.78	
Total Hospital Net Income (%)	18.5%	10.1%	1.83	14.2%	1.30	14.1%	1.31	23.9%	0.77	
Return on Equity (%)	7.6%	7.6%	1.00	9.8%	0.77	10.4%	0.73	10.8%	0.70	
Current Ratio	36.8	5.6	6.51	4.5	8.21	6.4	5.71	29.7	1.24	
Days in Net Patient Accounts Receivable	49.5	51.4	0.96	51.4	0.96	47.5	1.04	56.3	0.88	
Average Payment Period	27.6	41.5	0.67	55.6	0.50	36.9	0.75	32.7	0.84	
Equity Financing (%)	97.6%	73.6%	1.33	73.0%	1.34	68.5%	1.42	97.0%	1.01	
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	0.0	14.1	N/A	59.3	N/A	17.7	N/A	0.0	N/A	
Total Asset Turnover	0.4	0.7	0.55	0.7	0.61	0.7	0.56	0.5	0.91	
Average Age of Plant (Years)	6.9	9.3	0.74	10.2	0.67	7.9	0.87	11.5	0.60	
Increase (Decrease) Total Net Patient Revenue	-2.3%	3.6%	N/A	4.9%	N/A	2.0%	N/A	3.6%	N/A	
Outpatient Gross Revenue (% of Total GPR)	67.6%	60.9%	1.11	69.2%	0.98	59.1%	1.14	67.0%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,583	\$15,675	0.68	\$13,057	0.81	\$14,805	0.71	\$10,663	0.99	
Inpatient Net Revenue per Day	\$3,092	\$3,540	0.87	\$3,477	0.89	\$3,359	0.92	\$3,085	1.00	
Outpatient Net Revenue per Visit	\$1,063	\$654	1.63	\$534	1.99	\$542	1.96	\$1,134	0.94	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$449,392,245	Cash & Cash Equivalents	\$331,310,262	Current Liabilities	\$9,665,598
Less Deductions	\$288,240,374	Net Patient Receivables	\$21,860,491	Long-Term Debt	\$0
Net Patient Revenue	\$161,151,871	Other Receivables	\$480,855	Other Liabilities	\$182,121
Plus Other Revenue	\$3,829,474			Subtotal	\$9,847,719
Total Revenue	\$164,981,345	Land, Buildings & Equipment (Net)	\$41,586,818	Unrestricted Fund Balance	\$393,263,117
Less Expenses	\$134,248,750	Other Assets	\$7,872,410	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$234,301	Total Assets	\$403,110,836	Total Liabilities & Fund Balance	\$403,110,836
Net Income	\$30,498,294				

**125 St Nicholas Hospital**  
 3100 Superior Avenue  
 Sheboygan, WI 53081  
 920-459-8300

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Sheboygan  
 Analysis Area: Northeastern (4)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	54.7%	55.4%	0.99	49.3%	1.11	38.8%	1.41	57.8%	0.95
Obstetrics	19.0%	38.4%	0.49	36.0%	0.05	31.2%	0.61	17.2%	1.10
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	47.8%	56.3%	0.85	48.0%	0.99	40.5%	1.18	48.6%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	16.4	26.5	0.62	23.1	0.71	10.1	1.62	17.3	0.95
Obstetrics	1.7	5.0	0.34	4.4	0.39	2.1	0.81	1.5	1.10
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	22.0	48.3	0.45	40.6	0.54	15.5	1.42	22.4	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.9	0.95	3.5	1.06	2.9	1.26	3.5	1.05
Obstetrics	2.2	2.6	0.86	2.5	0.89	2.3	0.95	2.1	1.05
Pediatrics	0.0	3.5	N/A	3.3	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.4	4.3	0.78	3.6	0.93	3.0	1.11	3.0	1.13
<b>Surgical Operations</b>									
Inpatient	838	1,408	0.59	1,238	0.68	502	1.67	897	0.93
Outpatient	4,439	4,098	1.08	4,498	0.99	2,146	2.07	4,769	0.93
Inpatient as % of All Surgeries	15.9%	25.6%	0.62	21.6%	0.74	19.0%	0.84	15.8%	1.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	63,034	132,001	0.48	188,046	0.34	53,087	1.19	62,688	1.01
Emergency Visits	14,252	17,964	0.79	19,336	0.74	13,724	1.04	14,016	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	18.9	0.37	17.5	0.40	11.1	0.63	11.0	0.64
Nurses, Licensed	123.6	244.4	0.51	253.8	0.49	104.4	1.18	127.0	0.97
Ancillary Nursing Personnel	19.3	40.0	0.48	33.6	0.57	20.7	0.93	25.6	0.75
All Other Personnel	156.9	484.8	0.32	503.6	0.31	226.8	0.69	208.6	0.75
Total FTEs	306.7	788.1	0.39	808.6	0.38	362.9	0.85	372.1	0.82
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.6	15.1	0.64	12.8	0.75	19.8	0.48	14.2	0.68
Nurses, Licensed	169.6	195.2	0.87	186.1	0.91	187.1	0.91	163.5	1.04
Ancillary Nursing Personnel	26.5	32.0	0.83	24.7	1.07	37.1	0.71	32.9	0.80
All Other Personnel	215.3	387.3	0.56	369.2	0.58	406.6	0.53	268.5	0.80
Total FTEs	421.0	629.5	0.67	592.8	0.71	650.6	0.65	479.1	0.88

**Total Hospital:**  
 Beds Set Up & Staffed 46  
 Discharges 2,369  
 Inpatient Days 8,022

**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 5  
 Total Births 264  
 Newborn Days 511



**125 St Nicholas Hospital**  
Sheboygan, WI 53081

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	30	1,616	5,986	54.7%	16.4	3.7
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	9	283	623	19.0%	1.7	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	5	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	7	462	1,413	55.3%	3.9	3.1
Step-Down (Special Care)	2	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
<b>Subacute care</b>	5	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	7	0	7.0	Surgical Personnel	3	7	8.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	2	26	21.1
Medical & Dental Residents	0	0	0.0	Sonographers	1	3	2.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	6	5.1
Registered Nurses	16	137	123.6	Occupational Therapists	5	5	8.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	16	5	20.2
Ancillary Nursing Personnel	2	29	19.3	Physical Therapy Assistants/Aides	1	1	1.7
Medical Assistants	0	0	0.0	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	16	15.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	27	26	47.0
Pharmacy Personnel	3	6	7.1				
Clinical Laboratory Personnel	12	7	16.6				
				<b>Total</b>	<b>103</b>	<b>276</b>	<b>306.7</b>

**125 St Nicholas Hospital**  
Sheboygan, WI 53081

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$110,484,623	48.8%	44.8%	1.09	46.0%	1.06	48.9%	1.00	49.5%	0.99
Medical Assistance	\$25,387,940	11.2%	14.4%	0.78	12.0%	0.93	11.7%	0.96	11.4%	0.98
Commercial	\$85,071,521	37.6%	36.6%	1.03	38.7%	0.97	35.9%	1.05	36.9%	1.02
All Other	\$5,454,105	2.4%	4.2%	0.57	3.2%	0.75	3.5%	0.70	2.2%	1.09
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$83,030,431	36.7%	32.9%	1.11	33.6%	1.09	35.0%	1.05	37.0%	0.99
Medical Assistance	\$20,960,492	9.3%	10.7%	0.86	9.0%	1.03	8.5%	1.09	9.0%	1.03
Commercial	\$35,249,033	15.6%	14.8%	1.05	15.8%	0.99	12.4%	1.26	15.0%	1.04
Charity Care	\$1,887,394	0.8%	1.0%	0.84	0.9%	0.91	1.4%	0.58	0.8%	1.05
Bad Debt	\$1,537,072	0.7%	1.1%	0.64	0.8%	0.80	1.3%	0.53	0.7%	0.98
All Other	\$4,309,945	1.9%	1.9%	0.99	1.9%	1.00	1.3%	1.44	1.0%	1.83
Total Deductions	\$146,974,367	64.9%	62.4%	1.04	62.1%	1.05	59.8%	1.08	63.5%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	6.3%	0.37	3.8%	0.62	3.3%	0.70	2.0%	1.14
Net Gains/Losses as % of Net Income		36.0%	12.7%	2.84	20.8%	1.73	29.9%	1.20	54.4%	0.66
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$29,730,759	39.5%	44.7%	0.88	46.9%	0.84	47.5%	0.83	35.0%	1.13
Supplies & Services	\$38,411,759	51.1%	47.9%	1.07	45.3%	1.13	42.7%	1.20	59.1%	0.86
Capital Component	\$7,061,167	9.4%	7.4%	1.27	7.7%	1.21	9.8%	0.96	5.9%	1.59
<b>Fiscal Statistics</b>										
Operating Margin (%)		7.5%	8.9%	0.84	11.6%	0.65	4.5%	1.68	-1.8%	N/A
Total Hospital Net Income (%)		11.3%	10.1%	1.12	14.2%	0.79	6.3%	1.79	-4.1%	N/A
Return on Equity (%)		9.1%	7.6%	1.20	9.8%	0.93	4.0%	2.26	-2.8%	N/A
Current Ratio		1.8	5.6	0.32	4.5	0.41	5.4	0.34	1.7	1.10
Days in Net Patient Accounts Receivable		40.6	51.4	0.79	51.4	0.79	50.1	0.81	63.1	0.64
Average Payment Period		48.1	41.5	1.16	55.6	0.87	41.4	1.16	74.8	0.64
Equity Financing (%)		73.2%	73.6%	0.99	73.0%	1.00	67.6%	1.08	62.5%	1.17
Long-Term Debt to Equity Ratio		0.1	0.2	0.74	0.2	0.61	0.3	0.37	0.2	0.66
Times Interest Earned		79.3	14.1	5.63	59.3	1.34	4.4	17.92	-14.9	N/A
Total Asset Turnover		0.8	0.7	1.04	0.7	1.16	0.6	1.23	0.7	1.12
Average Age of Plant (Years)		15.3	9.3	1.65	10.2	1.51	9.4	1.62	16.2	0.94
Increase (Decrease) Total Net Patient Revenue		-2.6%	3.6%	N/A	4.9%	N/A	0.5%	N/A	7.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		69.8%	60.9%	1.15	69.2%	1.01	71.6%	0.98	69.3%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$10,894	\$15,675	0.69	\$13,057	0.83	\$10,854	1.00	\$9,734	1.12
Inpatient Net Revenue per Day		\$3,219	\$3,540	0.91	\$3,477	0.93	\$3,395	0.95	\$3,061	1.05
Outpatient Net Revenue per Visit		\$714	\$654	1.09	\$534	1.34	\$743	0.96	\$736	0.97

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$226,398,189	Cash & Cash Equivalents	\$1,011,811	Current Liabilities	\$9,328,822
Less Deductions	\$146,974,367	Net Patient Receivables	\$8,834,782	Long-Term Debt	\$9,379,415
Net Patient Revenue	\$79,423,822	Other Receivables	\$541,918	Other Liabilities	\$9,459,620
Plus Other Revenue	\$1,898,098			Subtotal	\$28,167,857
Total Revenue	\$81,321,920	Land, Buildings & Equipment (Net)	\$45,203,908	Unrestricted Fund Balance	\$76,795,873
Less Expenses	\$75,203,685	Other Assets	\$49,371,311	Restricted Fund Balance	\$9,473,061
Non-Operating Gains/Losses	\$3,447,485			Total Liabilities & Fund Balance	\$104,963,730
Net Income	\$9,565,720	Total Assets	\$104,963,730		

**179 Indianhead Medical Center/Shell Lake**  
 113 Fourth Avenue, PO Box 300  
 Shell Lake, WI 54871  
 715-468-7833

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Corporation

County: Washburn  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	17.3%	55.4%	0.31	20.9%	0.83	11.3%	1.53	15.9%	1.09
Obstetrics	0.0%	38.4%	N/A	19.4%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	12.6%	56.3%	0.22	22.7%	0.56	17.4%	0.73	11.7%	1.08
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.8	26.5	0.10	4.0	0.69	1.8	1.53	2.5	1.09
Obstetrics	0.0	5.0	N/A	0.7	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	2.8	48.3	0.06	5.5	0.51	2.9	0.97	2.6	1.08
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.92	2.9	1.24	2.9	1.22	3.6	0.99
Obstetrics	0.0	2.6	N/A	2.2	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.9	N/A	0.0	N/A
Total Hospital	3.6	4.3	0.82	3.1	1.17	4.0	0.90	3.6	1.00
<b>Surgical Operations</b>									
Inpatient	12	1,408	0.01	57	0.21	116	0.10	1	12.00
Outpatient	211	4,098	0.05	963	0.22	1,063	0.20	208	1.01
Inpatient as % of All Surgeries	5.4%	25.6%	0.21	5.6%	0.96	9.8%	0.55	0.5%	11.25
<b>Outpatient Visits</b>									
Non-Emergency Visits	14,751	132,001	0.11	18,612	0.79	20,790	0.71	8,412	1.75
Emergency Visits	1,018	17,964	0.06	7,144	0.14	2,393	0.43	1,049	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	1.0	18.9	0.05	3.9	0.26	3.2	0.32	1.0	1.00
Nurses, Licensed	23.6	244.4	0.10	55.2	0.43	79.1	0.30	23.4	1.01
Ancillary Nursing Personnel	6.5	40.0	0.16	9.0	0.73	11.1	0.59	3.0	2.18
All Other Personnel	55.4	484.8	0.11	137.0	0.40	112.6	0.49	41.2	1.34
Total FTEs	86.5	788.1	0.11	205.0	0.42	205.9	0.42	68.7	1.26
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	7.5	15.1	0.50	11.1	0.68	24.4	0.31	9.2	0.82
Nurses, Licensed	177.1	195.2	0.91	158.7	1.12	608.9	0.29	215.0	0.82
Ancillary Nursing Personnel	49.0	32.0	1.53	25.8	1.90	85.1	0.58	27.5	1.78
All Other Personnel	416.0	387.3	1.07	394.2	1.06	866.4	0.48	378.1	1.10
Total FTEs	649.7	629.5	1.03	589.9	1.10	1,584.8	0.41	629.8	1.03

**Total Hospital:**  
 Beds Set Up & Staffed 22  
 Discharges 285  
 Inpatient Days 1,014

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 6  
 Discharges 33  
 Inpatient Days 434

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

**179 Indianhead Medical Center/Shell Lake**  
Shell Lake, WI 54871

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	16	282	1,010	17.3%	2.8	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	2	2	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	4	3	4	0.3%	0.0	1.3
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
<b>Subacute care</b>	5	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	1	0	1.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	6	4	9.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	17	2	17.6	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	6	0	6.0	Physical Therapists	1	0	1.0
Ancillary Nursing Personnel	6	1	6.5	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	0	1.0
Health Info Mgmt-Administrators/Technicians	2	1	2.7	All Other Personnel	25	6	27.5
Pharmacy Personnel	1	0	1.0				
Clinical Laboratory Personnel	7	0	7.0				
				<b>Total</b>	<b>78</b>	<b>15</b>	<b>86.5</b>

**179 Indianhead Medical Center/Shell Lake**  
Shell Lake, WI 54871

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$8,413,642	67.4%	44.8%	1.51	48.8%	1.38	42.6%	1.58	71.9%	0.94
Medical Assistance	\$1,426,093	11.4%	14.4%	0.79	18.2%	0.63	12.7%	0.90	9.4%	1.21
Commercial	\$2,485,282	19.9%	36.6%	0.54	29.1%	0.69	40.5%	0.49	17.6%	1.13
All Other	\$159,420	1.3%	4.2%	0.30	3.9%	0.32	4.2%	0.31	1.0%	1.29
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$2,599,707	20.8%	32.9%	0.63	27.1%	0.77	20.7%	1.01	18.9%	1.10
Medical Assistance	\$811,175	6.5%	10.7%	0.60	11.3%	0.57	7.9%	0.82	4.6%	1.42
Commercial	\$550,092	4.4%	14.8%	0.30	4.4%	1.00	11.6%	0.38	3.4%	1.28
Charity Care	\$58,368	0.5%	1.0%	0.47	0.8%	0.56	0.9%	0.54	0.0%	N/A
Bad Debt	\$97,594	0.8%	1.1%	0.74	2.2%	0.36	2.0%	0.39	0.7%	1.16
All Other	\$0	0.0%	1.9%	N/A	1.0%	N/A	1.5%	N/A	0.0%	N/A
Total Deductions	\$4,116,936	33.0%	62.4%	0.53	46.8%	0.70	44.6%	0.74	27.6%	1.20
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.2%	6.3%	0.50	1.4%	2.30	3.9%	0.81	4.3%	0.73
Net Gains/Losses as % of Net Income		0.0%	12.7%	N/A	29.4%	N/A	1.9%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$4,346,527	50.7%	44.7%	1.13	53.0%	0.96	51.0%	1.00	54.3%	0.93
Supplies & Services	\$3,764,311	44.0%	47.9%	0.92	39.2%	1.12	42.2%	1.04	39.6%	1.11
Capital Component	\$453,843	5.3%	7.4%	0.72	7.8%	0.68	6.8%	0.78	6.1%	0.86
<b>Fiscal Statistics</b>										
Operating Margin (%)		0.9%	8.9%	0.10	8.3%	0.11	6.0%	0.15	-2.3%	N/A
Total Hospital Net Income (%)		0.9%	10.1%	0.09	11.3%	0.08	6.1%	0.15	-2.3%	N/A
Return on Equity (%)		3.1%	7.6%	0.41	7.2%	0.43	8.8%	0.35	-6.5%	N/A
Current Ratio		1.9	5.6	0.33	5.9	0.32	2.8	0.68	1.4	1.39
Days in Net Patient Accounts Receivable		55.0	51.4	1.07	53.6	1.03	58.0	0.95	45.0	1.22
Average Payment Period		42.2	41.5	1.02	50.0	0.84	45.2	0.93	55.7	0.76
Equity Financing (%)		31.3%	73.6%	0.43	77.1%	0.41	56.7%	0.55	25.3%	1.24
Long-Term Debt to Equity Ratio		1.0	0.2	6.09	0.2	5.51	0.4	2.51	1.3	0.76
Times Interest Earned		2.7	14.1	0.19	15.0	0.18	9.6	0.28	-2.6	N/A
Total Asset Turnover		3.4	0.7	4.57	0.6	5.49	1.5	2.33	2.8	1.21
Average Age of Plant (Years)		9.3	9.3	1.00	9.9	0.94	9.2	1.01	8.6	1.08
Increase (Decrease) Total Net Patient Revenue		23.5%	3.6%	6.46	8.8%	2.68	3.4%	6.99	-0.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		79.3%	60.9%	1.30	83.8%	0.95	76.0%	1.04	75.9%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,925		\$15,675	0.44	\$11,112	0.62	\$19,283	0.36	\$7,479	0.93
Inpatient Net Revenue per Day	\$1,543		\$3,540	0.44	\$2,936	0.53	\$2,854	0.54	\$1,632	0.95
Outpatient Net Revenue per Visit	\$397		\$654	0.61	\$1,072	0.37	\$720	0.55	\$496	0.80

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$12,484,437	Cash & Cash Equivalents	\$103,618	Current Liabilities	\$947,989
Less Deductions	\$4,116,936	Net Patient Receivables	\$1,259,718	Long-Term Debt	\$803,650
Net Patient Revenue	\$8,367,501	Other Receivables	\$114,650	Other Liabilities	\$0
Plus Other Revenue	\$276,110			Subtotal	\$1,751,639
Total Revenue	\$8,643,611	Land, Buildings & Equipment (Net)	\$753,665	Unrestricted Fund Balance	\$796,846
Less Expenses	\$8,564,681	Other Assets	\$316,834	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$2,548,485	Total Liabilities & Fund Balance	\$2,548,485
Net Income	\$78,930				

**127 Mayo Clinic Health System - Franciscan Healthcare in Sparta**  
 310 West Main Street  
 Sparta, WI 54656  
 608-269-2132

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Monroe  
 Analysis Area: Southwestern (5B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	6.8%	55.4%	0.12	49.4%	0.14	11.3%	0.60	30.7%	0.22
Obstetrics	0.0%	38.4%	N/A	56.6%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	29.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	6.8%	56.3%	0.12	56.0%	0.12	17.4%	0.39	30.7%	0.22
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	0.8	26.5	0.03	15.5	0.05	1.8	0.45	1.5	0.53
Obstetrics	0.0	5.0	N/A	3.5	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.2	N/A	0.0	N/A
Total Hospital	0.8	48.3	0.02	28.8	0.03	2.9	0.29	1.5	0.53
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	5.8	3.9	1.48	4.0	1.45	2.9	1.96	3.4	1.69
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.6	N/A	2.9	N/A	0.0	N/A
Total Hospital	1.8	4.3	0.41	4.5	0.39	4.0	0.44	3.6	0.49
<b>Surgical Operations</b>									
Inpatient	0	1,408	N/A	938	N/A	116	N/A	1	0.00
Outpatient	480	4,098	0.12	2,728	0.18	1,063	0.45	217	2.21
Inpatient as % of All Surgeries	0.0%	25.6%	N/A	25.6%	N/A	9.8%	N/A	0.5%	0.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	25,187	132,001	0.19	92,956	0.27	20,790	1.21	15,959	1.58
Emergency Visits	9,149	17,964	0.51	13,295	0.69	2,393	3.82	8,765	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.9	N/A	8.3	N/A	3.2	N/A	0.0	N/A
Nurses, Licensed	39.8	244.4	0.16	167.9	0.24	79.1	0.50	31.5	1.26
Ancillary Nursing Personnel	14.7	40.0	0.37	24.9	0.59	11.1	1.33	12.1	1.22
All Other Personnel	94.6	484.8	0.20	382.3	0.25	112.6	0.84	90.1	1.05
Total FTEs	149.1	788.1	0.19	583.5	0.26	205.9	0.72	133.6	1.12
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	15.1	N/A	7.9	N/A	24.4	N/A	0.0	N/A
Nurses, Licensed	136.0	195.2	0.70	159.8	0.85	608.9	0.22	388.5	0.35
Ancillary Nursing Personnel	50.1	32.0	1.57	23.7	2.12	85.1	0.59	148.5	0.34
All Other Personnel	322.8	387.3	0.83	363.8	0.89	866.4	0.37	1,109.9	0.29
Total FTEs	508.9	629.5	0.81	555.1	0.92	1,584.8	0.32	1,646.9	0.31

**Total Hospital:**

Beds Set Up & Staffed 12  
 Discharges 170  
 Inpatient Days 299

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 12  
 Discharges 152  
 Inpatient Days 3,206

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**127 Mayo Clinic Health System - Franciscan Healthcare in Sparta**  
Sparta, WI 54656

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	12	52	299	6.8%	0.8	5.8
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	2	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>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	0	0	0.0	Surgical Personnel	2	0	2.0
Physicians & Dentists	7	17	11.2	Radiological Services Personnel	1	9	4.8
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	1.1
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	5	5.0
Registered Nurses	16	32	34.8	Occupational Therapists	2	1	2.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	1	2.1	Physical Therapists	5	1	5.6
Ancillary Nursing Personnel	5	17	14.7	Physical Therapy Assistants/Aides	3	1	3.2
Medical Assistants	6	6	7.8	Recreational Therapists	0	1	0.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	3	3.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	13	12	16.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	15	23	25.2
Pharmacy Personnel	1	1	1.2				
Clinical Laboratory Personnel	8	1	8.6				
				<b>Total</b>	<b>88</b>	<b>135</b>	<b>149.1</b>

**127 Mayo Clinic Health System - Franciscan Healthcare in Sparta**  
Sparta, WI 54656

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$21,038,887	42.6%	44.8%	0.95	45.7%	0.93	42.6%	1.00	42.6%	1.00
Medical Assistance	\$7,526,975	15.3%	14.4%	1.06	10.6%	1.43	12.7%	1.20	16.2%	0.94
Commercial	\$14,161,777	28.7%	36.6%	0.78	37.7%	0.76	40.5%	0.71	26.4%	1.09
All Other	\$6,620,296	13.4%	4.2%	3.18	5.9%	2.29	4.2%	3.22	14.8%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$10,956,183	22.2%	32.9%	0.67	33.8%	0.66	20.7%	1.07	16.3%	1.36
Medical Assistance	\$3,339,527	6.8%	10.7%	0.63	8.9%	0.76	7.9%	0.86	11.1%	0.61
Commercial	\$6,265,000	12.7%	14.8%	0.86	13.6%	0.93	11.6%	1.09	8.7%	1.47
Charity Care	\$649,615	1.3%	1.0%	1.33	0.7%	1.96	0.9%	1.52	1.9%	0.68
Bad Debt	\$2,235,624	4.5%	1.1%	4.29	1.3%	3.46	2.0%	2.26	5.5%	0.82
All Other	\$2,301,923	4.7%	1.9%	2.43	4.0%	1.17	1.5%	3.14	3.9%	1.20
Total Deductions	\$25,747,872	52.2%	62.4%	0.84	62.3%	0.84	44.6%	1.17	47.5%	1.10
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	16.1%	6.3%	2.53		20.5%	0.78	3.9%	4.08	1.3%	12.21
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		6.0%	N/A	1.9%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$16,452,633	54.8%	44.7%	1.22	56.6%	0.97	51.0%	1.07	55.2%	0.99
Supplies & Services	\$11,927,918	39.7%	47.9%	0.83	38.6%	1.03	42.2%	0.94	37.9%	1.05
Capital Component	\$1,645,838	5.5%	7.4%	0.74	4.9%	1.13	6.8%	0.80	7.0%	0.79
<b>Fiscal Statistics</b>										
Operating Margin (%)	-6.8%	8.9%	N/A		8.3%	N/A	6.0%	N/A	-8.0%	0.85
Total Hospital Net Income (%)	-5.9%	10.1%	N/A		8.7%	N/A	6.1%	N/A	-7.9%	0.74
Return on Equity (%)	-13.0%	7.6%	N/A		7.3%	N/A	8.8%	N/A	-12.5%	1.04
Current Ratio	55.1	5.6	9.76		12.8	4.32	2.8	19.95	50.0	1.10
Days in Net Patient Accounts Receivable	64.0	51.4	1.24		67.7	0.94	58.0	1.10	68.4	0.93
Average Payment Period	1.0	41.5	0.02		24.3	0.04	45.2	0.02	1.3	0.72
Equity Financing (%)	99.4%	73.6%	1.35		90.3%	1.10	56.7%	1.75	99.4%	1.00
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.0	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	0.0	14.1	N/A		51.2	N/A	9.6	N/A	0.0	N/A
Total Asset Turnover	2.2	0.7	2.95		0.8	2.65	1.5	1.50	1.6	1.38
Average Age of Plant (Years)	6.4	9.3	0.69		9.3	0.69	9.2	0.70	6.4	1.01
Increase (Decrease) Total Net Patient Revenue	17.6%	3.6%	4.84		-3.9%	N/A	3.4%	5.24	-15.0%	N/A
Outpatient Gross Revenue (% of Total GPR)	84.3%	60.9%	1.38		74.2%	1.14	76.0%	1.11	80.2%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,627	\$15,675	0.68		\$16,231	0.65	\$19,283	0.55	\$14,934	0.71
Inpatient Net Revenue per Day	\$745	\$3,540	0.21		\$3,609	0.21	\$2,854	0.26	\$1,369	0.54
Outpatient Net Revenue per Visit	\$645	\$654	0.99		\$891	0.72	\$720	0.90	\$684	0.94

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$49,347,935	Cash & Cash Equivalents	\$0	Current Liabilities	\$75,000
Less Deductions	\$25,747,872	Net Patient Receivables	\$4,134,909	Long-Term Debt	\$0
Net Patient Revenue	\$23,600,063	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,512,937			Subtotal	\$75,000
Total Revenue	\$28,113,000	Land, Buildings & Equipment (Net)	\$8,704,961	Unrestricted Fund Balance	\$12,764,870
Less Expenses	\$30,026,389	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$250,000			Total Liabilities & Fund Balance	\$12,839,870
Net Income	-\$1,663,389	Total Assets	\$12,839,870		



**128 Spooner Health**  
 1280 Chandler Drive  
 Spooner, WI 54801  
 715-635-2111

Fiscal Year: 04/01 to 03/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Washburn  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 7		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	16.8%	55.4%	0.30	20.9%	0.80	19.8%	0.85	16.3%	1.03
Obstetrics	0.0%	38.4%	N/A	19.4%	N/A	18.3%	N/A	0.2%	0.00
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.3%	56.3%	0.25	22.7%	0.63	23.2%	0.61	10.6%	1.35
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.7	26.5	0.10	4.0	0.67	3.3	0.81	2.5	1.10
Obstetrics	0.0	5.0	N/A	0.7	N/A	0.5	N/A	0.0	0.00
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.9	48.3	0.06	5.5	0.52	4.7	0.61	2.6	1.08
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.9	0.76	2.9	1.02	3.0	0.97	3.4	0.87
Obstetrics	0.0	2.6	N/A	2.2	N/A	2.2	N/A	2.5	0.00
Pediatrics	0.0	3.5	N/A	0.0	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.3	4.3	0.54	3.1	0.77	2.9	0.80	2.5	0.92
<b>Surgical Operations</b>									
Inpatient	6	1,408	0.00	57	0.11	249	0.02	5	1.20
Outpatient	382	4,098	0.09	963	0.40	1,286	0.30	435	0.88
Inpatient as % of All Surgeries	1.5%	25.6%	0.06	5.6%	0.28	16.2%	0.10	1.1%	1.36
<b>Outpatient Visits</b>									
Non-Emergency Visits	14,541	132,001	0.11	18,612	0.78	24,580	0.59	13,821	1.05
Emergency Visits	7,293	17,964	0.41	7,144	1.02	4,890	1.49	6,949	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	3.9	0.78	5.9	0.51	3.0	1.00
Nurses, Licensed	31.9	244.4	0.13	55.2	0.58	42.0	0.76	31.4	1.02
Ancillary Nursing Personnel	2.3	40.0	0.06	9.0	0.25	8.1	0.28	2.3	1.01
All Other Personnel	73.7	484.8	0.15	137.0	0.54	98.5	0.75	74.2	0.99
Total FTEs	110.9	788.1	0.14	205.0	0.54	154.4	0.72	110.9	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	15.6	15.1	1.04	11.1	1.41	32.0	0.49	17.1	0.92
Nurses, Licensed	166.3	195.2	0.85	158.7	1.05	227.6	0.73	178.7	0.93
Ancillary Nursing Personnel	11.9	32.0	0.37	25.8	0.46	43.9	0.27	12.8	0.93
All Other Personnel	384.4	387.3	0.99	394.2	0.98	534.3	0.72	422.8	0.91
Total FTEs	578.2	629.5	0.92	589.9	0.98	837.8	0.69	631.4	0.92

**Total Hospital:**  
 Beds Set Up & Staffed 20  
 Discharges 444  
 Inpatient Days 1,042

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 4  
 Discharges 89  
 Inpatient Days 1,102

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

**128 Spooner Health**  
Spooner, WI 54801

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 03/31/2017	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	16	333	981	16.8%	2.7	2.9
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	4	0	4	17	0.0%	0.0	4.3
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
<b>Pediatric, acute</b>	1	4	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	0	3	9	0.0%	0.0	3.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	2	0	11	35	0.0%	0.1	3.2

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	3	0	3.0	Surgical Personnel	1	0	1.0
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	6	2	7.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	1	0.8
Registered Nurses	24	11	30.9	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	0	5.0
Ancillary Nursing Personnel	0	4	2.3	Physical Therapy Assistants/Aides	2	4	3.5
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	2	1.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	9	2	10.3
Health Info Mgmt-Administrators/Technicians	3	3	5.1	All Other Personnel	17	9	22.5
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	6	1	6.5				
				<b>Total</b>	<b>88</b>	<b>39</b>	<b>110.9</b>

**128 Spooner Health**

Spooner, WI 54801

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$21,518,500	50.3%	44.8%	1.12	48.8%	1.03	45.4%	1.11	49.4%	1.02
Medical Assistance	\$6,369,988	14.9%	14.4%	1.04	18.2%	0.82	11.2%	1.32	15.2%	0.98
Commercial	\$12,359,736	28.9%	36.6%	0.79	29.1%	0.99	40.6%	0.71	31.3%	0.92
All Other	\$2,518,101	5.9%	4.2%	1.40	3.9%	1.49	2.8%	2.08	4.1%	1.44
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$12,697,268	29.7%	32.9%	0.90	27.1%	1.10	26.7%	1.11	30.9%	0.96
Medical Assistance	\$4,571,529	10.7%	10.7%	1.00	11.3%	0.94	7.8%	1.36	11.9%	0.90
Commercial	\$1,496,731	3.5%	14.8%	0.24	4.4%	0.79	13.1%	0.27	3.6%	0.98
Charity Care	\$442,345	1.0%	1.0%	1.05	0.8%	1.24	0.5%	2.04	0.8%	1.30
Bad Debt	\$800,363	1.9%	1.1%	1.77	2.2%	0.87	1.6%	1.18	1.6%	1.14
All Other	\$513,554	1.2%	1.9%	0.63	1.0%	1.20	1.0%	1.18	0.8%	1.45
Total Deductions	\$20,521,790	48.0%	62.4%	0.77	46.8%	1.03	50.8%	0.94	49.6%	0.97
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.8%	6.3%	0.12		1.4%	0.55	3.0%	0.26	1.4%	0.56
Net Gains/Losses as % of Net Income	62.0%	12.7%	4.90		29.4%	2.11	4.4%	14.02	22.8%	2.72
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$9,644,754	45.8%	44.7%	1.02	53.0%	0.86	48.1%	0.95	48.7%	0.94
Supplies & Services	\$9,083,550	43.1%	47.9%	0.90	39.2%	1.10	43.6%	0.99	43.3%	1.00
Capital Component	\$2,332,771	11.1%	7.4%	1.50	7.8%	1.42	8.2%	1.35	8.0%	1.38
<b>Fiscal Statistics</b>										
Operating Margin (%)	6.0%	8.9%	0.68		8.3%	0.73	14.0%	0.43	8.6%	0.70
Total Hospital Net Income (%)	14.5%	10.1%	1.43		11.3%	1.28	14.5%	1.00	10.9%	1.33
Return on Equity (%)	6.6%	7.6%	0.87		7.2%	0.92	12.9%	0.52	4.1%	1.62
Current Ratio	3.2	5.6	0.57		5.9	0.54	3.6	0.89	0.9	3.76
Days in Net Patient Accounts Receivable	42.8	51.4	0.83		53.6	0.80	54.9	0.78	48.5	0.88
Average Payment Period	43.1	41.5	1.04		50.0	0.86	53.8	0.80	159.0	0.27
Equity Financing (%)	51.8%	73.6%	0.70		77.1%	0.67	59.1%	0.88	47.9%	1.08
Long-Term Debt to Equity Ratio	0.8	0.2	5.11		0.2	4.62	0.5	1.85	0.8	1.05
Times Interest Earned	6.3	14.1	0.45		15.0	0.42	14.4	0.43	0.0	N/A
Total Asset Turnover	0.4	0.7	0.56		0.6	0.68	0.9	0.47	0.4	1.14
Average Age of Plant (Years)	3.2	9.3	0.34		9.9	0.32	9.3	0.34	8.9	0.36
Increase (Decrease) Total Net Patient Revenue	14.9%	3.6%	4.12		8.8%	1.71	4.3%	3.47	2.8%	5.25
Outpatient Gross Revenue (% of Total GPR)	85.8%	60.9%	1.41		83.8%	1.02	74.3%	1.15	85.0%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,748	\$15,675	0.56		\$11,112	0.79	\$14,111	0.62	\$8,389	1.04
Inpatient Net Revenue per Day	\$2,214	\$3,540	0.63		\$2,936	0.75	\$4,070	0.54	\$1,771	1.25
Outpatient Net Revenue per Visit	\$840	\$654	1.29		\$1,072	0.78	\$801	1.05	\$769	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$42,766,325	Cash & Cash Equivalents	\$4,431,077	Current Liabilities	\$2,325,097
Less Deductions	\$20,521,790	Net Patient Receivables	\$2,607,186	Long-Term Debt	\$23,544,592
Net Patient Revenue	\$22,244,535	Other Receivables	\$25,413	Other Liabilities	\$0
Plus Other Revenue	\$172,128			Subtotal	\$25,869,689
Total Revenue	\$22,416,663	Land, Buildings & Equipment (Net)	\$29,989,388	Unrestricted Fund Balance	\$27,840,355
Less Expenses	\$21,061,075	Other Assets	\$16,656,980	Restricted Fund Balance	\$3,519,281
Non-Operating Gains/Losses	\$2,215,464			Total Liabilities & Fund Balance	\$53,710,044
Net Income	\$3,571,052	Total Assets	\$53,710,044		

**129 St Croix Regional Medical Center**  
 235 State Street  
 St Croix Falls, WI 54024  
 715-483-3261

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

County: Polk  
 Analysis Area: West Central (5A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	54.7%	55.4%	0.99	42.7%	1.28	42.3%	1.29	60.6%	0.90
Obstetrics	48.4%	38.4%	1.26	30.0%	0.06	26.5%	1.83	49.2%	0.98
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	53.4%	56.3%	0.95	43.6%	1.23	42.3%	1.26	54.3%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	10.4	26.5	0.39	11.7	0.89	16.0	0.65	11.5	0.90
Obstetrics	1.9	5.0	0.39	2.1	0.92	2.3	0.86	2.0	0.98
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	13.4	48.3	0.28	18.6	0.72	27.2	0.49	13.6	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.9	0.89	3.7	0.93	3.3	1.05	3.5	1.00
Obstetrics	2.6	2.6	1.00	2.4	1.07	2.2	1.14	2.5	1.04
Pediatrics	0.0	3.5	N/A	1.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	4.3	0.76	3.9	0.84	3.6	0.92	3.2	1.01
<b>Surgical Operations</b>									
Inpatient	315	1,408	0.22	496	0.63	726	0.43	383	0.82
Outpatient	1,870	4,098	0.46	1,861	1.00	2,865	0.65	1,669	1.12
Inpatient as % of All Surgeries	14.4%	25.6%	0.56	21.1%	0.68	20.2%	0.71	18.7%	0.77
<b>Outpatient Visits</b>									
Non-Emergency Visits	211,084	132,001	1.60	70,369	3.00	120,134	1.76	186,370	1.13
Emergency Visits	9,784	17,964	0.54	8,210	1.19	14,406	0.68	9,216	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	23.3	18.9	1.23	11.1	2.09	14.0	1.66	32.0	0.73
Nurses, Licensed	90.2	244.4	0.37	121.7	0.74	144.3	0.62	79.0	1.14
Ancillary Nursing Personnel	15.6	40.0	0.39	18.3	0.85	19.5	0.80	16.1	0.97
All Other Personnel	344.8	484.8	0.71	252.8	1.36	331.1	1.04	321.4	1.07
Total FTEs	473.8	788.1	0.60	404.0	1.17	508.9	0.93	448.4	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	30.4	15.1	2.01	19.3	1.57	14.4	2.11	48.0	0.63
Nurses, Licensed	117.5	195.2	0.60	211.1	0.56	148.1	0.79	118.4	0.99
Ancillary Nursing Personnel	20.3	32.0	0.63	31.8	0.64	20.1	1.01	24.1	0.84
All Other Personnel	449.2	387.3	1.16	438.4	1.02	340.0	1.32	482.0	0.93
Total FTEs	617.4	629.5	0.98	700.6	0.88	522.5	1.18	672.5	0.92

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,487  
 Inpatient Days 4,877

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 10  
 Inpatient Days 53

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 280  
 Newborn Days 568

**129 St Croix Regional Medical Center**  
St Croix Falls, WI 54024

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	19	1,095	3,794	54.7%	10.4	3.5
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	4	276	707	48.4%	1.9	2.6
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	2	116	376	51.5%	1.0	3.2
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	23	1	23.3	Surgical Personnel	9	0	9.0
Physicians & Dentists	25	1	25.2	Radiological Services Personnel	13	8	19.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	1	3.4
Registered Nurses	52	18	68.0	Occupational Therapists	1	1	1.7
Certified Nurse Midwives	1	0	1.0	Occupational Therapy Assistants/Aides	1	2	2.2
Licensed Practical Nurses	8	3	10.2	Physical Therapists	8	0	8.0
Ancillary Nursing Personnel	11	5	15.6	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	28	2	29.3	Recreational Therapists	10	1	10.7
Physician Assistants	5	0	5.0	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	11	0	11.0	Psychologists	5	0	5.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	2	0	2.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	47	2	48.6
Health Info Mgmt-Administrators/Technicians	15	1	15.6	All Other Personnel	105	26	127.8
Pharmacy Personnel	5	1	5.3				
Clinical Laboratory Personnel	20	4	22.6				
				<b>Total</b>	<b>412</b>	<b>77</b>	<b>473.8</b>

**129 St Croix Regional Medical Center**  
St Croix Falls, WI 54024

Selected Financial Statistics	FY 2017	All GMS Hospitals			Analysis Area		Volume Group		FY 2017 vs. 2016	
		Value	Ratio	5A	Value	Ratio	5	Value	Ratio	FY 2016
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$72,991,692	46.8%	44.8%	1.05	49.2%	0.95	47.9%	0.98	46.8%	1.00
Medical Assistance	\$22,461,161	14.4%	14.4%	1.00	12.0%	1.20	12.0%	1.20	14.2%	1.02
Commercial	\$56,959,083	36.5%	36.6%	1.00	35.1%	1.04	36.4%	1.00	37.0%	0.99
All Other	\$3,464,865	2.2%	4.2%	0.53	3.7%	0.61	3.7%	0.60	2.0%	1.10
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$36,699,696	23.5%	32.9%	0.71	32.5%	0.73	33.3%	0.71	26.6%	0.89
Medical Assistance	\$14,599,261	9.4%	10.7%	0.87	8.6%	1.09	8.7%	1.07	8.8%	1.07
Commercial	\$14,822,376	9.5%	14.8%	0.64	10.0%	0.95	14.8%	0.64	8.1%	1.18
Charity Care	\$918,394	0.6%	1.0%	0.60	0.9%	0.66	0.9%	0.68	0.7%	0.86
Bad Debt	\$2,944,835	1.9%	1.1%	1.79	1.2%	1.52	1.0%	1.92	1.2%	1.61
All Other	\$1,541,733	1.0%	1.9%	0.52	1.6%	0.64	1.9%	0.51	1.1%	0.88
Total Deductions	\$71,526,295	45.9%	62.4%	0.74	54.7%	0.84	60.6%	0.76	46.4%	0.99
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.5%	6.3%	0.23	4.1%	0.36	4.1%	0.36	1.9%	0.78	
Net Gains/Losses as % of Net Income	29.1%	12.7%	2.30	48.3%	0.60	11.9%	2.44	43.8%	0.66	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$39,518,452	48.8%	44.7%	1.09	53.1%	0.92	46.3%	1.05	47.4%	1.03
Supplies & Services	\$37,706,820	46.5%	47.9%	0.97	40.3%	1.15	46.1%	1.01	47.3%	0.98
Capital Component	\$3,787,944	4.7%	7.4%	0.63	6.6%	0.70	7.6%	0.62	5.3%	0.88
<b>Fiscal Statistics</b>										
Operating Margin (%)	5.4%	8.9%	0.60	6.5%	0.83	8.9%	0.60	6.6%	0.81	
Total Hospital Net Income (%)	7.4%	10.1%	0.73	11.8%	0.63	10.0%	0.74	11.2%	0.66	
Return on Equity (%)	8.3%	7.6%	1.09	8.3%	1.00	6.7%	1.24	14.2%	0.59	
Current Ratio	2.8	5.6	0.50	3.7	0.78	6.0	0.47	2.8	1.02	
Days in Net Patient Accounts Receivable	59.0	51.4	1.15	54.8	1.08	54.8	1.08	52.7	1.12	
Average Payment Period	68.4	41.5	1.65	56.1	1.22	42.8	1.60	59.5	1.15	
Equity Financing (%)	77.8%	73.6%	1.06	76.5%	1.02	78.1%	1.00	76.4%	1.02	
Long-Term Debt to Equity Ratio	0.0	0.2	0.28	0.2	0.30	0.1	0.31	0.1	0.58	
Times Interest Earned	39.6	14.1	2.81	26.4	1.50	18.4	2.15	38.8	1.02	
Total Asset Turnover	1.1	0.7	1.48	0.7	1.67	0.7	1.67	1.2	0.91	
Average Age of Plant (Years)	9.3	9.3	1.01	10.3	0.91	9.0	1.04	9.1	1.02	
Increase (Decrease) Total Net Patient Revenue	6.8%	3.6%	1.87	14.9%	0.46	2.6%	2.61	7.6%	0.89	
Outpatient Gross Revenue (% of Total GPR)	82.6%	60.9%	1.36	67.9%	1.22	71.9%	1.15	79.9%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,556	\$15,675	0.74	\$13,969	0.83	\$11,179	1.03	\$12,080	0.96	
Inpatient Net Revenue per Day	\$3,504	\$3,540	0.99	\$3,407	1.03	\$3,101	1.13	\$3,776	0.93	
Outpatient Net Revenue per Visit	\$317	\$654	0.48	\$718	0.44	\$561	0.57	\$317	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$155,876,801	Cash & Cash Equivalents	\$20,950,789	Current Liabilities	\$14,544,861
Less Deductions	\$71,526,295	Net Patient Receivables	\$13,626,140	Long-Term Debt	\$2,802,242
Net Patient Revenue	\$84,350,506	Other Receivables	\$3,608,712	Other Liabilities	\$0
Plus Other Revenue	\$1,258,104			Subtotal	\$17,347,103
Total Revenue	\$85,608,610	Land, Buildings & Equipment (Net)	\$30,517,787	Unrestricted Fund Balance	\$60,734,423
Less Expenses	\$81,013,216	Other Assets	\$9,378,098	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,886,440			Total Liabilities & Fund Balance	\$78,081,526
Net Income	\$6,481,834	Total Assets	\$78,081,526		

**130 Ascension Our Lady of Victory Hospital**  
 1120 Pine Street  
 Stanley, WI 54768  
 715-644-5571

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Clark  
 Analysis Area: West Central (5A)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5A		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	122.7%	55.4%	2.21	42.7%	2.87	11.3%	10.85	33.7%	3.64
Obstetrics	0.0%	38.4%	N/A	30.0%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	1.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	122.7%	56.3%	2.18	43.6%	2.82	17.4%	7.06	33.7%	3.64
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.2	26.5	0.05	11.7	0.10	1.8	0.68	1.7	0.73
Obstetrics	0.0	5.0	N/A	2.1	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.2	48.3	0.03	18.6	0.07	2.9	0.43	1.7	0.73
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.76	3.7	0.79	2.9	1.01	3.4	0.88
Obstetrics	0.0	2.6	N/A	2.4	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	1.9	N/A	2.9	N/A	0.0	N/A
Total Hospital	3.0	4.3	0.69	3.9	0.76	4.0	0.75	3.4	0.88
<b>Surgical Operations</b>									
Inpatient	0	1,408	N/A	496	N/A	116	N/A	3	0.00
Outpatient	296	4,098	0.07	1,861	0.16	1,063	0.28	334	0.89
Inpatient as % of All Surgeries	0.0%	25.6%	N/A	21.1%	N/A	9.8%	N/A	0.9%	0.00
<b>Outpatient Visits</b>									
Non-Emergency Visits	19,652	132,001	0.15	70,369	0.28	20,790	0.95	24,127	0.81
Emergency Visits	2,079	17,964	0.12	8,210	0.25	2,393	0.87	2,045	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.7	18.9	0.14	11.1	0.24	3.2	0.84	1.6	1.71
Nurses, Licensed	22.5	244.4	0.09	121.7	0.18	79.1	0.28	24.4	0.92
Ancillary Nursing Personnel	2.8	40.0	0.07	18.3	0.15	11.1	0.25	7.2	0.38
All Other Personnel	35.3	484.8	0.07	252.8	0.14	112.6	0.31	44.1	0.80
Total FTEs	63.2	788.1	0.08	404.0	0.16	205.9	0.31	77.3	0.82
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	21.8	15.1	1.45	19.3	1.13	24.4	0.89	14.4	1.52
Nurses, Licensed	184.4	195.2	0.94	211.1	0.87	608.9	0.30	225.4	0.82
Ancillary Nursing Personnel	22.7	32.0	0.71	31.8	0.71	85.1	0.27	66.8	0.34
All Other Personnel	288.8	387.3	0.75	438.4	0.66	866.4	0.33	408.1	0.71
Total FTEs	517.8	629.5	0.82	700.6	0.74	1,584.8	0.33	714.7	0.72

**Total Hospital:**

Beds Set Up & Staffed 1  
 Discharges 151  
 Inpatient Days 448

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 1  
 Discharges 48  
 Inpatient Days 650

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**130 Ascension Our Lady of Victory Hospital**  
Stanley, WI 54768

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	1	151	448	122.7%	1.2	3.0
Orthopedic	4	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	4	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	3	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>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	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>	3	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	2	2	2.7	Surgical Personnel	0	1	0.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	2	5.4
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	1	0.6
Registered Nurses	13	9	19.7	Occupational Therapists	1	1	1.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	2	1.7
Ancillary Nursing Personnel	2	2	2.8	Physical Therapy Assistants/Aides	1	1	1.8
Medical Assistants	0	2	0.8	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	2	0	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	1	0.8	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	7	4	9.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	3	1	3.0
Pharmacy Personnel	1	3	2.5				
Clinical Laboratory Personnel	4	4	7.0				
				<b>Total</b>	<b>41</b>	<b>36</b>	<b>63.2</b>



**130 Ascension Our Lady of Victory Hospital**  
Stanley, WI 54768

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5A Value	Ratio	1 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$15,258,842	52.5%	44.8%	1.17	49.2%	1.07	42.6%	1.23	50.7%	1.03
Medical Assistance	\$4,909,380	16.9%	14.4%	1.17	12.0%	1.40	12.7%	1.33	16.0%	1.06
Commercial	\$7,491,691	25.8%	36.6%	0.70	35.1%	0.73	40.5%	0.64	28.9%	0.89
All Other	\$1,429,927	4.9%	4.2%	1.16	3.7%	1.34	4.2%	1.18	4.4%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,474,200	22.3%	32.9%	0.68	32.5%	0.69	20.7%	1.07	18.1%	1.23
Medical Assistance	\$3,437,299	11.8%	10.7%	1.10	8.6%	1.38	7.9%	1.50	9.4%	1.26
Commercial	\$860,269	3.0%	14.8%	0.20	10.0%	0.30	11.6%	0.25	3.0%	0.98
Charity Care	\$351,920	1.2%	1.0%	1.22	0.9%	1.36	0.9%	1.40	0.9%	1.34
Bad Debt	\$618,318	2.1%	1.1%	2.01	1.2%	1.71	2.0%	1.06	1.4%	1.57
All Other	\$412,680	1.4%	1.9%	0.74	1.6%	0.91	1.5%	0.96	2.9%	0.50
Total Deductions	\$12,154,686	41.8%	62.4%	0.67	54.7%	0.76	44.6%	0.94	35.6%	1.17
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	3.0%	6.3%	0.47	4.1%	0.73	3.9%	0.76	1.8%	1.70	
Net Gains/Losses as % of Net Income	7.6%	12.7%	0.60	48.3%	0.16	1.9%	4.08	0.0%	289.62	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$7,705,077	42.6%	44.7%	0.95	53.1%	0.80	51.0%	0.84	56.7%	0.75
Supplies & Services	\$9,011,006	49.9%	47.9%	1.04	40.3%	1.24	42.2%	1.18	36.0%	1.38
Capital Component	\$1,356,591	7.5%	7.4%	1.02	6.6%	1.13	6.8%	1.10	7.3%	1.03
<b>Fiscal Statistics</b>										
Operating Margin (%)	-3.5%	8.9%	N/A	6.5%	N/A	6.0%	N/A	3.4%	N/A	
Total Hospital Net Income (%)	-3.8%	10.1%	N/A	11.8%	N/A	6.1%	N/A	3.4%	N/A	
Return on Equity (%)	-6.1%	7.6%	N/A	8.3%	N/A	8.8%	N/A	5.2%	N/A	
Current Ratio	2.3	5.6	0.40	3.7	0.62	2.8	0.82	3.4	0.66	
Days in Net Patient Accounts Receivable	43.6	51.4	0.85	54.8	0.80	58.0	0.75	48.0	0.91	
Average Payment Period	36.6	41.5	0.88	56.1	0.65	45.2	0.81	29.7	1.23	
Equity Financing (%)	0.0%	73.6%	N/A	76.5%	N/A	56.7%	N/A	0.0%	4.91	
Long-Term Debt to Equity Ratio	-4.7	0.2	N/A	0.2	N/A	0.4	N/A	-21.7	0.22	
Times Interest Earned	-0.9	14.1	N/A	26.4	N/A	9.6	N/A	4.5	N/A	
Total Asset Turnover	1.6	0.7	2.15	0.7	2.42	1.5	1.09	1.5	1.03	
Average Age of Plant (Years)	3.6	9.3	0.38	10.3	0.35	9.2	0.39	2.6	1.36	
Increase (Decrease) Total Net Patient Revenue	4.8%	3.6%	1.31	14.9%	0.32	3.4%	1.42	12.2%	0.39	
Outpatient Gross Revenue (% of Total GPR)	89.8%	60.9%	1.47	67.9%	1.32	76.0%	1.18	84.5%	1.06	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$15,976	\$15,675	1.02	\$13,969	1.14	\$19,283	0.83	\$20,413	0.78	
Inpatient Net Revenue per Day	\$2,850	\$3,540	0.81	\$3,407	0.84	\$2,854	1.00	\$3,733	0.76	
Outpatient Net Revenue per Visit	\$661	\$654	1.01	\$718	0.92	\$720	0.92	\$517	1.28	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$29,089,840	Cash & Cash Equivalents	\$38,040	Current Liabilities	\$1,733,275
Less Deductions	\$12,154,686	Net Patient Receivables	\$2,023,073	Long-Term Debt	\$9,610,833
Net Patient Revenue	\$16,935,154	Other Receivables	\$48,339	Other Liabilities	\$1,660,082
Plus Other Revenue	\$519,440			Subtotal	\$13,004,190
Total Revenue	\$17,454,594	Land, Buildings & Equipment (Net)	\$7,041,921	Unrestricted Fund Balance	-\$2,047,520
Less Expenses	\$18,072,674	Other Assets	\$1,805,297	Restricted Fund Balance	\$2,000
Non-Operating Gains/Losses	-\$50,990			Total Liabilities & Fund Balance	\$10,956,670
Net Income	-\$669,070	Total Assets	\$10,956,670		

**131 Ascension St. Michael's Hospital**  
 900 Illinois Avenue  
 Stevens Point, WI 54481  
 715-346-5000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Portage  
 Analysis Area: North Central (6)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	77.8%	55.4%	1.40	63.3%	1.23	58.7%	1.32	77.0%	1.01
Obstetrics	65.2%	38.4%	1.70	48.9%	0.07	36.5%	1.78	63.1%	1.03
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	75.6%	56.3%	1.34	68.1%	1.11	58.0%	1.30	74.8%	1.01
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	22.6	26.5	0.85	20.3	1.11	38.4	0.59	22.3	1.01
Obstetrics	3.3	5.0	0.65	3.7	0.87	7.1	0.46	3.2	1.03
Pediatrics	0.2	1.4	0.13	0.8	0.23	5.4	0.13	0.2	0.82
Total Hospital	37.8	48.3	0.78	39.0	0.97	79.6	0.47	37.4	1.01
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.76	3.7	0.80	3.8	0.78	3.1	0.97
Obstetrics	2.4	2.6	0.92	2.6	0.91	2.5	0.94	2.3	1.01
Pediatrics	2.0	3.5	0.57	2.9	0.67	3.6	0.54	2.1	0.94
Total Hospital	3.1	4.3	0.71	4.1	0.75	4.4	0.71	3.0	1.04
<b>Surgical Operations</b>									
Inpatient	880	1,408	0.62	1,200	0.73	1,955	0.45	875	1.01
Outpatient	3,058	4,098	0.75	1,676	1.82	5,493	0.56	3,363	0.91
Inpatient as % of All Surgeries	22.3%	25.6%	0.87	41.7%	0.54	26.2%	0.85	20.6%	1.08
<b>Outpatient Visits</b>									
Non-Emergency Visits	372,156	132,001	2.82	75,867	4.91	208,790	1.78	382,316	0.97
Emergency Visits	20,328	17,964	1.13	13,255	1.53	31,589	0.64	19,749	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.9	N/A	10.2	N/A	28.7	N/A	9.1	0.00
Nurses, Licensed	148.6	244.4	0.61	142.4	1.04	343.5	0.43	150.5	0.99
Ancillary Nursing Personnel	17.9	40.0	0.45	22.2	0.81	56.6	0.32	34.3	0.52
All Other Personnel	298.4	484.8	0.62	273.7	1.09	642.7	0.46	333.6	0.89
Total FTEs	464.9	788.1	0.59	448.5	1.04	1,071.5	0.43	527.5	0.88
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	15.1	N/A	10.6	N/A	14.6	N/A	4.5	0.00
Nurses, Licensed	81.2	195.2	0.42	147.6	0.55	174.3	0.47	75.1	1.08
Ancillary Nursing Personnel	9.8	32.0	0.31	23.0	0.42	28.7	0.34	17.1	0.57
All Other Personnel	163.0	387.3	0.42	283.6	0.57	326.0	0.50	166.4	0.98
Total FTEs	253.9	629.5	0.40	464.8	0.55	543.5	0.47	263.1	0.97

**Total Hospital:**  
 Beds Set Up & Staffed 50  
 Discharges 4,461  
 Inpatient Days 13,794

**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 15  
 Total Births 494  
 Newborn Days 1,014

**131 Ascension St. Michael's Hospital**  
Stevens Point, WI 54481

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	2	29	2,771	8,232	77.8%	22.6	3.0
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
<b>Pediatric, acute</b>	2	0	34	67	0.0%	0.2	2.0
<b>Obstetrics</b>	1	5	505	1,189	65.2%	3.3	2.4
<b>Psychiatric</b>	1	7	683	1,687	66.0%	4.6	2.5
<b>Alcoholism/chemical dependency</b>	5	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	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	40	222	0.0%	0.6	5.6
Step-Down (Special Care)	2	9	455	2,373	72.2%	6.5	5.2
Neonatal Intensive/Intermediate Care	2	0	13	24	0.0%	0.1	1.8
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	0	0	0.0	Surgical Personnel	7	2	8.5
Physicians & Dentists	2	3	3.5	Radiological Services Personnel	29	12	38.2
Medical & Dental Residents	0	0	0.0	Sonographers	1	6	5.4
Dental Hygienists	1	2	2.7	Respiratory Therapists	5	6	9.0
Registered Nurses	105	64	143.6	Occupational Therapists	2	1	2.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	5	0	5.0	Physical Therapists	10	5	13.2
Ancillary Nursing Personnel	9	18	17.9	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	16	2	17.1	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	76	40	97.5
Health Info Mgmt-Administrators/Technicians	3	0	3.0	All Other Personnel	44	24	57.3
Pharmacy Personnel	9	2	10.1				
Clinical Laboratory Personnel	23	8	28.6				
				<b>Total</b>	<b>349</b>	<b>195</b>	<b>464.9</b>

**131 Ascension St. Michael's Hospital**  
Stevens Point, WI 54481

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$156,418,682	41.9%	44.8%	0.94	51.2%	0.82	40.7%	1.03	41.3%	1.01
Medical Assistance	\$51,635,119	13.8%	14.4%	0.96	14.0%	0.99	19.9%	0.70	14.2%	0.98
Commercial	\$144,659,042	38.8%	36.6%	1.06	30.8%	1.26	35.3%	1.10	39.2%	0.99
All Other	\$20,421,171	5.5%	4.2%	1.30	4.0%	1.38	4.1%	1.33	5.4%	1.02
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$104,669,689	28.1%	32.9%	0.85	34.8%	0.81	30.5%	0.92	27.7%	1.01
Medical Assistance	\$37,928,375	10.2%	10.7%	0.95	10.5%	0.97	14.4%	0.71	10.3%	0.99
Commercial	\$26,284,671	7.0%	14.8%	0.48	7.6%	0.93	13.0%	0.54	6.4%	1.10
Charity Care	\$7,124,172	1.9%	1.0%	1.93	1.2%	1.59	1.0%	1.85	0.4%	4.59
Bad Debt	\$5,122,734	1.4%	1.1%	1.30	0.9%	1.49	1.0%	1.33	2.5%	0.54
All Other	\$8,927,073	2.4%	1.9%	1.25	1.6%	1.53	2.2%	1.07	2.6%	0.91
Total Deductions	\$190,056,714	50.9%	62.4%	0.82	56.5%	0.90	62.2%	0.82	50.0%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.9%	6.3%	0.30	12.4%	0.15	9.8%	0.20	2.5%	0.75	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	12.7%	N/A	4.7%	N/A	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$94,208,798	52.9%	44.7%	1.18	43.5%	1.22	42.9%	1.23	63.2%	0.84
Supplies & Services	\$71,512,000	40.1%	47.9%	0.84	50.5%	0.80	48.6%	0.83	30.2%	1.33
Capital Component	\$12,425,057	7.0%	7.4%	0.95	6.0%	1.16	8.5%	0.82	6.6%	1.06
<b>Fiscal Statistics</b>										
Operating Margin (%)	4.5%	8.9%	0.51	16.0%	0.28	13.6%	0.34	5.2%	0.87	
Total Hospital Net Income (%)	4.5%	10.1%	0.45	17.9%	0.25	14.1%	0.32	4.2%	1.08	
Return on Equity (%)	7.0%	7.6%	0.92	22.9%	0.31	10.4%	0.68	3.8%	1.83	
Current Ratio	3.5	5.6	0.62	2.8	1.25	6.4	0.54	6.0	0.59	
Days in Net Patient Accounts Receivable	55.7	51.4	1.09	44.6	1.25	47.5	1.17	49.9	1.12	
Average Payment Period	26.5	41.5	0.64	37.4	0.71	36.9	0.72	19.1	1.39	
Equity Financing (%)	66.4%	73.6%	0.90	54.2%	1.23	68.5%	0.97	88.3%	0.75	
Long-Term Debt to Equity Ratio	0.0	0.2	0.26	0.5	0.09	0.2	0.27	0.0	3.85	
Times Interest Earned	117.7	14.1	8.36	25.4	4.63	17.7	6.64	0.0	N/A	
Total Asset Turnover	1.6	0.7	2.09	1.2	1.24	0.7	2.12	0.9	1.68	
Average Age of Plant (Years)	4.1	9.3	0.44	8.3	0.49	7.9	0.52	2.8	1.46	
Increase (Decrease) Total Net Patient Revenue	-3.1%	3.6%	N/A	2.3%	N/A	2.0%	N/A	0.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)	79.4%	60.9%	1.30	59.5%	1.33	59.1%	1.34	80.5%	0.99	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,951	\$15,675	0.57	\$13,883	0.64	\$14,805	0.60	\$9,049	0.99	
Inpatient Net Revenue per Day	\$2,905	\$3,540	0.82	\$3,352	0.87	\$3,359	0.87	\$2,916	1.00	
Outpatient Net Revenue per Visit	\$378	\$654	0.58	\$806	0.47	\$542	0.70	\$390	0.97	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$373,134,014	Cash & Cash Equivalents	\$2,233,973	Current Liabilities	\$12,213,534
Less Deductions	\$190,056,714	Net Patient Receivables	\$27,959,033	Long-Term Debt	\$3,379,513
Net Patient Revenue	\$183,077,300	Other Receivables	\$1,344,216	Other Liabilities	\$24,839,897
Plus Other Revenue	\$3,559,391			Subtotal	\$40,432,944
Total Revenue	\$186,636,691	Land, Buildings & Equipment (Net)	\$70,647,813	Unrestricted Fund Balance	\$79,908,314
Less Expenses	\$178,145,855	Other Assets	\$18,156,223	Restricted Fund Balance	\$5,606,444
Non-Operating Gains/Losses	-\$40,024			Total Liabilities & Fund Balance	\$120,341,258
Net Income	\$8,450,812	Total Assets	\$120,341,258		

**132 Stoughton Hospital Association**  
 900 Ridge Street  
 Stoughton, WI 53589  
 608-873-6611

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Dane  
 Analysis Area: Southern (1)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	38.9%	55.4%	0.70	57.1%	0.68	19.8%	1.97	29.8%	1.31
Obstetrics	0.0%	38.4%	N/A	41.6%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	47.2%	56.3%	0.84	58.9%	0.80	23.2%	2.03	43.0%	1.10
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.0	26.5	0.26	24.0	0.29	3.3	2.10	5.4	1.31
Obstetrics	0.0	5.0	N/A	4.7	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	15.1	48.3	0.31	50.8	0.30	4.7	3.22	13.8	1.10
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.9	0.85	3.9	0.86	3.0	1.09	3.2	1.04
Obstetrics	0.0	2.6	N/A	2.7	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	3.5	N/A	3.1	N/A	0.0	N/A
Total Hospital	5.4	4.3	1.26	4.3	1.27	2.9	1.87	6.3	0.87
<b>Surgical Operations</b>									
Inpatient	311	1,408	0.22	2,094	0.15	249	1.25	156	1.99
Outpatient	2,383	4,098	0.58	7,088	0.34	1,286	1.85	1,596	1.49
Inpatient as % of All Surgeries	11.5%	25.6%	0.45	22.8%	0.51	16.2%	0.71	8.9%	1.30
<b>Outpatient Visits</b>									
Non-Emergency Visits	51,593	132,001	0.39	161,897	0.32	24,580	2.10	49,361	1.05
Emergency Visits	5,010	17,964	0.28	17,257	0.29	4,890	1.02	4,875	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	23.0	18.9	1.22	25.5	0.90	5.9	3.90	21.0	1.10
Nurses, Licensed	72.4	244.4	0.30	290.0	0.25	42.0	1.73	63.1	1.15
Ancillary Nursing Personnel	21.0	40.0	0.52	47.6	0.44	8.1	2.59	14.9	1.41
All Other Personnel	177.2	484.8	0.37	681.8	0.26	98.5	1.80	184.1	0.96
Total FTEs	293.6	788.1	0.37	1,045.0	0.28	154.4	1.90	283.1	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	43.0	15.1	2.85	20.7	2.08	32.0	1.34	37.8	1.14
Nurses, Licensed	135.3	195.2	0.69	235.4	0.57	227.6	0.59	113.5	1.19
Ancillary Nursing Personnel	39.2	32.0	1.23	38.7	1.01	43.9	0.89	26.8	1.46
All Other Personnel	331.1	387.3	0.85	553.4	0.60	534.3	0.62	331.2	1.00
Total FTEs	548.5	629.5	0.87	848.1	0.65	837.8	0.65	509.2	1.08

**Total Hospital:**  
 Beds Set Up & Staffed 32  
 Discharges 1,012  
 Inpatient Days 5,513

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 61  
 Inpatient Days 332

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

**132 Stoughton Hospital Association**  
Stoughton, WI 53589

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	18	770	2,557	38.9%	7.0	3.3
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	1	10	145	2,858	78.3%	7.8	19.7
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	4	14	98	6.7%	0.3	7.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	23	0	23.0	Surgical Personnel	1	5	4.5
Physicians & Dentists	1	1	1.0	Radiological Services Personnel	5	17	14.5
Medical & Dental Residents	0	0	0.0	Sonographers	1	4	2.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	5	3.9
Registered Nurses	19	66	65.9	Occupational Therapists	1	6	3.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	3	2.9	Physical Therapists	8	13	14.0
Ancillary Nursing Personnel	7	21	21.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	1	1	2.0	Recreational Therapists	1	0	1.0
Physician Assistants	1	1	1.7	Dietitians & Nutritionists	0	2	0.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	2	3.6	Social Workers	1	3	2.4
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	35	27	51.0
Health Info Mgmt-Administrators/Technicians	4	5	7.5	All Other Personnel	25	57	53.9
Pharmacy Personnel	5	0	5.0				
Clinical Laboratory Personnel	2	7	8.0				
				<b>Total</b>	<b>145</b>	<b>246</b>	<b>293.6</b>

**132 Stoughton Hospital Association**

Stoughton, WI 53589

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>2</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$57,223,895	54.1%	44.8%	1.21	41.1%	1.32	45.4%	1.19	54.2%	1.00
Medical Assistance	\$7,509,085	7.1%	14.4%	0.49	11.8%	0.60	11.2%	0.63	8.4%	0.85
Commercial	\$38,748,834	36.7%	36.6%	1.00	39.9%	0.92	40.6%	0.90	35.4%	1.03
All Other	\$2,238,426	2.1%	4.2%	0.50	7.2%	0.30	2.8%	0.75	2.0%	1.06
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$36,309,132	34.3%	32.9%	1.04	30.1%	1.14	26.7%	1.28	33.8%	1.02
Medical Assistance	\$5,466,149	5.2%	10.7%	0.48	8.7%	0.59	7.8%	0.66	5.6%	0.92
Commercial	\$16,495,679	15.6%	14.8%	1.05	18.1%	0.86	13.1%	1.19	14.4%	1.09
Charity Care	\$671,568	0.6%	1.0%	0.64	0.9%	0.72	0.5%	1.26	0.4%	1.41
Bad Debt	\$1,216,000	1.2%	1.1%	1.09	1.1%	1.04	1.6%	0.73	0.8%	1.47
All Other	\$1,058,039	1.0%	1.9%	0.52	3.4%	0.30	1.0%	0.99	0.9%	1.16
Total Deductions	\$61,216,567	57.9%	62.4%	0.93	62.3%	0.93	50.8%	1.14	55.9%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.4%	6.3%	0.69	7.1%	0.62	3.0%	1.49	5.3%	0.83
Net Gains/Losses as % of Net Income		9.6%	12.7%	0.75	48.2%	0.20	4.4%	2.16	12.8%	0.75
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$22,784,080	51.8%	44.7%	1.16	48.0%	1.08	48.1%	1.08	52.5%	0.99
Supplies & Services	\$17,120,023	39.0%	47.9%	0.81	44.6%	0.87	43.6%	0.89	39.3%	0.99
Capital Component	\$4,039,637	9.2%	7.4%	1.25	7.5%	1.23	8.2%	1.12	8.2%	1.12
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.6%	8.9%	0.63	3.0%	1.85	14.0%	0.40	4.4%	1.27
Total Hospital Net Income (%)		6.2%	10.1%	0.61	5.7%	1.09	14.5%	0.42	5.0%	1.22
Return on Equity (%)		4.9%	7.6%	0.65	4.4%	1.11	12.9%	0.38	3.7%	1.32
Current Ratio		5.4	5.6	0.96	2.1	2.61	3.6	1.51	4.7	1.15
Days in Net Patient Accounts Receivable		49.9	51.4	0.97	49.0	1.02	54.9	0.91	50.6	0.99
Average Payment Period		38.5	41.5	0.93	54.8	0.70	53.8	0.72	47.5	0.81
Equity Financing (%)		70.7%	73.6%	0.96	60.8%	1.16	59.1%	1.20	66.5%	1.06
Long-Term Debt to Equity Ratio		0.3	0.2	1.79	0.3	0.97	0.5	0.65	0.4	0.82
Times Interest Earned		8.7	14.1	0.62	5.3	1.63	14.4	0.60	15.2	0.57
Total Asset Turnover		0.8	0.7	1.07	0.8	1.05	0.9	0.90	0.7	1.08
Average Age of Plant (Years)		10.1	9.3	1.09	10.6	0.96	9.3	1.08	12.0	0.85
Increase (Decrease) Total Net Patient Revenue		14.8%	3.6%	4.08	3.3%	4.52	4.3%	3.44	2.0%	7.23
Outpatient Gross Revenue (% of Total GPR)		70.9%	60.9%	1.16	59.0%	1.20	74.3%	0.95	74.2%	0.96
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,817		\$15,675	0.82	\$17,327	0.74	\$14,111	0.91	\$11,459	1.12
Inpatient Net Revenue per Day	\$2,286		\$3,540	0.65	\$4,029	0.57	\$4,070	0.56	\$1,728	1.32
Outpatient Net Revenue per Visit	\$563		\$654	0.86	\$588	0.96	\$801	0.70	\$539	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$105,720,240	Cash & Cash Equivalents	\$15,234,989	Current Liabilities	\$4,350,704
Less Deductions	\$61,216,567	Net Patient Receivables	\$6,081,428	Long-Term Debt	\$12,324,525
Net Patient Revenue	\$44,503,673	Other Receivables	\$144,724	Other Liabilities	\$584,232
Plus Other Revenue	\$2,048,775			Subtotal	\$17,259,461
Total Revenue	\$46,552,448	Land, Buildings & Equipment (Net)	\$27,948,187	Unrestricted Fund Balance	\$41,562,831
Less Expenses	\$43,943,740	Other Assets	\$9,412,964	Restricted Fund Balance	\$2,649,780
Non-Operating Gains/Losses	\$275,839			Total Liabilities & Fund Balance	\$58,822,292
Net Income	\$2,884,547	Total Assets	\$58,822,292		

**133 Door County Medical Center**  
 323 South 18th Avenue  
 Sturgeon Bay, WI 54235  
 920-743-5566

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Door  
 Analysis Area: Northeastern (4)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	46.4%	55.4%	0.84	49.3%	0.94	38.8%	1.20	44.5%	1.04
Obstetrics	27.3%	38.4%	0.71	36.0%	0.04	31.2%	0.87	20.9%	1.30
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	44.1%	56.3%	0.78	48.0%	0.92	40.5%	1.09	41.8%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.4	26.5	0.28	23.1	0.32	10.1	0.73	7.1	1.04
Obstetrics	1.4	5.0	0.27	4.4	0.31	2.1	0.64	1.0	1.30
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	11.0	48.3	0.23	40.6	0.27	15.5	0.71	10.5	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.70	3.5	0.78	2.9	0.92	2.0	1.38
Obstetrics	3.7	2.6	1.46	2.5	1.52	2.3	1.62	1.9	1.94
Pediatrics	0.0	3.5	N/A	3.3	N/A	2.1	N/A	0.0	N/A
Total Hospital	2.3	4.3	0.54	3.6	0.65	3.0	0.77	2.2	1.08
<b>Surgical Operations</b>									
Inpatient	281	1,408	0.20	1,238	0.23	502	0.56	246	1.14
Outpatient	2,349	4,098	0.57	4,498	0.52	2,146	1.09	1,972	1.19
Inpatient as % of All Surgeries	10.7%	25.6%	0.42	21.6%	0.50	19.0%	0.56	11.1%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	101,682	132,001	0.77	188,046	0.54	53,087	1.92	94,723	1.07
Emergency Visits	9,326	17,964	0.52	19,336	0.48	13,724	0.68	9,282	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	25.2	18.9	1.33	17.5	1.44	11.1	2.28	21.0	1.20
Nurses, Licensed	129.6	244.4	0.53	253.8	0.51	104.4	1.24	113.9	1.14
Ancillary Nursing Personnel	19.5	40.0	0.49	33.6	0.58	20.7	0.94	12.3	1.59
All Other Personnel	343.7	484.8	0.71	503.6	0.68	226.8	1.52	357.6	0.96
Total FTEs	518.0	788.1	0.66	808.6	0.64	362.9	1.43	504.8	1.03
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	38.1	15.1	2.52	12.8	2.97	19.8	1.92	35.9	1.06
Nurses, Licensed	195.9	195.2	1.00	186.1	1.05	187.1	1.05	194.6	1.01
Ancillary Nursing Personnel	29.5	32.0	0.92	24.7	1.19	37.1	0.79	21.0	1.40
All Other Personnel	519.3	387.3	1.34	369.2	1.41	406.6	1.28	610.9	0.85
Total FTEs	782.8	629.5	1.24	592.8	1.32	650.6	1.20	862.4	0.91

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,720  
 Inpatient Days 4,025

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 6  
 Discharges 43  
 Inpatient Days 419

**Newborn Nursery:**  
 Bassinets 6  
 Total Births 117  
 Newborn Days 264



**133 Door County Medical Center**  
Sturgeon Bay, WI 54235

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	16	1,000	2,711	46.4%	7.4	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	133	498	27.3%	1.4	3.7
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	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	5	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	4	180	816	55.9%	2.2	4.5
Step-Down (Special Care)	2	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
<b>Subacute care</b>	5	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	24	3	25.2	Surgical Personnel	3	3	4.4
Physicians & Dentists	25	10	28.6	Radiological Services Personnel	13	12	18.3
Medical & Dental Residents	0	0	0.0	Sonographers	3	0	3.0
Dental Hygienists	0	3	1.4	Respiratory Therapists	9	6	10.4
Registered Nurses	50	83	92.9	Occupational Therapists	2	9	7.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.0
Licensed Practical Nurses	20	11	26.7	Physical Therapists	12	9	15.7
Ancillary Nursing Personnel	10	16	19.5	Physical Therapy Assistants/Aides	3	5	5.4
Medical Assistants	13	10	20.7	Recreational Therapists	4	0	4.0
Physician Assistants	2	2	2.8	Dietitians & Nutritionists	0	4	2.4
Nurse Practitioners	10	0	10.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	52	22	59.4
Health Info Mgmt-Administrators/Technicians	14	3	16.4	All Other Personnel	87	62	112.5
Pharmacy Personnel	5	6	7.6				
Clinical Laboratory Personnel	13	7	17.3				
				<b>Total</b>	<b>380</b>	<b>287</b>	<b>518.0</b>

**133 Door County Medical Center**  
Sturgeon Bay, WI 54235

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$83,834,008	56.3%	44.8%	1.26	46.0%	1.22	48.9%	1.15	55.3%	1.02
Medical Assistance	\$14,827,649	10.0%	14.4%	0.69	12.0%	0.83	11.7%	0.85	10.1%	0.99
Commercial	\$44,354,717	29.8%	36.6%	0.81	38.7%	0.77	35.9%	0.83	30.3%	0.98
All Other	\$5,768,631	3.9%	4.2%	0.92	3.2%	1.21	3.5%	1.12	4.3%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$40,117,734	27.0%	32.9%	0.82	33.6%	0.80	35.0%	0.77	29.8%	0.90
Medical Assistance	\$12,129,958	8.2%	10.7%	0.76	9.0%	0.90	8.5%	0.96	6.2%	1.31
Commercial	\$7,087,478	4.8%	14.8%	0.32	15.8%	0.30	12.4%	0.38	3.9%	1.22
Charity Care	\$1,317,806	0.9%	1.0%	0.90	0.9%	0.97	1.4%	0.62	1.1%	0.81
Bad Debt	\$3,096,015	2.1%	1.1%	1.97	0.8%	2.46	1.3%	1.64	1.5%	1.42
All Other	\$5,239,811	3.5%	1.9%	1.84	1.9%	1.84	1.3%	2.66	1.5%	2.29
Total Deductions	\$68,988,802	46.4%	62.4%	0.74	62.1%	0.75	59.8%	0.77	44.0%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	3.1%	6.3%	0.49	3.8%	0.82	3.3%	0.92	2.8%	1.09	
Net Gains/Losses as % of Net Income	25.6%	12.7%	2.02	20.8%	1.23	29.9%	0.85	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$53,221,058	65.9%	44.7%	1.47	46.9%	1.40	47.5%	1.39	66.0%	1.00
Supplies & Services	\$22,931,341	28.4%	47.9%	0.59	45.3%	0.63	42.7%	0.66	27.6%	1.03
Capital Component	\$4,628,719	5.7%	7.4%	0.78	7.7%	0.74	9.8%	0.59	6.4%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)	1.9%	8.9%	0.21	11.6%	0.16	4.5%	0.42	6.2%	0.31	
Total Hospital Net Income (%)	2.5%	10.1%	0.25	14.2%	0.18	6.3%	0.40	5.1%	0.49	
Return on Equity (%)	2.0%	7.6%	0.26	9.8%	0.20	4.0%	0.50	4.3%	0.47	
Current Ratio	3.2	5.6	0.57	4.5	0.72	5.4	0.60	4.0	0.81	
Days in Net Patient Accounts Receivable	67.4	51.4	1.31	51.4	1.31	50.1	1.34	58.7	1.15	
Average Payment Period	44.5	41.5	1.07	55.6	0.80	41.4	1.07	40.1	1.11	
Equity Financing (%)	83.5%	73.6%	1.14	73.0%	1.14	67.6%	1.23	82.6%	1.01	
Long-Term Debt to Equity Ratio	0.1	0.2	0.52	0.2	0.43	0.3	0.26	0.1	0.79	
Times Interest Earned	10.3	14.1	0.73	59.3	0.17	4.4	2.32	18.3	0.56	
Total Asset Turnover	0.8	0.7	1.07	0.7	1.18	0.6	1.26	0.8	0.93	
Average Age of Plant (Years)	9.5	9.3	1.02	10.2	0.93	9.4	1.00	2.8	3.40	
Increase (Decrease) Total Net Patient Revenue	2.8%	3.6%	0.76	4.9%	0.56	0.5%	5.25	2.9%	0.95	
Outpatient Gross Revenue (% of Total GPR)	80.3%	60.9%	1.32	69.2%	1.16	71.6%	1.12	79.1%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,776	\$15,675	0.62	\$13,057	0.75	\$10,854	0.90	\$9,930	0.98	
Inpatient Net Revenue per Day	\$3,345	\$3,540	0.94	\$3,477	0.96	\$3,395	0.99	\$3,868	0.86	
Outpatient Net Revenue per Visit	\$591	\$654	0.90	\$534	1.11	\$743	0.79	\$594	0.99	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$148,785,005	Cash & Cash Equivalents	\$7,903,723	Current Liabilities	\$9,401,071
Less Deductions	\$68,988,802	Net Patient Receivables	\$14,737,997	Long-Term Debt	\$7,491,896
Net Patient Revenue	\$79,796,203	Other Receivables	\$2,772,649	Other Liabilities	\$227,872
Plus Other Revenue	\$2,539,663			Subtotal	\$17,120,839
Total Revenue	\$82,335,866	Land, Buildings & Equipment (Net)	\$29,808,019	Unrestricted Fund Balance	\$86,686,996
Less Expenses	\$80,781,118	Other Assets	\$48,585,447	Restricted Fund Balance	\$1,186,418
Non-Operating Gains/Losses	\$533,766			Total Liabilities & Fund Balance	\$103,807,835
Net Income	\$2,088,514	Total Assets	\$103,807,835		

**314 Aurora Medical Center in Summit**  
 36500 Aurora Drive  
 Summit, WI 53066  
 262-560-6151

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

County: Waukesha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	48.8%	55.4%	0.88	52.9%	0.92	42.3%	1.15	43.0%	1.13
Obstetrics	27.4%	38.4%	0.72	30.5%	0.11	26.5%	1.04	27.5%	1.00
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	0.0%	N/A	0.8%	0.00
Total Hospital	43.8%	56.3%	0.78	48.2%	0.91	42.3%	1.03	35.5%	1.23
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	24.4	26.5	0.92	35.0	0.70	16.0	1.53	21.5	1.13
Obstetrics	3.3	5.0	0.66	5.7	0.57	2.3	1.46	3.3	1.00
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.1	0.00
Total Hospital	39.8	48.3	0.82	55.0	0.72	27.2	1.47	35.2	1.13
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.78	3.6	0.86	3.3	0.92	3.0	1.03
Obstetrics	2.3	2.6	0.88	2.3	0.96	2.2	1.01	2.3	0.97
Pediatrics	0.0	3.5	N/A	2.3	N/A	0.0	N/A	1.3	0.00
Total Hospital	3.5	4.3	0.82	3.9	0.91	3.6	0.99	3.3	1.06
<b>Surgical Operations</b>									
Inpatient	1,494	1,408	1.06	1,426	1.05	726	2.06	1,433	1.04
Outpatient	4,331	4,098	1.06	3,666	1.18	2,865	1.51	4,377	0.99
Inpatient as % of All Surgeries	25.6%	25.6%	1.00	28.0%	0.92	20.2%	1.27	24.7%	1.04
<b>Outpatient Visits</b>									
Non-Emergency Visits	87,033	132,001	0.66	147,718	0.59	120,134	0.72	84,325	1.03
Emergency Visits	14,691	17,964	0.82	23,681	0.62	14,406	1.02	13,439	1.09
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	15.0	18.9	0.79	19.1	0.79	14.0	1.07	9.0	1.67
Nurses, Licensed	252.3	244.4	1.03	263.5	0.96	144.3	1.75	229.6	1.10
Ancillary Nursing Personnel	39.3	40.0	0.98	43.7	0.90	19.5	2.01	32.3	1.21
All Other Personnel	647.9	484.8	1.34	513.5	1.26	331.1	1.96	306.9	2.11
Total FTEs	954.5	788.1	1.21	839.7	1.14	508.9	1.88	577.8	1.65
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.6	15.1	0.90	11.9	1.14	14.4	0.94	8.6	1.58
Nurses, Licensed	228.7	195.2	1.17	164.8	1.39	148.1	1.54	219.8	1.04
Ancillary Nursing Personnel	35.6	32.0	1.11	27.3	1.30	20.1	1.78	31.0	1.15
All Other Personnel	587.3	387.3	1.52	321.1	1.83	340.0	1.73	293.8	2.00
Total FTEs	865.2	629.5	1.37	525.2	1.65	522.5	1.66	553.2	1.56

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	91	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	12
Discharges	4,104	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	451
Inpatient Days	14,540			Inpatient Days	0	Newborn Days	953

**314 Aurora Medical Center in Summit**  
Summit, WI 53066

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	50	2,919	8,913	48.8%	24.4	3.1
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	8	107	867	29.7%	2.4	8.1
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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	12	534	1,202	27.4%	3.3	2.3
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	5	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	14	349	2,860	56.0%	7.8	8.2
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	7	56	698	27.3%	1.9	12.5
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	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	15	0	15.0	Surgical Personnel	6	5	7.7
Physicians & Dentists	65	20	73.5	Radiological Services Personnel	30	21	46.5
Medical & Dental Residents	0	0	0.0	Sonographers	6	5	9.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	4	10.8
Registered Nurses	164	109	236.7	Occupational Therapists	5	6	8.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	16	12	23.0
Ancillary Nursing Personnel	17	47	39.3	Physical Therapy Assistants/Aides	1	1	1.6
Medical Assistants	32	9	39.0	Recreational Therapists	0	0	0.0
Physician Assistants	8	3	9.5	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	14	3	15.6	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	1	5.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	134	82	176.1
Health Info Mgmt-Administrators/Technicians	27	7	32.5	All Other Personnel	139	41	164.3
Pharmacy Personnel	12	6	16.3				
Clinical Laboratory Personnel	17	5	20.3				
				<b>Total</b>	<b>725</b>	<b>387</b>	<b>954.5</b>

**314 Aurora Medical Center in Summit**  
Summit, WI 53066

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$154,057,979	42.1%	44.8%	0.94	48.2%	0.87	47.9%	0.88	38.7%	1.09
Medical Assistance	\$28,180,300	7.7%	14.4%	0.54	10.5%	0.73	12.0%	0.64	7.7%	1.00
Commercial	\$171,960,005	47.0%	36.6%	1.28	38.7%	1.21	36.4%	1.29	50.8%	0.93
All Other	\$11,612,565	3.2%	4.2%	0.75	2.5%	1.27	3.7%	0.85	2.8%	1.13
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$120,445,576	32.9%	32.9%	1.00	37.8%	0.87	33.3%	0.99	30.0%	1.10
Medical Assistance	\$22,737,731	6.2%	10.7%	0.58	8.1%	0.76	8.7%	0.71	6.2%	1.00
Commercial	\$69,447,917	19.0%	14.8%	1.28	16.8%	1.13	14.8%	1.28	20.9%	0.91
Charity Care	\$3,979,001	1.1%	1.0%	1.10	1.0%	1.13	0.9%	1.25	0.7%	1.55
Bad Debt	\$3,800,449	1.0%	1.1%	0.98	1.0%	1.02	1.0%	1.05	1.1%	0.94
All Other	\$5,310,247	1.5%	1.9%	0.76	1.1%	1.38	1.9%	0.75	1.5%	0.97
Total Deductions	\$225,720,921	61.7%	62.4%	0.99	65.8%	0.94	60.6%	1.02	60.4%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.7%	6.3%	0.11		4.3%	0.17	4.1%	0.18	1.0%	0.72
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	11.9%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$45,365,336	39.2%	44.7%	0.88	39.6%	0.99	46.3%	0.85	37.7%	1.04
Supplies & Services	\$58,479,173	50.6%	47.9%	1.06	51.6%	0.98	46.1%	1.10	51.8%	0.98
Capital Component	\$11,819,304	10.2%	7.4%	1.39	8.7%	1.17	7.6%	1.35	10.5%	0.97
<b>Fiscal Statistics</b>										
Operating Margin (%)	18.0%	8.9%	2.02		11.5%	1.56	8.9%	2.02	17.0%	1.06
Total Hospital Net Income (%)	17.4%	10.1%	1.72		10.0%	1.74	10.0%	1.74	16.9%	1.03
Return on Equity (%)	7.3%	7.6%	0.96		6.2%	1.17	6.7%	1.09	7.3%	1.01
Current Ratio	19.5	5.6	3.45		8.9	2.18	6.0	3.25	12.9	1.51
Days in Net Patient Accounts Receivable	54.3	51.4	1.06		48.8	1.11	54.8	0.99	57.9	0.94
Average Payment Period	28.1	41.5	0.68		42.8	0.66	42.8	0.66	35.8	0.79
Equity Financing (%)	97.6%	73.6%	1.33		80.2%	1.22	78.1%	1.25	96.9%	1.01
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	0.0	14.1	N/A		13.9	N/A	18.4	N/A	0.0	N/A
Total Asset Turnover	0.4	0.7	0.57		0.6	0.67	0.7	0.64	0.4	0.98
Average Age of Plant (Years)	6.8	9.3	0.74		8.9	0.77	9.0	0.76	6.4	1.07
Increase (Decrease) Total Net Patient Revenue	5.9%	3.6%	1.62		1.8%	3.26	2.6%	2.26	5.2%	1.12
Outpatient Gross Revenue (% of Total GPR)	62.9%	60.9%	1.03		63.2%	1.00	71.9%	0.87	64.6%	0.97
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,758	\$15,675	0.88		\$12,886	1.07	\$11,179	1.23	\$13,324	1.03
Inpatient Net Revenue per Day	\$3,776	\$3,540	1.07		\$3,088	1.22	\$3,101	1.22	\$3,807	0.99
Outpatient Net Revenue per Visit	\$859	\$654	1.31		\$646	1.33	\$561	1.53	\$864	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$365,810,849	Cash & Cash Equivalents	\$133,629,585	Current Liabilities	\$8,027,244
Less Deductions	\$225,720,921	Net Patient Receivables	\$20,830,582	Long-Term Debt	\$0
Net Patient Revenue	\$140,089,928	Other Receivables	\$573,462	Other Liabilities	\$8,365
Plus Other Revenue	\$1,016,641			Subtotal	\$8,035,609
Total Revenue	\$141,106,569	Land, Buildings & Equipment (Net)	\$176,674,129	Unrestricted Fund Balance	\$326,155,657
Less Expenses	\$115,663,813	Other Assets	\$2,483,508	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,034,525	Total Assets	\$334,191,266	Total Liabilities & Fund Balance	\$334,191,266
Net Income	\$24,408,231				

**134 St Mary's Hospital of Superior**  
 3500 Tower Avenue  
 Superior, WI 54880  
 715-392-8281

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

County: Douglas  
 Analysis Area: Western Lake Superior (7)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 7		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	10.6%	55.4%	0.19	20.9%	0.51	38.8%	0.27	9.8%	1.08
Obstetrics	0.0%	38.4%	N/A	19.4%	N/A	31.2%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	0.0%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	10.6%	56.3%	0.19	22.7%	0.47	40.5%	0.26	9.8%	1.08
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.7	26.5	0.10	4.0	0.66	10.1	0.26	2.5	1.08
Obstetrics	0.0	5.0	N/A	0.7	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.0	N/A	0.1	N/A	0.0	N/A
Total Hospital	2.7	48.3	0.06	5.5	0.48	15.5	0.17	2.5	1.08
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.9	0.67	2.9	0.90	2.9	0.89	3.0	0.88
Obstetrics	0.0	2.6	N/A	2.2	N/A	2.3	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	0.0	N/A	2.1	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.60	3.1	0.85	3.0	0.85	3.0	0.88
<b>Surgical Operations</b>									
Inpatient	2	1,408	0.00	57	0.04	502	0.00	1	2.00
Outpatient	1,832	4,098	0.45	963	1.90	2,146	0.85	1,960	0.93
Inpatient as % of All Surgeries	0.1%	25.6%	0.00	5.6%	0.02	19.0%	0.01	0.1%	2.14
<b>Outpatient Visits</b>									
Non-Emergency Visits	39,062	132,001	0.30	18,612	2.10	53,087	0.74	37,361	1.05
Emergency Visits	13,700	17,964	0.76	7,144	1.92	13,724	1.00	15,067	0.91
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	3.9	0.78	11.1	0.27	2.0	1.50
Nurses, Licensed	101.7	244.4	0.42	55.2	1.84	104.4	0.97	55.7	1.83
Ancillary Nursing Personnel	9.1	40.0	0.23	9.0	1.01	20.7	0.44	10.0	0.90
All Other Personnel	185.0	484.8	0.38	137.0	1.35	226.8	0.82	143.0	1.29
Total FTEs	298.7	788.1	0.38	205.0	1.46	362.9	0.82	210.7	1.42
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.2	15.1	0.41	11.1	0.56	19.8	0.31	4.6	1.35
Nurses, Licensed	210.2	195.2	1.08	158.7	1.32	187.1	1.12	127.8	1.64
Ancillary Nursing Personnel	18.7	32.0	0.59	25.8	0.73	37.1	0.50	23.0	0.81
All Other Personnel	382.6	387.3	0.99	394.2	0.97	406.6	0.94	328.2	1.17
Total FTEs	617.8	629.5	0.98	589.9	1.05	650.6	0.95	483.7	1.28

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 373  
 Inpatient Days 970

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 15  
 Discharges 147  
 Inpatient Days 1,718

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

**134 St Mary's Hospital of Superior**  
Superior, WI 54880

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	25	373	970	10.6%	2.7	2.6
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	3	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
<b>Pediatric, acute</b>	3	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	3	0	3.0	Surgical Personnel	2	2	3.2
Physicians & Dentists	19	14	32.6	Radiological Services Personnel	1	7	6.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	0.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	3	2.5
Registered Nurses	13	55	53.0	Occupational Therapists	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	26	20	39.1	Physical Therapists	4	8	8.3
Ancillary Nursing Personnel	4	13	9.1	Physical Therapy Assistants/Aides	1	2	1.6
Medical Assistants	4	8	9.1	Recreational Therapists	0	0	0.0
Physician Assistants	4	3	5.2	Dietitians & Nutritionists	0	1	0.4
Nurse Practitioners	8	2	9.7	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	15	12	24.1
Health Info Mgmt-Administrators/Technicians	2	1	2.8	All Other Personnel	46	41	71.8
Pharmacy Personnel	1	2	1.6				
Clinical Laboratory Personnel	7	10	13.2				
				<b>Total</b>	<b>161</b>	<b>209</b>	<b>298.7</b>

**134 St Mary's Hospital of Superior**  
Superior, WI 54880

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$47,637,391	45.0%	44.8%	1.01	48.8%	0.92	48.9%	0.92	41.7%	1.08
Medical Assistance	\$18,114,943	17.1%	14.4%	1.19	18.2%	0.94	11.7%	1.46	19.1%	0.90
Commercial	\$36,551,679	34.5%	36.6%	0.94	29.1%	1.19	35.9%	0.96	35.9%	0.96
All Other	\$3,556,023	3.4%	4.2%	0.80	3.9%	0.85	3.5%	0.97	3.4%	0.99
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$28,032,911	26.5%	32.9%	0.80	27.1%	0.98	35.0%	0.76	22.9%	1.16
Medical Assistance	\$12,995,001	12.3%	10.7%	1.14	11.3%	1.08	8.5%	1.45	12.7%	0.97
Commercial	\$8,590,841	8.1%	14.8%	0.55	4.4%	1.84	12.4%	0.66	7.4%	1.10
Charity Care	\$1,817,971	1.7%	1.0%	1.74	0.8%	2.07	1.4%	1.20	1.9%	0.90
Bad Debt	\$2,774,633	2.6%	1.1%	2.48	2.2%	1.22	1.3%	2.06	2.9%	0.91
All Other	\$518,293	0.5%	1.9%	0.26	1.0%	0.49	1.3%	0.37	-0.3%	N/A
Total Deductions	\$54,729,650	51.7%	62.4%	0.83	46.8%	1.10	59.8%	0.86	47.5%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		1.4%	6.3%	0.22	1.4%	1.00	3.3%	0.42	0.6%	2.15
Net Gains/Losses as % of Net Income		51.7%	12.7%	4.08	29.4%	1.76	29.9%	1.73	5.2%	10.00
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$29,823,779	61.7%	44.7%	1.38	53.0%	1.16	47.5%	1.30	61.2%	1.01
Supplies & Services	\$16,451,525	34.1%	47.9%	0.71	39.2%	0.87	42.7%	0.80	34.4%	0.99
Capital Component	\$2,039,791	4.2%	7.4%	0.57	7.8%	0.54	9.8%	0.43	4.4%	0.96
<b>Fiscal Statistics</b>										
Operating Margin (%)		6.8%	8.9%	0.76	8.3%	0.82	4.5%	1.52	18.7%	0.37
Total Hospital Net Income (%)		13.2%	10.1%	1.30	11.3%	1.16	6.3%	2.09	19.5%	0.68
Return on Equity (%)		8.0%	7.6%	1.05	7.2%	1.10	4.0%	1.98	13.0%	0.62
Current Ratio		8.4	5.6	1.50	5.9	1.42	5.4	1.58	19.6	0.43
Days in Net Patient Accounts Receivable		53.5	51.4	1.04	53.6	1.00	50.1	1.07	49.0	1.09
Average Payment Period		29.1	41.5	0.70	50.0	0.58	41.4	0.70	22.6	1.29
Equity Financing (%)		95.6%	73.6%	1.30	77.1%	1.24	67.6%	1.41	96.4%	0.99
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.2	N/A	0.3	N/A	0.0	N/A
Times Interest Earned		0.0	14.1	N/A	15.0	N/A	4.4	N/A	0.0	N/A
Total Asset Turnover		0.6	0.7	0.76	0.6	0.91	0.6	0.90	0.7	0.86
Average Age of Plant (Years)		16.5	9.3	1.78	9.9	1.68	9.4	1.75	15.6	1.06
Increase (Decrease) Total Net Patient Revenue		9.9%	3.6%	2.74	8.8%	1.13	0.5%	18.91	2.7%	3.66
Outpatient Gross Revenue (% of Total GPR)		94.2%	60.9%	1.55	83.8%	1.12	71.6%	1.32	94.0%	1.00
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,176		\$15,675	0.78	\$11,112	1.10	\$10,854	1.12	\$11,328	1.07
Inpatient Net Revenue per Day	\$2,271		\$3,540	0.64	\$2,936	0.77	\$3,395	0.67	\$1,942	1.17
Outpatient Net Revenue per Visit	\$898		\$654	1.37	\$1,072	0.84	\$743	1.21	\$827	1.09

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$105,860,036	Cash & Cash Equivalents	\$23,032,960	Current Liabilities	\$3,734,321
Less Deductions	\$54,729,650	Net Patient Receivables	\$7,499,971	Long-Term Debt	\$0
Net Patient Revenue	\$51,130,386	Other Receivables	\$678,382	Other Liabilities	\$326,126
Plus Other Revenue	\$722,223			Subtotal	\$4,060,447
Total Revenue	\$51,852,609	Land, Buildings & Equipment (Net)	\$22,950,200	Unrestricted Fund Balance	\$87,706,814
Less Expenses	\$48,315,095	Other Assets	\$37,605,748	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,786,203			Total Liabilities & Fund Balance	\$91,767,261
Net Income	\$7,323,717	Total Assets	\$91,767,261		



**135 Tomah Memorial Hospital**  
 321 Butts Avenue  
 Tomah, WI 54660  
 608-372-2181

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Monroe  
 Analysis Area: Southwestern (5B)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	38.3%	55.4%	0.69	49.4%	0.77	38.8%	0.99	36.8%	1.04
Obstetrics	35.3%	38.4%	0.92	56.6%	0.03	31.2%	1.13	36.0%	0.98
Pediatrics	0.0%	55.4%	N/A	29.0%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	37.5%	56.3%	0.67	56.0%	0.67	40.5%	0.93	36.6%	1.03
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.7	26.5	0.22	15.5	0.37	10.1	0.57	5.5	1.04
Obstetrics	1.8	5.0	0.35	3.5	0.50	2.1	0.83	1.8	0.98
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.1	N/A	0.0	N/A
Total Hospital	7.5	48.3	0.16	28.8	0.26	15.5	0.49	7.3	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	3.9	0.83	4.0	0.81	2.9	1.10	3.3	0.96
Obstetrics	2.2	2.6	0.84	2.6	0.83	2.3	0.94	2.0	1.06
Pediatrics	0.0	3.5	N/A	2.6	N/A	2.1	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.67	4.5	0.64	3.0	0.95	2.9	0.99
<b>Surgical Operations</b>									
Inpatient	104	1,408	0.07	938	0.11	502	0.21	78	1.33
Outpatient	886	4,098	0.22	2,728	0.32	2,146	0.41	891	0.99
Inpatient as % of All Surgeries	10.5%	25.6%	0.41	25.6%	0.41	19.0%	0.55	8.0%	1.31
<b>Outpatient Visits</b>									
Non-Emergency Visits	21,284	132,001	0.16	92,956	0.23	53,087	0.40	21,700	0.98
Emergency Visits	17,580	17,964	0.98	13,295	1.32	13,724	1.28	16,767	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.9	N/A	8.3	N/A	11.1	N/A	0.0	N/A
Nurses, Licensed	114.8	244.4	0.47	167.9	0.68	104.4	1.10	116.4	0.99
Ancillary Nursing Personnel	37.6	40.0	0.94	24.9	1.51	20.7	1.82	28.1	1.34
All Other Personnel	206.8	484.8	0.43	382.3	0.54	226.8	0.91	206.0	1.00
Total FTEs	359.2	788.1	0.46	583.5	0.62	362.9	0.99	350.5	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	15.1	N/A	7.9	N/A	19.8	N/A	0.0	N/A
Nurses, Licensed	241.3	195.2	1.24	159.8	1.51	187.1	1.29	264.6	0.91
Ancillary Nursing Personnel	78.9	32.0	2.47	23.7	3.34	37.1	2.13	63.9	1.23
All Other Personnel	434.7	387.3	1.12	363.8	1.19	406.6	1.07	468.2	0.93
Total FTEs	754.9	629.5	1.20	555.1	1.36	650.6	1.16	796.7	0.95

**Total Hospital:**  
 Beds Set Up & Staffed 20  
 Discharges 952  
 Inpatient Days 2,740

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 5  
 Discharges 56  
 Inpatient Days 348

**Newborn Nursery:**  
 Bassinets 5  
 Total Births 283  
 Newborn Days 519

**135 Tomah Memorial Hospital**  
Tomah, WI 54660

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	2	15	649	2,095	38.3%	5.7	3.2
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	298	645	35.3%	1.8	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	0	0	0.0	Surgical Personnel	6	1	6.0
Physicians & Dentists	0	10	4.2	Radiological Services Personnel	8	10	16.8
Medical & Dental Residents	0	0	0.0	Sonographers	3	0	3.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	0	4.0
Registered Nurses	72	15	86.1	Occupational Therapists	3	0	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	6	11	19.9	Physical Therapists	4	6	13.6
Ancillary Nursing Personnel	23	17	37.6	Physical Therapy Assistants/Aides	1	1	2.6
Medical Assistants	2	1	3.2	Recreational Therapists	0	0	0.0
Physician Assistants	2	1	2.6	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	6	2	7.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	3	1	3.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	4	7	9.1
Health Info Mgmt-Administrators/Technicians	8	1	8.8	All Other Personnel	78	25	106.0
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	9	6	15.9				
				<b>Total</b>	<b>248</b>	<b>115</b>	<b>359.2</b>

**135 Tomah Memorial Hospital**

Tomah, WI 54660

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5B Value	Ratio	4 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$31,948,541	35.0%	44.8%	0.78	45.7%	0.77	48.9%	0.72	33.2%	1.06
Medical Assistance	\$15,186,495	16.6%	14.4%	1.16	10.6%	1.56	11.7%	1.42	16.6%	1.00
Commercial	\$33,190,688	36.4%	36.6%	0.99	37.7%	0.96	35.9%	1.01	40.2%	0.90
All Other	\$10,954,189	12.0%	4.2%	2.84	5.9%	2.05	3.5%	3.48	10.0%	1.21
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$16,719,002	18.3%	32.9%	0.56	33.8%	0.54	35.0%	0.52	17.4%	1.06
Medical Assistance	\$10,110,006	11.1%	10.7%	1.03	8.9%	1.25	8.5%	1.31	10.1%	1.09
Commercial	\$6,939,836	7.6%	14.8%	0.51	13.6%	0.56	12.4%	0.61	8.2%	0.93
Charity Care	\$1,005,388	1.1%	1.0%	1.11	0.7%	1.64	1.4%	0.77	1.4%	0.80
Bad Debt	\$2,634,889	2.9%	1.1%	2.73	1.3%	2.21	1.3%	2.27	2.2%	1.29
All Other	\$2,899,679	3.2%	1.9%	1.66	4.0%	0.79	1.3%	2.40	2.9%	1.10
Total Deductions	\$40,308,800	44.2%	62.4%	0.71	62.3%	0.71	59.8%	0.74	42.1%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.5%		6.3%	0.08	20.5%	0.03	3.3%	0.16	0.8%	0.62
Net Gains/Losses as % of Net Income	51.1%		12.7%	4.04	6.0%	8.57	29.9%	1.71	38.9%	1.31
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$25,685,215	52.2%	44.7%	1.17	56.6%	0.92	47.5%	1.10	53.3%	0.98
Supplies & Services	\$19,221,503	39.1%	47.9%	0.82	38.6%	1.01	42.7%	0.92	39.1%	1.00
Capital Component	\$4,264,867	8.7%	7.4%	1.18	4.9%	1.79	9.8%	0.89	7.6%	1.14
<b>Fiscal Statistics</b>										
Operating Margin (%)		4.0%	8.9%	0.45	8.3%	0.49	4.5%	0.90	7.4%	0.55
Total Hospital Net Income (%)		7.9%	10.1%	0.78	8.7%	0.90	6.3%	1.26	11.5%	0.69
Return on Equity (%)		6.3%	7.6%	0.83	7.3%	0.86	4.0%	1.56	9.3%	0.68
Current Ratio		4.1	5.6	0.73	12.8	0.32	5.4	0.77	5.6	0.73
Days in Net Patient Accounts Receivable		44.2	51.4	0.86	67.7	0.65	50.1	0.88	50.5	0.88
Average Payment Period		30.6	41.5	0.74	24.3	1.26	41.4	0.74	24.8	1.24
Equity Financing (%)		84.9%	73.6%	1.15	90.3%	0.94	67.6%	1.26	86.4%	0.98
Long-Term Debt to Equity Ratio		0.1	0.2	0.67	0.0	2.53	0.3	0.33	0.1	1.05
Times Interest Earned		20.5	14.1	1.46	51.2	0.40	4.4	4.63	23.3	0.88
Total Asset Turnover		0.8	0.7	1.03	0.8	0.92	0.6	1.21	0.8	0.99
Average Age of Plant (Years)		7.7	9.3	0.83	9.3	0.83	9.4	0.81	9.2	0.84
Increase (Decrease) Total Net Patient Revenue		9.2%	3.6%	2.53	-3.9%	N/A	0.5%	17.49	4.4%	2.11
Outpatient Gross Revenue (% of Total GPR)		83.6%	60.9%	1.37	74.2%	1.13	71.6%	1.17	82.9%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,955		\$15,675	0.70	\$16,231	0.67	\$10,854	1.01	\$10,437	1.05
Inpatient Net Revenue per Day	\$3,457		\$3,540	0.98	\$3,609	0.96	\$3,395	1.02	\$3,293	1.05
Outpatient Net Revenue per Visit	\$1,095		\$654	1.68	\$891	1.23	\$743	1.47	\$997	1.10

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$91,279,913	Cash & Cash Equivalents	\$8,434,913	Current Liabilities	\$3,839,109
Less Deductions	\$40,308,800	Net Patient Receivables	\$6,178,029	Long-Term Debt	\$6,315,691
Net Patient Revenue	\$50,971,113	Other Receivables	\$61,359	Other Liabilities	\$0
Plus Other Revenue	\$266,329			Subtotal	\$10,154,800
Total Revenue	\$51,237,442	Land, Buildings & Equipment (Net)	\$17,876,732	Unrestricted Fund Balance	\$57,168,627
Less Expenses	\$49,171,585	Other Assets	\$34,772,394	Restricted Fund Balance	\$1,426,497
Non-Operating Gains/Losses	\$2,162,315			Total Liabilities & Fund Balance	\$67,323,427
Net Income	\$4,228,172	Total Assets	\$67,323,427		

**136 Ascension Sacred Heart Hospital**  
 401 West Mohawk Drive  
 Tomahawk, WI 54487  
 715-453-7700

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Lincoln  
 Analysis Area: North Central (6)  
 Volume Group: 2

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 2		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	28.1%	55.4%	0.51	63.3%	0.44	19.8%	1.42	19.7%	1.43
Obstetrics	0.0%	38.4%	N/A	48.9%	N/A	18.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	28.1%	56.3%	0.50	68.1%	0.41	23.2%	1.21	19.7%	1.43
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	2.2	26.5	0.08	20.3	0.11	3.3	0.68	2.4	0.95
Obstetrics	0.0	5.0	N/A	3.7	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.2	48.3	0.05	39.0	0.06	4.7	0.48	2.4	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.9	0.74	3.7	0.78	3.0	0.95	2.9	1.01
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.2	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.1	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.67	4.1	0.70	2.9	0.99	2.9	1.01
<b>Surgical Operations</b>									
Inpatient	0	1,408	N/A	1,200	N/A	249	N/A	0	N/A
Outpatient	0	4,098	N/A	1,676	N/A	1,286	N/A	103	0.00
Inpatient as % of All Surgeries	0.0%	25.6%	N/A	41.7%	N/A	16.2%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	16,216	132,001	0.12	75,867	0.21	24,580	0.66	17,172	0.94
Emergency Visits	4,305	17,964	0.24	13,255	0.32	4,890	0.88	3,835	1.12
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	2.8	18.9	0.15	10.2	0.28	5.9	0.48	11.5	0.24
Nurses, Licensed	15.6	244.4	0.06	142.4	0.11	42.0	0.37	9.3	1.67
Ancillary Nursing Personnel	4.7	40.0	0.12	22.2	0.21	8.1	0.58	0.0	N/A
All Other Personnel	34.7	484.8	0.07	273.7	0.13	98.5	0.35	41.9	0.83
Total FTEs	57.7	788.1	0.07	448.5	0.13	154.4	0.37	62.8	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.0	15.1	0.92	10.6	1.32	32.0	0.44	63.7	0.22
Nurses, Licensed	77.4	195.2	0.40	147.6	0.52	227.6	0.34	51.4	1.50
Ancillary Nursing Personnel	23.4	32.0	0.73	23.0	1.01	43.9	0.53	0.0	N/A
All Other Personnel	172.5	387.3	0.45	283.6	0.61	534.3	0.32	231.8	0.74
Total FTEs	287.1	629.5	0.46	464.8	0.62	837.8	0.34	346.9	0.83

**Total Hospital:**  
 Beds Set Up & Staffed 8  
 Discharges 284  
 Inpatient Days 821

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 0  
 Discharges 17  
 Inpatient Days 78

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0

**136 Ascension Sacred Heart Hospital**  
Tomahawk, WI 54487

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	8	284	821	28.1%	2.2	2.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	5	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	1	7	2.8	Surgical Personnel	0	0	0.0
Physicians & Dentists	2	5	3.9	Radiological Services Personnel	2	2	3.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	0.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	1	1.2
Registered Nurses	11	8	15.6	Occupational Therapists	0	3	1.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	1	1.8
Ancillary Nursing Personnel	3	2	4.7	Physical Therapy Assistants/Aides	1	1	1.2
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	11	6	13.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	0	4	1.4
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	3	5	6.2				
				<b>Total</b>	<b>36</b>	<b>49</b>	<b>57.7</b>

**136 Ascension Sacred Heart Hospital**

Tomahawk, WI 54487

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$16,848,259	51.6%	44.8%	1.15	51.2%	1.01	45.4%	1.14	51.8%	1.00
Medical Assistance	\$4,597,382	14.1%	14.4%	0.98	14.0%	1.01	11.2%	1.25	13.2%	1.06
Commercial	\$9,566,281	29.3%	36.6%	0.80	30.8%	0.95	40.6%	0.72	29.2%	1.00
All Other	\$1,621,633	5.0%	4.2%	1.18	4.0%	1.25	2.8%	1.75	5.8%	0.86
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$7,775,905	23.8%	32.9%	0.72	34.8%	0.68	26.7%	0.89	31.6%	0.75
Medical Assistance	\$3,289,587	10.1%	10.7%	0.94	10.5%	0.96	7.8%	1.29	9.7%	1.04
Commercial	\$1,956,891	6.0%	14.8%	0.41	7.6%	0.79	13.1%	0.46	7.9%	0.76
Charity Care	\$487,764	1.5%	1.0%	1.51	1.2%	1.25	0.5%	2.95	0.4%	4.02
Bad Debt	\$806,064	2.5%	1.1%	2.34	0.9%	2.69	1.6%	1.56	2.0%	1.24
All Other	\$564,643	1.7%	1.9%	0.90	1.6%	1.10	1.0%	1.70	2.6%	0.66
Total Deductions	\$14,880,854	45.6%	62.4%	0.73	56.5%	0.81	50.8%	0.90	54.1%	0.84
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	4.3%	6.3%	0.67	12.4%	0.35	3.0%	1.45	6.0%	0.71	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	12.7%	N/A	4.4%	N/A	0.0%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$9,344,802	64.1%	44.7%	1.43	43.5%	1.47	48.1%	1.33	72.4%	0.88
Supplies & Services	\$4,314,533	29.6%	47.9%	0.62	50.5%	0.59	43.6%	0.68	21.4%	1.38
Capital Component	\$924,428	6.3%	7.4%	0.86	6.0%	1.05	8.2%	0.77	6.1%	1.04
<b>Fiscal Statistics</b>										
Operating Margin (%)	21.4%	8.9%	2.39	16.0%	1.33	14.0%	1.53	-0.3%	N/A	
Total Hospital Net Income (%)	21.3%	10.1%	2.11	17.9%	1.19	14.5%	1.47	-0.3%	N/A	
Return on Equity (%)	36.8%	7.6%	4.84	22.9%	1.61	12.9%	2.85	-0.5%	N/A	
Current Ratio	4.5	5.6	0.80	2.8	1.62	3.6	1.27	4.9	0.93	
Days in Net Patient Accounts Receivable	57.7	51.4	1.12	44.6	1.30	54.9	1.05	59.6	0.97	
Average Payment Period	28.4	41.5	0.68	37.4	0.76	53.8	0.53	12.7	2.23	
Equity Financing (%)	30.7%	73.6%	0.42	54.2%	0.57	59.1%	0.52	26.3%	1.17	
Long-Term Debt to Equity Ratio	1.5	0.2	9.30	0.5	3.25	0.5	3.36	2.5	0.61	
Times Interest Earned	22.8	14.1	1.62	25.4	0.90	14.4	1.58	0.7	33.38	
Total Asset Turnover	1.7	0.7	2.33	1.2	1.38	0.9	1.96	2.0	0.88	
Average Age of Plant (Years)	4.3	9.3	0.46	8.3	0.52	9.3	0.46	2.9	1.46	
Increase (Decrease) Total Net Patient Revenue	24.9%	3.6%	6.85	2.3%	10.82	4.3%	5.78	-2.2%	N/A	
Outpatient Gross Revenue (% of Total GPR)	88.8%	60.9%	1.46	59.5%	1.49	74.3%	1.19	86.8%	1.02	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,556	\$15,675	0.48	\$13,883	0.54	\$14,111	0.54	\$9,085	0.83	
Inpatient Net Revenue per Day	\$2,519	\$3,540	0.71	\$3,352	0.75	\$4,070	0.62	\$2,925	0.86	
Outpatient Net Revenue per Visit	\$793	\$654	1.21	\$806	0.98	\$801	0.99	\$571	1.39	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$32,633,555	Cash & Cash Equivalents	\$650	Current Liabilities	\$1,082,360
Less Deductions	\$14,880,854	Net Patient Receivables	\$2,808,639	Long-Term Debt	\$5,064,615
Net Patient Revenue	\$17,752,701	Other Receivables	\$312,879	Other Liabilities	\$1,290,568
Plus Other Revenue	\$793,501			Subtotal	\$7,437,543
Total Revenue	\$18,546,202	Land, Buildings & Equipment (Net)	\$5,740,965	Unrestricted Fund Balance	\$3,288,341
Less Expenses	\$14,583,763	Other Assets	\$1,862,751	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$16,252	Total Assets	\$10,725,884	Total Liabilities & Fund Balance	\$10,725,884
Net Income	\$3,946,187				

**137 Aurora Medical Center of Manitowoc County**  
 5000 Memorial Drive  
 Two Rivers, WI 54241  
 920-794-5000

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

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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	20.9%	55.4%	0.38	49.3%	0.42	42.3%	0.49	17.9%	1.16
Obstetrics	33.6%	38.4%	0.88	36.0%	0.06	26.5%	1.27	33.6%	1.00
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	27.0%	56.3%	0.48	48.0%	0.56	42.3%	0.64	24.4%	1.11
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.9	26.5	0.30	23.1	0.34	16.0	0.50	7.0	1.13
Obstetrics	2.0	5.0	0.40	4.4	0.46	2.3	0.89	2.0	1.00
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	16.8	48.3	0.35	40.6	0.41	27.2	0.62	15.4	1.09
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.71	3.5	0.79	3.3	0.83	2.7	1.03
Obstetrics	1.9	2.6	0.74	2.5	0.77	2.2	0.85	1.9	1.00
Pediatrics	0.0	3.5	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.5	4.3	0.59	3.6	0.70	3.6	0.71	2.4	1.06
<b>Surgical Operations</b>									
Inpatient	667	1,408	0.47	1,238	0.54	726	0.92	624	1.07
Outpatient	2,779	4,098	0.68	4,498	0.62	2,865	0.97	2,777	1.00
Inpatient as % of All Surgeries	19.4%	25.6%	0.76	21.6%	0.90	20.2%	0.96	18.3%	1.05
<b>Outpatient Visits</b>									
Non-Emergency Visits	76,622	132,001	0.58	188,046	0.41	120,134	0.64	70,925	1.08
Emergency Visits	13,151	17,964	0.73	19,336	0.68	14,406	0.91	12,951	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.0	18.9	0.53	17.5	0.57	14.0	0.71	10.0	1.00
Nurses, Licensed	115.4	244.4	0.47	253.8	0.45	144.3	0.80	115.9	1.00
Ancillary Nursing Personnel	19.3	40.0	0.48	33.6	0.57	19.5	0.99	17.9	1.07
All Other Personnel	224.3	484.8	0.46	503.6	0.45	331.1	0.68	175.3	1.28
Total FTEs	369.0	788.1	0.47	808.6	0.46	508.9	0.72	319.1	1.16
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.3	15.1	0.95	12.8	1.12	14.4	0.99	14.9	0.96
Nurses, Licensed	165.5	195.2	0.85	186.1	0.89	148.1	1.12	172.2	0.96
Ancillary Nursing Personnel	27.7	32.0	0.86	24.7	1.12	20.1	1.38	26.7	1.04
All Other Personnel	321.5	387.3	0.83	369.2	0.87	340.0	0.95	260.6	1.23
Total FTEs	529.0	629.5	0.84	592.8	0.89	522.5	1.01	474.4	1.12

**Total Hospital:**  
 Beds Set Up & Staffed 62  
 Discharges 2,416  
 Inpatient Days 6,117

**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 8  
 Total Births 387  
 Newborn Days 695

**137 Aurora Medical Center of Manitowoc County**

Two Rivers, WI 54241

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	38	1,053	2,894	20.9%	7.9	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	6	388	736	33.6%	2.0	1.9
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	6	321	321	14.7%	0.9	1.0
Step-Down (Special Care)	1	12	512	2,166	49.5%	5.9	4.2
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
<b>Subacute care</b>	5	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	10	0	10.0	Surgical Personnel	5	2	6.8
Physicians & Dentists	2	11	3.3	Radiological Services Personnel	11	7	18.2
Medical & Dental Residents	0	0	0.0	Sonographers	3	0	3.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	1	6.0
Registered Nurses	93	31	110.9	Occupational Therapists	3	4	6.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	1	3.1
Licensed Practical Nurses	0	0	0.0	Physical Therapists	10	4	13.6
Ancillary Nursing Personnel	13	11	19.3	Physical Therapy Assistants/Aides	4	3	6.5
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	1	2.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	3	4.5	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	59	38	77.9
Health Info Mgmt-Administrators/Technicians	3	1	3.6	All Other Personnel	47	19	58.5
Pharmacy Personnel	6	1	6.2				
Clinical Laboratory Personnel	8	0	8.0				
				<b>Total</b>	<b>289</b>	<b>138</b>	<b>369.0</b>



**137 Aurora Medical Center of Manitowoc County**

Two Rivers, WI 54241

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$91,209,910	42.1%	44.8%	0.94	46.0%	0.91	47.9%	0.88	38.6%	1.09
Medical Assistance	\$26,302,036	12.1%	14.4%	0.84	12.0%	1.01	12.0%	1.01	13.0%	0.94
Commercial	\$92,957,845	42.9%	36.6%	1.17	38.7%	1.11	36.4%	1.18	45.8%	0.94
All Other	\$6,371,565	2.9%	4.2%	0.70	3.2%	0.92	3.7%	0.79	2.7%	1.10
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$68,301,644	31.5%	32.9%	0.96	33.6%	0.94	33.3%	0.95	28.9%	1.09
Medical Assistance	\$20,484,323	9.4%	10.7%	0.88	9.0%	1.05	8.7%	1.08	10.2%	0.93
Commercial	\$39,077,229	18.0%	14.8%	1.22	15.8%	1.14	14.8%	1.22	19.2%	0.94
Charity Care	\$3,355,640	1.5%	1.0%	1.57	0.9%	1.69	0.9%	1.78	1.0%	1.57
Bad Debt	\$2,502,059	1.2%	1.1%	1.09	0.8%	1.36	1.0%	1.17	1.1%	1.05
All Other	\$2,301,097	1.1%	1.9%	0.55	1.9%	0.56	1.9%	0.55	1.2%	0.91
Total Deductions	\$136,021,992	62.7%	62.4%	1.00	62.1%	1.01	60.6%	1.04	61.5%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.6%	6.3%	0.10		3.8%	0.16	4.1%	0.15	-6.3%	N/A
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		20.8%	N/A	11.9%	N/A	0.3%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$25,331,898	40.1%	44.7%	0.90	46.9%	0.85	46.3%	0.86	41.6%	0.96
Supplies & Services	\$34,342,878	54.3%	47.9%	1.13	45.3%	1.20	46.1%	1.18	52.3%	1.04
Capital Component	\$3,523,265	5.6%	7.4%	0.76	7.7%	0.72	7.6%	0.74	6.1%	0.91
<b>Fiscal Statistics</b>										
Operating Margin (%)	22.3%	8.9%	2.49		11.6%	1.92	8.9%	2.49	19.0%	1.17
Total Hospital Net Income (%)	22.3%	10.1%	2.20		14.2%	1.57	10.0%	2.22	19.1%	1.17
Return on Equity (%)	9.6%	7.6%	1.26		9.8%	0.97	6.7%	1.43	8.1%	1.19
Current Ratio	28.9	5.6	5.11		4.5	6.45	6.0	4.81	25.0	1.15
Days in Net Patient Accounts Receivable	55.2	51.4	1.07		51.4	1.07	54.8	1.01	64.6	0.85
Average Payment Period	32.8	41.5	0.79		55.6	0.59	42.8	0.77	37.2	0.88
Equity Financing (%)	97.0%	73.6%	1.32		73.0%	1.33	78.1%	1.24	96.4%	1.01
Long-Term Debt to Equity Ratio	0.0	0.2	0.01		0.2	0.01	0.1	0.01	0.0	0.61
Times Interest Earned	1,761.6	14.1	125.13		59.3	29.73	18.4	95.71	1,065.3	1.65
Total Asset Turnover	0.4	0.7	0.58		0.7	0.64	0.7	0.65	0.4	1.02
Average Age of Plant (Years)	10.3	9.3	1.11		10.2	1.02	9.0	1.16	11.3	0.92
Increase (Decrease) Total Net Patient Revenue	5.1%	3.6%	1.40		4.9%	1.03	2.6%	1.95	9.1%	0.56
Outpatient Gross Revenue (% of Total GPR)	74.2%	60.9%	1.22		69.2%	1.07	71.9%	1.03	75.4%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,871	\$15,675	0.69		\$13,057	0.83	\$11,179	0.97	\$10,820	1.00
Inpatient Net Revenue per Day	\$3,994	\$3,540	1.13		\$3,477	1.15	\$3,101	1.29	\$4,196	0.95
Outpatient Net Revenue per Visit	\$636	\$654	0.97		\$534	1.19	\$561	1.13	\$640	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$216,841,356	Cash & Cash Equivalents	\$142,622,469	Current Liabilities	\$5,400,432
Less Deductions	\$136,021,992	Net Patient Receivables	\$12,223,331	Long-Term Debt	\$313,783
Net Patient Revenue	\$80,819,364	Other Receivables	\$538,422	Other Liabilities	\$7,926
Plus Other Revenue	\$500,523			Subtotal	\$5,722,141
Total Revenue	\$81,319,887	Land, Buildings & Equipment (Net)	\$29,946,268	Unrestricted Fund Balance	\$183,758,184
Less Expenses	\$63,198,041	Other Assets	\$4,149,835	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$12,093	Total Assets	\$189,480,325	Total Liabilities & Fund Balance	\$189,480,325
Net Income	\$18,109,753				

**138 Vernon Memorial Healthcare**  
 507 S Main Street  
 Viroqua, WI 54665  
 608-637-2101

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Vernon  
 Analysis Area: Southwestern (5B)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	30.0%	55.4%	0.54	49.4%	0.61	46.2%	0.65	29.2%	1.03
Obstetrics	0.0%	38.4%	N/A	56.6%	0.01	22.2%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	29.0%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	33.4%	56.3%	0.59	56.0%	0.60	43.7%	0.76	32.9%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	7.5	26.5	0.28	15.5	0.49	8.0	0.94	7.3	1.03
Obstetrics	0.8	5.0	0.17	3.5	0.23	1.0	0.87	0.9	0.91
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.4	48.3	0.17	28.8	0.29	10.5	0.80	8.2	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	3.9	0.68	4.0	0.67	3.3	0.81	2.6	1.03
Obstetrics	2.0	2.6	0.78	2.6	0.77	2.1	0.95	2.0	0.99
Pediatrics	0.0	3.5	N/A	2.6	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.60	4.5	0.58	3.4	0.76	2.5	1.04
<b>Surgical Operations</b>									
Inpatient	610	1,408	0.43	938	0.65	302	2.02	622	0.98
Outpatient	599	4,098	0.15	2,728	0.22	1,304	0.46	699	0.86
Inpatient as % of All Surgeries	50.5%	25.6%	1.97	25.6%	1.97	18.8%	2.68	47.1%	1.07
<b>Outpatient Visits</b>									
Non-Emergency Visits	127,930	132,001	0.97	92,956	1.38	63,510	2.01	105,014	1.22
Emergency Visits	5,728	17,964	0.32	13,295	0.43	8,037	0.71	5,735	1.00
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.9	0.21	8.3	0.48	12.6	0.32	4.0	1.00
Nurses, Licensed	105.9	244.4	0.43	167.9	0.63	78.6	1.35	90.2	1.17
Ancillary Nursing Personnel	17.4	40.0	0.44	24.9	0.70	13.9	1.25	19.5	0.89
All Other Personnel	323.0	484.8	0.67	382.3	0.84	187.4	1.72	298.4	1.08
Total FTEs	450.3	788.1	0.57	583.5	0.77	292.5	1.54	412.2	1.09
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	13.8	15.1	0.91	7.9	1.74	29.3	0.47	13.6	1.01
Nurses, Licensed	364.4	195.2	1.87	159.8	2.28	183.3	1.99	307.3	1.19
Ancillary Nursing Personnel	60.0	32.0	1.88	23.7	2.54	32.5	1.85	66.4	0.90
All Other Personnel	1,111.9	387.3	2.87	363.8	3.06	436.8	2.55	1,016.4	1.09
Total FTEs	1,550.1	629.5	2.46	555.1	2.79	681.8	2.27	1,403.8	1.10

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,181  
 Inpatient Days 3,049

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 2  
 Inpatient Days 6

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 155  
 Newborn Days 280

**138 Vernon Memorial Healthcare**  
Viroqua, WI 54665

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	25	1,031	2,740	30.0%	7.5	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	2	0	1	6	0.0%	0.0	6.0
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	0	151	303	0.0%	0.8	2.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	4	0	4.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	18	5	22.3	Radiological Services Personnel	12	1	12.9
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.7
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	0	3.0
Registered Nurses	40	65	95.9	Occupational Therapists	4	6	7.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	1	4.4
Licensed Practical Nurses	0	2	1.0	Physical Therapists	12	1	12.9
Ancillary Nursing Personnel	4	17	17.4	Physical Therapy Assistants/Aides	6	3	6.8
Medical Assistants	9	0	9.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	4.4	Dietitians & Nutritionists	2	0	2.0
Nurse Practitioners	2	5	5.0	Psychologists	1	0	1.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	2	4	4.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	70	33	93.8
Health Info Mgmt-Administrators/Technicians	16	2	17.5	All Other Personnel	61	50	93.7
Pharmacy Personnel	7	2	8.7				
Clinical Laboratory Personnel	9	2	10.7				
				<b>Total</b>	<b>299</b>	<b>202</b>	<b>450.3</b>

**138 Vernon Memorial Healthcare**

Viroqua, WI 54665

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5B Value	Ratio	3 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$54,779,335	47.0%	44.8%	1.05	45.7%	1.03	46.2%	1.02	48.2%	0.97
Medical Assistance	\$18,088,542	15.5%	14.4%	1.08	10.6%	1.46	12.7%	1.22	12.0%	1.30
Commercial	\$40,243,420	34.5%	36.6%	0.94	37.7%	0.91	37.2%	0.93	35.9%	0.96
All Other	\$3,532,312	3.0%	4.2%	0.72	5.9%	0.52	3.9%	0.78	3.9%	0.77
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$32,657,945	28.0%	32.9%	0.85	33.8%	0.83	28.8%	0.97	26.1%	1.07
Medical Assistance	\$4,270,083	3.7%	10.7%	0.34	8.9%	0.41	8.6%	0.43	7.3%	0.50
Commercial	\$12,980,332	11.1%	14.8%	0.75	13.6%	0.82	13.1%	0.85	7.1%	1.57
Charity Care	\$2,660,140	2.3%	1.0%	2.31	0.7%	3.40	1.0%	2.27	1.4%	1.61
Bad Debt	\$1,577,201	1.4%	1.1%	1.28	1.3%	1.03	1.5%	0.91	1.2%	1.15
All Other	\$380,249	0.3%	1.9%	0.17	4.0%	0.08	1.9%	0.17	1.1%	0.30
Total Deductions	\$54,525,950	46.7%	62.4%	0.75	62.3%	0.75	54.9%	0.85	44.2%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	14.0%	6.3%	2.20	20.5%	0.68	6.2%	2.24	12.8%	1.09	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	6.0%	N/A	20.5%	N/A	44.5%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$42,814,655	57.4%	44.7%	1.28	56.6%	1.01	50.7%	1.13	55.6%	1.03
Supplies & Services	\$25,415,128	34.1%	47.9%	0.71	38.6%	0.88	40.1%	0.85	36.2%	0.94
Capital Component	\$6,379,084	8.6%	7.4%	1.16	4.9%	1.76	9.2%	0.93	8.1%	1.05
<b>Fiscal Statistics</b>										
Operating Margin (%)	-3.3%	8.9%	N/A	8.3%	N/A	4.7%	N/A	1.7%	N/A	
Total Hospital Net Income (%)	-1.2%	10.1%	N/A	8.7%	N/A	5.8%	N/A	3.1%	N/A	
Return on Equity (%)	-0.8%	7.6%	N/A	7.3%	N/A	5.1%	N/A	2.3%	N/A	
Current Ratio	4.0	5.6	0.70	12.8	0.31	4.9	0.81	4.0	1.00	
Days in Net Patient Accounts Receivable	57.0	51.4	1.11	67.7	0.84	51.9	1.10	46.6	1.22	
Average Payment Period	39.9	41.5	0.96	24.3	1.64	33.7	1.18	30.7	1.30	
Equity Financing (%)	70.6%	73.6%	0.96	90.3%	0.78	70.2%	1.01	73.4%	0.96	
Long-Term Debt to Equity Ratio	0.3	0.2	1.73	0.0	6.55	0.4	0.74	0.3	1.08	
Times Interest Earned	-0.2	14.1	N/A	51.2	N/A	4.7	N/A	4.4	N/A	
Total Asset Turnover	0.7	0.7	0.93	0.8	0.84	0.9	0.80	0.7	0.95	
Average Age of Plant (Years)	9.5	9.3	1.02	9.3	1.02	7.5	1.27	10.1	0.94	
Increase (Decrease) Total Net Patient Revenue	-2.7%	3.6%	N/A	-3.9%	0.69	2.8%	N/A	2.3%	N/A	
Outpatient Gross Revenue (% of Total GPR)	73.2%	60.9%	1.20	74.2%	0.99	75.7%	0.97	71.7%	1.02	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$16,493	\$15,675	1.05	\$16,231	1.02	\$12,189	1.35	\$17,722	0.93	
Inpatient Net Revenue per Day	\$6,851	\$3,540	1.94	\$3,609	1.90	\$3,423	2.00	\$7,028	0.97	
Outpatient Net Revenue per Visit	\$331	\$654	0.51	\$891	0.37	\$558	0.59	\$395	0.84	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$116,643,609	Cash & Cash Equivalents	\$15,332,159	Current Liabilities	\$7,722,168
Less Deductions	\$54,525,950	Net Patient Receivables	\$9,698,229	Long-Term Debt	\$21,010,719
Net Patient Revenue	\$62,117,659	Other Receivables	\$2,389,238	Other Liabilities	\$1,877,119
Plus Other Revenue	\$10,096,917			Subtotal	\$30,610,006
Total Revenue	\$72,214,576	Land, Buildings & Equipment (Net)	\$51,001,006	Unrestricted Fund Balance	\$73,562,388
Less Expenses	\$74,608,867	Other Assets	\$25,751,762	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,509,044			Total Liabilities & Fund Balance	\$104,172,394
Net Income	-\$885,247	Total Assets	\$104,172,394		

**139 Watertown Regional Medical Center**  
 125 Hospital Drive  
 Watertown, WI 53098  
 920-261-4210

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Corporation  
 Control:

County: Dodge  
 Analysis Area: Southern (1)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	32.7%	55.4%	0.59	57.1%	0.57	38.8%	0.84	35.4%	0.92
Obstetrics	15.1%	38.4%	0.39	41.6%	0.04	31.2%	0.48	17.2%	0.88
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	14.1%	N/A	4.6%	0.00
Total Hospital	32.0%	56.3%	0.57	58.9%	0.54	40.5%	0.79	30.3%	1.06
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	11.8	26.5	0.44	24.0	0.49	10.1	1.16	12.8	0.92
Obstetrics	1.5	5.0	0.30	4.7	0.32	2.1	0.71	1.7	0.88
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.1	N/A	0.3	0.00
Total Hospital	16.0	48.3	0.33	50.8	0.31	15.5	1.03	17.0	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.9	3.9	0.75	3.9	0.76	2.9	1.00	3.0	0.99
Obstetrics	2.7	2.6	1.03	2.7	0.99	2.3	1.15	2.9	0.90
Pediatrics	0.0	3.5	N/A	3.5	N/A	2.1	N/A	6.4	0.00
Total Hospital	2.8	4.3	0.65	4.3	0.66	3.0	0.93	2.8	1.02
<b>Surgical Operations</b>									
Inpatient	457	1,408	0.32	2,094	0.22	502	0.91	582	0.79
Outpatient	4,798	4,098	1.17	7,088	0.68	2,146	2.24	2,985	1.61
Inpatient as % of All Surgeries	8.7%	25.6%	0.34	22.8%	0.38	19.0%	0.46	16.3%	0.53
<b>Outpatient Visits</b>									
Non-Emergency Visits	68,607	132,001	0.52	161,897	0.42	53,087	1.29	156,559	0.44
Emergency Visits	11,632	17,964	0.65	17,257	0.67	13,724	0.85	13,789	0.84
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	25.5	0.12	11.1	0.27	5.0	0.60
Nurses, Licensed	114.1	244.4	0.47	290.0	0.39	104.4	1.09	128.3	0.89
Ancillary Nursing Personnel	40.5	40.0	1.01	47.6	0.85	20.7	1.96	61.4	0.66
All Other Personnel	459.5	484.8	0.95	681.8	0.67	226.8	2.03	387.0	1.19
Total FTEs	617.1	788.1	0.78	1,045.0	0.59	362.9	1.70	581.7	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.2	15.1	0.28	20.7	0.20	19.8	0.21	6.6	0.64
Nurses, Licensed	160.3	195.2	0.82	235.4	0.68	187.1	0.86	169.4	0.95
Ancillary Nursing Personnel	56.9	32.0	1.78	38.7	1.47	37.1	1.53	81.0	0.70
All Other Personnel	645.7	387.3	1.67	553.4	1.17	406.6	1.59	510.9	1.26
Total FTEs	867.1	629.5	1.38	848.1	1.02	650.6	1.33	767.9	1.13

**Total Hospital:**  
 Beds Set Up & Staffed 50  
 Discharges 2,061  
 Inpatient Days 5,835

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 0  
 Discharges 11  
 Inpatient Days 101

**Newborn Nursery:**  
 Bassinets 10  
 Total Births 220  
 Newborn Days 541

**139 Watertown Regional Medical Center**  
 Watertown, WI 53098

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	36	1,469	4,303	32.7%	11.8	2.9
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	4	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	10	208	552	15.1%	1.5	2.7
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	4	164	980	67.1%	2.7	6.0
Step-Down (Special Care)	4	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>	4	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	3	0	3.0	Surgical Personnel	6	0	6.0
Physicians & Dentists	11	3	12.5	Radiological Services Personnel	19	0	19.0
Medical & Dental Residents	0	0	0.0	Sonographers	3	4	5.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	2	7.1
Registered Nurses	91	24	103.0	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.5	Physical Therapists	11	7	14.5
Ancillary Nursing Personnel	33	15	40.5	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	31	4	33.0	Recreational Therapists	0	0	0.0
Physician Assistants	9	1	9.5	Dietitians & Nutritionists	0	7	2.8
Nurse Practitioners	9	1	9.6	Psychologists	1	1	1.5
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	1	0	1.0	All Other Health Professionals	40	32	55.3
Health Info Mgmt-Administrators/Technicians	8	0	8.0	All Other Personnel	236	71	263.8
Pharmacy Personnel	6	3	7.5				
Clinical Laboratory Personnel	9	4	11.1				
				<b>Total</b>	<b>536</b>	<b>180</b>	<b>617.1</b>

**139 Watertown Regional Medical Center**

Watertown, WI 53098

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>4</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$106,999,289	46.5%	44.8%	1.04	41.1%	1.13	48.9%	0.95	42.5%	1.09
Medical Assistance	\$26,316,620	11.4%	14.4%	0.80	11.8%	0.97	11.7%	0.97	12.5%	0.91
Commercial	\$84,999,687	36.9%	36.6%	1.01	39.9%	0.92	35.9%	1.03	41.7%	0.89
All Other	\$11,981,637	5.2%	4.2%	1.23	7.2%	0.73	3.5%	1.51	3.3%	1.59
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$81,495,061	35.4%	32.9%	1.07	30.1%	1.18	35.0%	1.01	30.2%	1.17
Medical Assistance	\$18,302,396	7.9%	10.7%	0.74	8.7%	0.91	8.5%	0.94	9.9%	0.81
Commercial	\$29,845,157	13.0%	14.8%	0.88	18.1%	0.71	12.4%	1.05	17.1%	0.76
Charity Care	\$2,437,670	1.1%	1.0%	1.07	0.9%	1.20	1.4%	0.74	0.5%	2.10
Bad Debt	\$465,914	0.2%	1.1%	0.19	1.1%	0.18	1.3%	0.16	1.1%	0.18
All Other	\$7,077,356	3.1%	1.9%	1.60	3.4%	0.92	1.3%	2.32	1.4%	2.15
Total Deductions	\$139,623,554	60.6%	62.4%	0.97	62.3%	0.97	59.8%	1.01	60.3%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.9%	6.3%	0.78	7.1%	0.70	3.3%	1.48	4.0%	1.22
Net Gains/Losses as % of Net Income		0.0%	12.7%	N/A	48.2%	N/A	29.9%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$46,670,594	52.2%	44.7%	1.17	48.0%	1.09	47.5%	1.10	52.2%	1.00
Supplies & Services	\$37,760,467	42.2%	47.9%	0.88	44.6%	0.95	42.7%	0.99	42.3%	1.00
Capital Component	\$5,012,488	5.6%	7.4%	0.76	7.5%	0.75	9.8%	0.57	5.5%	1.02
<b>Fiscal Statistics</b>										
Operating Margin (%)		6.2%	8.9%	0.69	3.0%	2.06	4.5%	1.38	5.4%	1.15
Total Hospital Net Income (%)		6.2%	10.1%	0.61	5.7%	1.10	6.3%	0.99	5.4%	1.15
Return on Equity (%)		9.2%	7.6%	1.21	4.4%	2.08	4.0%	2.28	8.7%	1.05
Current Ratio		4.2	5.6	0.75	2.1	2.03	5.4	0.79	2.3	1.85
Days in Net Patient Accounts Receivable		42.4	51.4	0.82	49.0	0.87	50.1	0.85	41.3	1.03
Average Payment Period		28.8	41.5	0.69	54.8	0.53	41.4	0.70	44.6	0.65
Equity Financing (%)		87.3%	73.6%	1.19	60.8%	1.44	67.6%	1.29	80.4%	1.09
Long-Term Debt to Equity Ratio		0.0	0.2	0.16	0.3	0.09	0.3	0.08	0.0	1.13
Times Interest Earned		0.0	14.1	N/A	5.3	N/A	4.4	N/A	0.0	N/A
Total Asset Turnover		1.5	0.7	1.99	0.8	1.95	0.6	2.35	1.6	0.92
Average Age of Plant (Years)		2.3	9.3	0.25	10.6	0.22	9.4	0.24	1.2	1.89
Increase (Decrease) Total Net Patient Revenue		-6.6%	3.6%	N/A	3.3%	N/A	0.5%	N/A	-5.1%	1.31
Outpatient Gross Revenue (% of Total GPR)		75.7%	60.9%	1.24	59.0%	1.28	71.6%	1.06	76.2%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$8,549	\$15,675	0.55	\$17,327	0.49	\$10,854	0.79	\$10,051	0.85	
Inpatient Net Revenue per Day	\$2,736	\$3,540	0.77	\$4,029	0.68	\$3,395	0.81	\$3,385	0.81	
Outpatient Net Revenue per Visit	\$914	\$654	1.40	\$588	1.55	\$743	1.23	\$454	2.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$230,297,233	Cash & Cash Equivalents	\$932,173	Current Liabilities	\$6,736,507
Less Deductions	\$139,623,554	Net Patient Receivables	\$10,527,768	Long-Term Debt	\$1,498,717
Net Patient Revenue	\$90,673,679	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,693,919			Subtotal	\$8,235,224
Total Revenue	\$95,367,598	Land, Buildings & Equipment (Net)	\$35,250,960	Unrestricted Fund Balance	\$56,395,734
Less Expenses	\$89,443,549	Other Assets	\$17,920,057	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0	Total Assets	\$64,630,958	Total Liabilities & Fund Balance	\$64,630,958
Net Income	\$5,924,049				

**141 ProHealth Waukesha Memorial Hospital**  
 725 American Avenue  
 Waukesha, WI 53188  
 262-928-1000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Waukesha  
 Analysis Area: Southeastern (2A)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	67.4%	55.4%	1.22	52.9%	1.27	68.9%	0.98	61.8%	1.09
Obstetrics	27.1%	38.4%	0.71	30.5%	0.29	47.9%	0.57	27.1%	1.00
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	51.3%	56.3%	0.91	48.2%	1.06	66.1%	0.78	50.3%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	64.7	26.5	2.44	35.0	1.85	101.6	0.64	66.7	0.97
Obstetrics	9.0	5.0	1.78	5.7	1.56	14.7	0.61	9.0	1.00
Pediatrics	0.0	1.4	N/A	0.3	N/A	3.6	N/A	0.0	N/A
Total Hospital	135.4	48.3	2.80	55.0	2.46	193.9	0.70	139.4	0.97
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.9	0.99	3.6	1.08	4.3	0.89	3.9	0.99
Obstetrics	1.8	2.6	0.71	2.3	0.78	2.7	0.66	2.1	0.88
Pediatrics	0.0	3.5	N/A	2.3	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.9	4.3	0.89	3.9	0.99	4.8	0.81	3.9	0.99
<b>Surgical Operations</b>									
Inpatient	2,948	1,408	2.09	1,426	2.07	5,364	0.55	3,141	0.94
Outpatient	5,025	4,098	1.23	3,666	1.37	13,857	0.36	5,118	0.98
Inpatient as % of All Surgeries	37.0%	25.6%	1.45	28.0%	1.32	27.9%	1.33	38.0%	0.97
<b>Outpatient Visits</b>									
Non-Emergency Visits	287,402	132,001	2.18	147,718	1.95	422,002	0.68	282,309	1.02
Emergency Visits	49,128	17,964	2.73	23,681	2.07	48,744	1.01	48,367	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	16.5	18.9	0.87	19.1	0.87	55.0	0.30	15.5	1.06
Nurses, Licensed	554.5	244.4	2.27	263.5	2.10	909.8	0.61	536.8	1.03
Ancillary Nursing Personnel	108.1	40.0	2.70	43.7	2.47	148.5	0.73	107.8	1.00
All Other Personnel	1,093.1	484.8	2.25	513.5	2.13	1,773.6	0.62	1,077.9	1.01
Total FTEs	1,772.2	788.1	2.25	839.7	2.11	2,886.8	0.61	1,737.9	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.1	15.1	0.27	11.9	0.34	12.1	0.34	3.9	1.05
Nurses, Licensed	137.8	195.2	0.71	164.8	0.84	199.8	0.69	135.6	1.02
Ancillary Nursing Personnel	26.9	32.0	0.84	27.3	0.98	32.6	0.82	27.2	0.99
All Other Personnel	271.7	387.3	0.70	321.1	0.85	389.6	0.70	272.4	1.00
Total FTEs	440.5	629.5	0.70	525.2	0.84	634.1	0.69	439.1	1.00

**Total Hospital:**  
 Beds Set Up & Staffed 264  
 Discharges 12,809  
 Inpatient Days 49,423

**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 33  
 Total Births 1,742  
 Newborn Days 3,267



**141 ProHealth Waukesha Memorial Hospital**  
Waukesha, WI 53188

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2017	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	2	96	6,165	23,628	67.4%	64.7	3.8
Orthopedic	2	33	2,077	5,653	46.9%	15.5	2.7
Rehabilitation & Physical Medicine	4	0	0	0	0.0%	0.0	0.0
Hospice	3	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	2	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>	2	33	1,793	3,267	27.1%	9.0	1.8
<b>Psychiatric</b>	2	22	462	2,493	31.0%	6.8	5.4
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	24	265	4,767	54.4%	13.1	18.0
Step-Down (Special Care)	2	37	1,859	6,520	48.3%	17.9	3.5
Neonatal Intensive/Intermediate Care	2	19	187	3,095	44.6%	8.5	16.6
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	16	1	16.5	Surgical Personnel	24	14	29.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	64	50	84.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	21	16	26.7
Registered Nurses	396	267	518.7	Occupational Therapists	10	15	16.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	1.4
Licensed Practical Nurses	23	8	26.1	Physical Therapists	31	24	42.7
Ancillary Nursing Personnel	63	94	108.1	Physical Therapy Assistants/Aides	2	5	4.6
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	6	13	10.2
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	10	5	12.6
Clinical Nurse Specialists	9	1	9.7	All Other Health Professionals	258	146	316.3
Health Info Mgmt-Administrators/Technicians	48	7	50.6	All Other Personnel	312	184	392.8
Pharmacy Personnel	35	22	43.4				
Clinical Laboratory Personnel	47	42	61.2	<b>Total</b>	<b>1,375</b>	<b>916</b>	<b>1,772.2</b>

**141 ProHealth Waukesha Memorial Hospital**

Waukesha, WI 53188

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$685,202,833	47.9%	44.8%	1.07	48.2%	0.99	45.3%	1.06	49.0%	0.98
Medical Assistance	\$115,468,201	8.1%	14.4%	0.56	10.5%	0.77	13.1%	0.61	8.2%	0.98
Commercial	\$615,709,011	43.1%	36.6%	1.17	38.7%	1.11	37.0%	1.16	41.7%	1.03
All Other	\$13,817,732	1.0%	4.2%	0.23	2.5%	0.39	4.5%	0.21	1.1%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$583,618,924	40.8%	32.9%	1.24	37.8%	1.08	34.5%	1.18	39.0%	1.05
Medical Assistance	\$93,865,196	6.6%	10.7%	0.61	8.1%	0.81	10.2%	0.64	6.7%	0.98
Commercial	\$257,267,545	18.0%	14.8%	1.22	16.8%	1.07	16.0%	1.12	18.7%	0.96
Charity Care	\$13,979,854	1.0%	1.0%	0.99	1.0%	1.01	1.0%	1.01	1.1%	0.87
Bad Debt	\$10,604,328	0.7%	1.1%	0.70	1.0%	0.73	1.0%	0.75	0.7%	1.05
All Other	\$599,022	0.0%	1.9%	0.02	1.1%	0.04	1.9%	0.02	0.0%	2.52
Total Deductions	\$959,934,869	67.1%	62.4%	1.08	65.8%	1.02	64.5%	1.04	66.2%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	3.0%	6.3%	0.47		4.3%	0.69	5.9%	0.50	2.4%	1.25
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	17.3%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$140,948,399	32.5%	44.7%	0.73	39.6%	0.82	44.0%	0.74	34.3%	0.95
Supplies & Services	\$236,947,591	54.6%	47.9%	1.14	51.6%	1.06	49.6%	1.10	52.5%	1.04
Capital Component	\$56,059,051	12.9%	7.4%	1.75	8.7%	1.48	6.4%	2.02	13.1%	0.98
<b>Fiscal Statistics</b>										
Operating Margin (%)	10.4%	8.9%	1.17		11.5%	0.91	7.7%	1.37	8.5%	1.23
Total Hospital Net Income (%)	10.1%	10.1%	1.00		10.0%	1.01	9.1%	1.11	8.1%	1.24
Return on Equity (%)	9.9%	7.6%	1.30		6.2%	1.59	6.9%	1.42	7.5%	1.31
Current Ratio	1.9	5.6	0.34		8.9	0.21	5.6	0.34	2.0	0.97
Days in Net Patient Accounts Receivable	43.9	51.4	0.85		48.8	0.90	52.1	0.84	43.3	1.01
Average Payment Period	43.6	41.5	1.05		42.8	1.02	43.2	1.01	43.4	1.00
Equity Financing (%)	23.6%	73.6%	0.32		80.2%	0.29	76.9%	0.31	21.0%	1.13
Long-Term Debt to Equity Ratio	2.4	0.2	14.59		0.1	22.11	0.1	19.51	2.7	0.89
Times Interest Earned	5.8	14.1	0.41		13.9	0.42	17.0	0.34	4.8	1.21
Total Asset Turnover	1.0	0.7	1.32		0.6	1.55	0.8	1.31	0.9	1.05
Average Age of Plant (Years)	12.9	9.3	1.39		8.9	1.45	10.4	1.25	11.8	1.10
Increase (Decrease) Total Net Patient Revenue	2.7%	3.6%	0.75		1.8%	1.50	4.9%	0.55	3.6%	0.74
Outpatient Gross Revenue (% of Total GPR)	62.9%	60.9%	1.03		63.2%	1.00	56.8%	1.11	61.3%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,338	\$15,675	0.91		\$12,886	1.11	\$17,864	0.80	\$14,499	0.99
Inpatient Net Revenue per Day	\$3,368	\$3,540	0.95		\$3,088	1.09	\$3,709	0.91	\$3,395	0.99
Outpatient Net Revenue per Visit	\$883	\$654	1.35		\$646	1.37	\$733	1.20	\$838	1.05

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,430,197,777	Cash & Cash Equivalents	\$340,811	Current Liabilities	\$46,616,936
Less Deductions	\$959,934,869	Net Patient Receivables	\$56,571,870	Long-Term Debt	\$281,601,131
Net Patient Revenue	\$470,262,908	Other Receivables	\$403,489	Other Liabilities	\$48,216,732
Plus Other Revenue	\$14,328,915			Subtotal	\$376,434,799
Total Revenue	\$484,591,823	Land, Buildings & Equipment (Net)	\$377,958,308	Unrestricted Fund Balance	\$116,586,245
Less Expenses	\$433,955,041	Other Assets	\$57,746,566	Restricted Fund Balance	\$1,103,376
Non-Operating Gains/Losses	-\$1,945,294			Total Liabilities & Fund Balance	\$493,021,044
Net Income	\$48,691,488	Total Assets	\$493,021,044		

**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

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
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
<b>Average Census (Patients)</b>									
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
<b>Average Length of Stay (Days)</b>									
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
<b>Surgical Operations</b>									
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
<b>Outpatient Visits</b>									
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
<b>Full-Time Equivalents (FTEs)</b>									
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
<b>FTEs per 100 Patient Census (Adjusted)</b>									
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

**142 ThedaCare Medical Center - Waupaca**  
 Waupaca, WI 54981

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	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	2	122	252	34.5%	0.7	2.1
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	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
<b>Subacute care</b>	5	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	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				
				<b>Total</b>	<b>106</b>	<b>140</b>	<b>184.1</b>

**142 ThedaCare Medical Center - Waupaca**

Waupaca, WI 54981

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area <sup>3</sup>		Volume Group <sup>4</sup>		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
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
<b>Deductions as % of Total Gross Patient Revenue</b>										
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
<b>Other Revenue &amp; Net Gains or Losses</b>										
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
<b>Expenses as % of Total Expenses</b>										
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
<b>Fiscal Statistics</b>										
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
<b>Net Revenue Statistics</b>										
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		

**143 Waupun Memorial Hospital**  
 620 W Brown Street  
 Waupun, WI 53963  
 920-324-5581

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 Critical Access Hospital  
 Control: Religious Organization

County: Dodge  
 Analysis Area: Southern (1)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 1		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	36.9%	55.4%	0.66	57.1%	0.65	46.2%	0.80	38.9%	0.95
Obstetrics	17.1%	38.4%	0.45	41.6%	0.02	22.2%	0.77	14.9%	1.15
Pediatrics	0.0%	55.4%	N/A	55.3%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	30.2%	56.3%	0.54	58.9%	0.51	43.7%	0.69	30.6%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.5	26.5	0.21	24.0	0.23	8.0	0.69	5.8	0.95
Obstetrics	0.9	5.0	0.17	4.7	0.18	1.0	0.90	0.7	1.15
Pediatrics	0.0	1.4	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.5	48.3	0.16	50.8	0.15	10.5	0.72	7.7	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	3.9	0.80	3.9	0.80	3.3	0.95	3.3	0.94
Obstetrics	2.2	2.6	0.84	2.7	0.81	2.1	1.02	2.1	1.00
Pediatrics	0.0	3.5	N/A	3.5	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.6	4.3	0.60	4.3	0.61	3.4	0.77	3.2	0.81
<b>Surgical Operations</b>									
Inpatient	218	1,408	0.15	2,094	0.10	302	0.72	227	0.96
Outpatient	1,171	4,098	0.29	7,088	0.17	1,304	0.90	1,228	0.95
Inpatient as % of All Surgeries	15.7%	25.6%	0.61	22.8%	0.69	18.8%	0.83	15.6%	1.01
<b>Outpatient Visits</b>									
Non-Emergency Visits	49,374	132,001	0.37	161,897	0.30	63,510	0.78	48,530	1.02
Emergency Visits	9,235	17,964	0.51	17,257	0.54	8,037	1.15	8,731	1.06
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	17.3	18.9	0.92	25.5	0.68	12.6	1.38	17.3	1.00
Nurses, Licensed	69.7	244.4	0.29	290.0	0.24	78.6	0.89	65.3	1.07
Ancillary Nursing Personnel	9.3	40.0	0.23	47.6	0.20	13.9	0.67	8.6	1.08
All Other Personnel	103.5	484.8	0.21	681.8	0.15	187.4	0.55	99.2	1.04
Total FTEs	199.9	788.1	0.25	1,045.0	0.19	292.5	0.68	190.3	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	43.4	15.1	2.88	20.7	2.10	29.3	1.48	51.7	0.84
Nurses, Licensed	174.7	195.2	0.89	235.4	0.74	183.3	0.95	194.6	0.90
Ancillary Nursing Personnel	23.3	32.0	0.73	38.7	0.60	32.5	0.72	25.6	0.91
All Other Personnel	259.4	387.3	0.67	553.4	0.47	436.8	0.59	295.7	0.88
Total FTEs	500.8	629.5	0.80	848.1	0.59	681.8	0.73	567.5	0.88

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,055  
 Inpatient Days 2,753

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 1  
 Discharges 21  
 Inpatient Days 214

**Newborn Nursery:**  
 Bassinets 3  
 Total Births 141  
 Newborn Days 294

**143 Waupun Memorial Hospital**  
 Waupun, WI 53963

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	15	651	2,018	36.9%	5.5	3.1
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	5	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	5	145	312	17.1%	0.9	2.2
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	5	122	423	23.2%	1.2	3.5
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	12	6	17.3	Surgical Personnel	1	2	2.1
Physicians & Dentists	5	3	7.1	Radiological Services Personnel	7	9	12.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	2.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	2	1.0
Registered Nurses	24	71	64.5	Occupational Therapists	0	2	1.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	3	0.8	Physical Therapists	4	1	4.8
Ancillary Nursing Personnel	1	16	9.3	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.8
Nurse Practitioners	2	1	2.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	2	2	2.4	Social Workers	0	2	1.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	20	13.7
Health Info Mgmt-Administrators/Technicians	1	0	1.0	All Other Personnel	36	32	49.5
Pharmacy Personnel	2	2	3.2				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>101</b>	<b>179</b>	<b>199.9</b>

**143 Waupun Memorial Hospital**

Waupun, WI 53963

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value <sup>1</sup>	Ratio	Value <sup>3</sup>	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$43,138,503	44.6%	44.8%	1.00	41.1%	1.08	46.2%	0.96	44.7%	1.00
Medical Assistance	\$11,680,830	12.1%	14.4%	0.84	11.8%	1.03	12.7%	0.95	13.6%	0.89
Commercial	\$40,726,046	42.1%	36.6%	1.15	39.9%	1.05	37.2%	1.13	40.4%	1.04
All Other	\$1,250,492	1.3%	4.2%	0.31	7.2%	0.18	3.9%	0.33	1.3%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$30,199,728	31.2%	32.9%	0.95	30.1%	1.04	28.8%	1.08	29.8%	1.05
Medical Assistance	\$6,700,662	6.9%	10.7%	0.64	8.7%	0.79	8.6%	0.80	7.9%	0.88
Commercial	\$18,051,061	18.6%	14.8%	1.26	18.1%	1.03	13.1%	1.43	17.1%	1.09
Charity Care	\$109,236	0.1%	1.0%	0.11	0.9%	0.13	1.0%	0.11	0.1%	1.28
Bad Debt	\$1,255,238	1.3%	1.1%	1.23	1.1%	1.17	1.5%	0.87	1.5%	0.86
All Other	\$356,904	0.4%	1.9%	0.19	3.4%	0.11	1.9%	0.19	0.2%	1.61
Total Deductions	\$56,672,829	58.5%	62.4%	0.94	62.3%	0.94	54.9%	1.07	56.6%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.8%	6.3%	0.29	7.1%	0.26	6.2%	0.30	3.7%	0.50	
Net Gains/Losses as % of Net Income	0.3%	12.7%	0.03	48.2%	0.01	20.5%	0.02	0.0%	32.20	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$18,871,821	51.1%	44.7%	1.14	48.0%	1.07	50.7%	1.01	50.8%	1.01
Supplies & Services	\$15,690,172	42.5%	47.9%	0.89	44.6%	0.95	40.1%	1.06	42.9%	0.99
Capital Component	\$2,335,396	6.3%	7.4%	0.86	7.5%	0.85	9.2%	0.68	6.2%	1.02
<b>Fiscal Statistics</b>										
Operating Margin (%)	9.7%	8.9%	1.09	3.0%	3.22	4.7%	2.09	12.1%	0.81	
Total Hospital Net Income (%)	9.8%	10.1%	0.97	5.7%	1.72	5.8%	1.68	12.1%	0.81	
Return on Equity (%)	10.1%	7.6%	1.32	4.4%	2.28	5.1%	1.98	13.5%	0.74	
Current Ratio	2.3	5.6	0.40	2.1	1.10	4.9	0.46	3.9	0.59	
Days in Net Patient Accounts Receivable	51.6	51.4	1.01	49.0	1.05	51.9	1.00	52.9	0.98	
Average Payment Period	38.5	41.5	0.93	54.8	0.70	33.7	1.14	47.1	0.82	
Equity Financing (%)	90.7%	73.6%	1.23	60.8%	1.49	70.2%	1.29	88.0%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.3	N/A	0.4	N/A	0.0	N/A	
Times Interest Earned	43,400.7	14.1	3,082.8	5.3	8,150.3	4.7	9,201.4	-189.5	N/A	
Total Asset Turnover	1.0	0.7	1.39	0.8	1.36	0.9	1.19	1.1	0.92	
Average Age of Plant (Years)	14.9	9.3	1.60	10.6	1.41	7.5	1.99	14.4	1.03	
Increase (Decrease) Total Net Patient Revenue	2.2%	3.6%	0.60	3.3%	0.67	2.8%	0.77	0.3%	6.32	
Outpatient Gross Revenue (% of Total GPR)	79.4%	60.9%	1.30	59.0%	1.35	75.7%	1.05	78.3%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,093	\$15,675	0.58	\$17,327	0.52	\$12,189	0.75	\$11,307	0.80	
Inpatient Net Revenue per Day	\$2,998	\$3,540	0.85	\$4,029	0.74	\$3,423	0.88	\$3,581	0.84	
Outpatient Net Revenue per Visit	\$536	\$654	0.82	\$588	0.91	\$558	0.96	\$531	1.01	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$96,795,871	Cash & Cash Equivalents	\$1,368,519	Current Liabilities	\$3,684,337
Less Deductions	\$56,672,829	Net Patient Receivables	\$5,676,850	Long-Term Debt	\$0
Net Patient Revenue	\$40,123,042	Other Receivables	\$1,259,036	Other Liabilities	\$0
Plus Other Revenue	\$753,513			Subtotal	\$3,684,337
Total Revenue	\$40,876,555	Land, Buildings & Equipment (Net)	\$31,299,917	Unrestricted Fund Balance	\$36,015,460
Less Expenses	\$36,897,389	Other Assets	\$95,475	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$13,602	Total Assets	\$39,699,797	Total Liabilities & Fund Balance	\$39,699,797
Net Income	\$3,992,768				



**145 Aspirus Wausau Hospital**  
 333 Pine Ridge Boulevard  
 Wausau, WI 54401  
 715-847-2121

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Marathon  
 Analysis Area: North Central (6)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	73.3%	55.4%	1.32	63.3%	1.16	68.9%	1.06	64.0%	1.15
Obstetrics	39.1%	38.4%	1.02	48.9%	0.21	47.9%	0.82	58.5%	0.67
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	66.1%	56.3%	1.17	68.1%	0.97	66.1%	1.00	63.6%	1.04
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	64.5	26.5	2.43	20.3	3.19	101.6	0.63	62.1	1.04
Obstetrics	10.2	5.0	2.02	3.7	2.71	14.7	0.69	9.4	1.09
Pediatrics	0.0	1.4	N/A	0.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	157.9	48.3	3.27	39.0	4.05	193.9	0.81	150.2	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.92	3.7	0.97	4.3	0.83	3.6	1.01
Obstetrics	2.8	2.6	1.07	2.6	1.07	2.7	1.00	2.6	1.07
Pediatrics	0.0	3.5	N/A	2.9	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.2	4.3	0.98	4.1	1.03	4.8	0.89	4.1	1.02
<b>Surgical Operations</b>									
Inpatient	5,474	1,408	3.89	1,200	4.56	5,364	1.02	5,558	0.98
Outpatient	5,655	4,098	1.38	1,676	3.37	13,857	0.41	7,291	0.78
Inpatient as % of All Surgeries	49.2%	25.6%	1.92	41.7%	1.18	27.9%	1.76	43.3%	1.14
<b>Outpatient Visits</b>									
Non-Emergency Visits	88,800	132,001	0.67	75,867	1.17	422,002	0.21	85,542	1.04
Emergency Visits	33,733	17,964	1.88	13,255	2.54	48,744	0.69	33,211	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	32.1	18.9	1.70	10.2	3.15	55.0	0.58	26.0	1.24
Nurses, Licensed	609.3	244.4	2.49	142.4	4.28	909.8	0.67	572.5	1.06
Ancillary Nursing Personnel	138.2	40.0	3.45	22.2	6.22	148.5	0.93	126.8	1.09
All Other Personnel	1,133.1	484.8	2.34	273.7	4.14	1,773.6	0.64	2,239.5	0.51
Total FTEs	1,912.7	788.1	2.43	448.5	4.26	2,886.8	0.66	2,964.8	0.65
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	9.2	15.1	0.61	10.6	0.87	12.1	0.76	7.9	1.16
Nurses, Licensed	174.7	195.2	0.90	147.6	1.18	199.8	0.87	174.3	1.00
Ancillary Nursing Personnel	39.6	32.0	1.24	23.0	1.72	32.6	1.21	38.6	1.03
All Other Personnel	324.9	387.3	0.84	283.6	1.15	389.6	0.83	681.8	0.48
Total FTEs	548.5	629.5	0.87	464.8	1.18	634.1	0.86	902.6	0.61

**Total Hospital:**  
 Beds Set Up & Staffed 239  
 Discharges 13,659  
 Inpatient Days 57,639

**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 26  
 Total Births 1,280  
 Newborn Days 2,532

**145 Aspirus Wausau Hospital**  
Wausau, WI 54401

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	88	6,578	23,549	73.3%	64.5	3.6
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	230	2,335	53.3%	6.4	10.2
Hospice	1	14	898	3,248	63.6%	8.9	3.6
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	26	1,347	3,709	39.1%	10.2	2.8
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	16	249	4,459	76.4%	12.2	17.9
Cardiac Intensive Unit	1	8	213	2,137	73.2%	5.9	10.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	60	3,858	15,934	72.8%	43.7	4.1
Neonatal Intensive/Intermediate Care	1	15	235	2,268	41.4%	6.2	9.7
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	26	7	32.1	Surgical Personnel	18	18	30.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	68	38	95.6
Medical & Dental Residents	16	0	16.0	Sonographers	12	15	22.9
Dental Hygienists	0	0	0.0	Respiratory Therapists	15	30	35.1
Registered Nurses	312	371	592.5	Occupational Therapists	12	11	20.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	3	1	3.8
Licensed Practical Nurses	9	8	13.8	Physical Therapists	23	21	36.2
Ancillary Nursing Personnel	44	151	138.2	Physical Therapy Assistants/Aides	6	9	9.7
Medical Assistants	51	31	74.6	Recreational Therapists	1	0	1.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	4	8.1
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	15	9	20.6
Clinical Nurse Specialists	2	0	2.0	All Other Health Professionals	132	92	191.6
Health Info Mgmt-Administrators/Technicians	50	37	72.7	All Other Personnel	256	156	350.6
Pharmacy Personnel	38	15	49.5				
Clinical Laboratory Personnel	57	55	93.4				
				<b>Total</b>	<b>1,172</b>	<b>1,079</b>	<b>1,912.7</b>

**145 Aspirus Wausau Hospital**

Wausau, WI 54401

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$602,242,886	52.7%	44.8%	1.18	51.2%	1.03	45.3%	1.16	52.1%	1.01
Medical Assistance	\$125,613,084	11.0%	14.4%	0.76	14.0%	0.78	13.1%	0.84	11.3%	0.98
Commercial	\$377,387,019	33.0%	36.6%	0.90	30.8%	1.07	37.0%	0.89	33.4%	0.99
All Other	\$37,802,804	3.3%	4.2%	0.78	4.0%	0.83	4.5%	0.73	3.3%	1.01
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$431,794,247	37.8%	32.9%	1.15	34.8%	1.09	34.5%	1.10	36.8%	1.03
Medical Assistance	\$103,349,290	9.0%	10.7%	0.84	10.5%	0.86	10.2%	0.89	9.1%	0.99
Commercial	\$120,540,783	10.5%	14.8%	0.71	7.6%	1.40	16.0%	0.66	10.7%	0.99
Charity Care	\$10,702,608	0.9%	1.0%	0.95	1.2%	0.78	1.0%	0.97	2.0%	0.47
Bad Debt	\$3,486,110	0.3%	1.1%	0.29	0.9%	0.33	1.0%	0.31	0.1%	2.08
All Other	\$16,162,275	1.4%	1.9%	0.74	1.6%	0.90	1.9%	0.75	1.1%	1.33
Total Deductions	\$686,035,313	60.0%	62.4%	0.96	56.5%	1.06	64.5%	0.93	59.8%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	4.3%	6.3%	0.68	12.4%	0.35	5.9%	0.74	4.8%	0.90	
Net Gains/Losses as % of Net Income	38.0%	12.7%	3.00	12.7%	3.00	17.3%	2.20	N/A	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$182,724,619	41.5%	44.7%	0.93	43.5%	0.95	44.0%	0.94	44.6%	0.93
Supplies & Services	\$231,364,171	52.5%	47.9%	1.10	50.5%	1.04	49.6%	1.06	49.6%	1.06
Capital Component	\$26,347,601	6.0%	7.4%	0.81	6.0%	0.99	6.4%	0.94	5.8%	1.03
<b>Fiscal Statistics</b>										
Operating Margin (%)	7.8%	8.9%	0.87	16.0%	0.49	7.7%	1.02	10.0%	0.78	
Total Hospital Net Income (%)	12.0%	10.1%	1.19	17.9%	0.67	9.1%	1.32	9.4%	1.27	
Return on Equity (%)	12.1%	7.6%	1.59	22.9%	0.53	6.9%	1.74	9.7%	1.25	
Current Ratio	2.7	5.6	0.47	2.8	0.95	5.6	0.47	4.1	0.65	
Days in Net Patient Accounts Receivable	53.1	51.4	1.03	44.6	1.19	52.1	1.02	48.9	1.08	
Average Payment Period	39.3	41.5	0.95	37.4	1.05	43.2	0.91	26.1	1.51	
Equity Financing (%)	66.9%	73.6%	0.91	54.2%	1.23	76.9%	0.87	67.3%	0.99	
Long-Term Debt to Equity Ratio	0.3	0.2	1.70	0.5	0.59	0.1	2.27	0.3	0.83	
Times Interest Earned	22.4	14.1	1.59	25.4	0.88	17.0	1.32	16.4	1.37	
Total Asset Turnover	1.0	0.7	1.29	1.2	0.77	0.8	1.28	1.0	0.93	
Average Age of Plant (Years)	10.8	9.3	1.17	8.3	1.31	10.4	1.04	11.9	0.91	
Increase (Decrease) Total Net Patient Revenue	7.3%	3.6%	2.00	2.3%	3.16	4.9%	1.48	8.4%	0.86	
Outpatient Gross Revenue (% of Total GPR)	55.5%	60.9%	0.91	59.5%	0.93	56.8%	0.98	55.0%	1.01	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,968	\$15,675	0.95	\$13,883	1.08	\$17,864	0.84	\$14,387	1.04	
Inpatient Net Revenue per Day	\$3,608	\$3,540	1.02	\$3,352	1.08	\$3,709	0.97	\$3,532	1.02	
Outpatient Net Revenue per Visit	\$2,090	\$654	3.20	\$806	2.59	\$733	2.85	\$1,991	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$1,143,045,793	Cash & Cash Equivalents	\$31,682,792	Current Liabilities	\$45,406,830
Less Deductions	\$686,035,313	Net Patient Receivables	\$66,439,318	Long-Term Debt	\$93,577,202
Net Patient Revenue	\$457,010,480	Other Receivables	\$0	Other Liabilities	\$25,777,212
Plus Other Revenue	\$20,633,873			Subtotal	\$164,761,244
Total Revenue	\$477,644,353	Land, Buildings & Equipment (Net)	\$197,207,108		
Less Expenses	\$440,436,391	Other Assets	\$202,255,355	Unrestricted Fund Balance	\$332,823,329
Non-Operating Gains/Losses	\$22,805,865			Restricted Fund Balance	\$5,958,442
Net Income	\$60,013,827	Total Assets	\$497,584,573	Total Liabilities & Fund Balance	\$497,584,573

**150 Aurora West Allis Medical Center**  
 8901 W Lincoln Avenue  
 West Allis, WI 53227  
 414-328-6000

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

County: Milwaukee  
 Analysis Area: Milwaukee County (2B)  
 Volume Group: 7

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2B		Volume Group 7		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	62.6%	55.4%	1.13	70.7%	0.88	68.9%	0.91	68.9%	0.91
Obstetrics	51.8%	38.4%	1.35	47.2%	0.60	47.9%	1.08	52.1%	0.99
Pediatrics	0.0%	55.4%	N/A	99.7%	N/A	38.5%	N/A	0.0%	N/A
Total Hospital	62.4%	56.3%	1.11	69.7%	0.89	66.1%	0.94	65.5%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	58.8	26.5	2.22	114.3	0.51	101.6	0.58	64.8	0.91
Obstetrics	28.5	5.0	5.67	20.4	1.40	14.7	1.93	28.7	0.99
Pediatrics	0.0	1.4	N/A	14.2	N/A	3.6	N/A	0.0	N/A
Total Hospital	136.1	48.3	2.82	169.0	0.81	193.9	0.70	142.7	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.8	3.9	0.98	4.6	0.83	4.3	0.88	4.0	0.96
Obstetrics	2.7	2.6	1.06	2.8	0.97	2.7	0.99	2.6	1.03
Pediatrics	0.0	3.5	N/A	3.8	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.9	4.3	0.89	5.3	0.72	4.8	0.81	3.9	0.98
<b>Surgical Operations</b>									
Inpatient	3,122	1,408	2.22	3,217	0.97	5,364	0.58	3,311	0.94
Outpatient	5,185	4,098	1.27	5,734	0.90	13,857	0.37	5,129	1.01
Inpatient as % of All Surgeries	37.6%	25.6%	1.47	35.9%	1.05	27.9%	1.35	39.2%	0.96
<b>Outpatient Visits</b>									
Non-Emergency Visits	120,278	132,001	0.91	280,833	0.43	422,002	0.29	112,366	1.07
Emergency Visits	38,749	17,964	2.16	47,284	0.82	48,744	0.79	37,776	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	29.0	18.9	1.54	41.5	0.70	55.0	0.53	13.0	2.23
Nurses, Licensed	510.2	244.4	2.09	715.7	0.71	909.8	0.56	462.0	1.10
Ancillary Nursing Personnel	105.4	40.0	2.63	132.0	0.80	148.5	0.71	103.5	1.02
All Other Personnel	1,340.1	484.8	2.76	1,177.1	1.14	1,773.6	0.76	574.1	2.33
Total FTEs	1,984.7	788.1	2.52	2,066.3	0.96	2,886.8	0.69	1,152.6	1.72
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	10.5	15.1	0.70	11.9	0.89	12.1	0.87	4.8	2.21
Nurses, Licensed	185.1	195.2	0.95	204.4	0.91	199.8	0.93	168.8	1.10
Ancillary Nursing Personnel	38.2	32.0	1.20	37.7	1.01	32.6	1.17	37.8	1.01
All Other Personnel	486.2	387.3	1.26	336.1	1.45	389.6	1.25	209.8	2.32
Total FTEs	720.1	629.5	1.14	590.0	1.22	634.1	1.14	421.2	1.71

**Total Hospital:**  
 Beds Set Up & Staffed 218  
 Discharges 12,898  
 Inpatient Days 49,668

**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 37  
 Total Births 3,183  
 Newborn Days 6,706

**150 Aurora West Allis Medical Center**  
West Allis, WI 53227

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	94	5,642	21,473	62.6%	58.8	3.8
Orthopedic	1	30	1,983	6,632	60.6%	18.2	3.3
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	4	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>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	55	3,827	10,394	51.8%	28.5	2.7
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	16	358	3,811	65.3%	10.4	10.6
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	5	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	1	23	365	7,358	87.6%	20.2	20.2
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	4	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	29	0	29.0	Surgical Personnel	19	13	25.7
Physicians & Dentists	70	18	75.6	Radiological Services Personnel	39	26	58.2
Medical & Dental Residents	0	0	0.0	Sonographers	13	12	19.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	13	4	15.2
Registered Nurses	356	178	477.5	Occupational Therapists	7	15	15.9
Certified Nurse Midwives	5	1	5.6	Occupational Therapy Assistants/Aides	1	1	1.8
Licensed Practical Nurses	3	2	4.2	Physical Therapists	14	11	18.3
Ancillary Nursing Personnel	59	80	105.4	Physical Therapy Assistants/Aides	3	3	5.9
Medical Assistants	33	11	42.2	Recreational Therapists	0	2	1.0
Physician Assistants	11	1	11.6	Dietitians & Nutritionists	3	3	5.0
Nurse Practitioners	7	7	12.0	Psychologists	6	0	6.0
Certified Registered Nurse Anesthetists	6	0	6.0	Social Workers	5	7	8.5
Clinical Nurse Specialists	5	0	5.0	All Other Health Professionals	340	179	430.1
Health Info Mgmt-Administrators/Technicians	20	11	27.1	All Other Personnel	275	82	331.6
Pharmacy Personnel	31	4	33.3				
Clinical Laboratory Personnel	176	50	208.3				
				<b>Total</b>	<b>1,549</b>	<b>721</b>	<b>1,984.7</b>

**150 Aurora West Allis Medical Center**

West Allis, WI 53227

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$351,623,410	40.2%	44.8%	0.90	41.7%	0.96	45.3%	0.89	40.1%	1.00
Medical Assistance	\$145,787,074	16.7%	14.4%	1.16	21.7%	0.77	13.1%	1.27	16.3%	1.02
Commercial	\$352,835,120	40.3%	36.6%	1.10	33.0%	1.22	37.0%	1.09	40.7%	0.99
All Other	\$24,674,892	2.8%	4.2%	0.67	3.6%	0.79	4.5%	0.63	2.9%	0.97
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$287,565,077	32.9%	32.9%	1.00	32.1%	1.03	34.5%	0.95	32.7%	1.01
Medical Assistance	\$115,321,816	13.2%	10.7%	1.23	16.1%	0.82	10.2%	1.29	13.0%	1.01
Commercial	\$167,102,147	19.1%	14.8%	1.29	14.5%	1.32	16.0%	1.19	18.6%	1.03
Charity Care	\$15,061,028	1.7%	1.0%	1.74	1.3%	1.37	1.0%	1.78	1.5%	1.12
Bad Debt	\$9,668,986	1.1%	1.1%	1.05	0.9%	1.21	1.0%	1.12	0.8%	1.33
All Other	\$8,685,695	1.0%	1.9%	0.52	1.1%	0.91	1.9%	0.52	1.2%	0.83
Total Deductions	\$603,404,749	69.0%	62.4%	1.10	65.9%	1.05	64.5%	1.07	67.8%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.1%	6.3%	0.49	3.5%	0.89	5.9%	0.53	3.1%	1.01
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	N/A	N/A	17.3%	N/A	0.1%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$89,019,199	40.8%	44.7%	0.91	37.1%	1.10	44.0%	0.93	40.0%	1.02
Supplies & Services	\$116,241,614	53.3%	47.9%	1.11	56.6%	0.94	49.6%	1.07	53.7%	0.99
Capital Component	\$12,688,213	5.8%	7.4%	0.79	6.4%	0.91	6.4%	0.91	6.3%	0.92
<b>Fiscal Statistics</b>										
Operating Margin (%)		22.2%	8.9%	2.49	9.7%	2.28	7.7%	2.91	24.2%	0.92
Total Hospital Net Income (%)		22.1%	10.1%	2.18	9.0%	2.46	9.1%	2.42	24.2%	0.91
Return on Equity (%)		7.7%	7.6%	1.01	6.2%	1.24	6.9%	1.11	9.2%	0.84
Current Ratio		49.4	5.6	8.74	11.0	4.48	5.6	8.76	40.1	1.23
Days in Net Patient Accounts Receivable		54.4	51.4	1.06	50.4	1.08	52.1	1.05	45.9	1.19
Average Payment Period		24.7	41.5	0.59	28.5	0.87	43.2	0.57	28.7	0.86
Equity Financing (%)		98.2%	73.6%	1.33	78.6%	1.25	76.9%	1.28	97.8%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	14.1	N/A	13.4	N/A	17.0	N/A	0.0	N/A
Total Asset Turnover		0.4	0.7	0.47	0.7	0.50	0.8	0.47	0.4	0.92
Average Age of Plant (Years)		11.5	9.3	1.24	9.8	1.18	10.4	1.11	10.7	1.08
Increase (Decrease) Total Net Patient Revenue		-0.4%	3.6%	N/A	4.0%	N/A	4.9%	N/A	2.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		47.7%	60.9%	0.78	51.1%	0.93	56.8%	0.84	45.6%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$11,758	\$15,675	0.75	\$19,662	0.60	\$17,864	0.66	\$11,928	0.99
Inpatient Net Revenue per Day		\$2,883	\$3,540	0.81	\$3,637	0.79	\$3,709	0.78	\$2,907	0.99
Outpatient Net Revenue per Visit		\$814	\$654	1.25	\$707	1.15	\$733	1.11	\$808	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$874,920,496	Cash & Cash Equivalents	\$646,214,807	Current Liabilities	\$13,999,230
Less Deductions	\$603,404,749	Net Patient Receivables	\$40,484,146	Long-Term Debt	\$0
Net Patient Revenue	\$271,515,747	Other Receivables	\$1,578,843	Other Liabilities	\$508,062
Plus Other Revenue	\$8,747,276			Subtotal	\$14,507,292
Total Revenue	\$280,263,023	Land, Buildings & Equipment (Net)	\$104,315,032	Unrestricted Fund Balance	\$785,577,212
Less Expenses	\$217,949,026	Other Assets	\$7,491,676	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$610,679	Total Assets	\$800,084,504	Total Liabilities & Fund Balance	\$800,084,504
Net Income	\$61,703,318				

**151 St Joseph's Community Hospital of West Bend, Inc**  
 3200 Pleasant Valley Road  
 West Bend, WI 53095  
 262-334-5533

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Washington  
 Analysis Area: Southeastern (2A)  
 Volume Group: 5

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 2A		Volume Group 5		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	51.7%	55.4%	0.93	52.9%	0.98	42.3%	1.22	55.2%	0.94
Obstetrics	36.9%	38.4%	0.96	30.5%	0.15	26.5%	1.39	38.6%	0.96
Pediatrics	0.0%	55.4%	N/A	10.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	51.8%	56.3%	0.92	48.2%	1.07	42.3%	1.23	57.0%	0.91
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	20.7	26.5	0.78	35.0	0.59	16.0	1.29	23.7	0.87
Obstetrics	4.4	5.0	0.88	5.7	0.77	2.3	1.96	4.6	0.96
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	36.3	48.3	0.75	55.0	0.66	27.2	1.34	44.4	0.82
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	3.9	0.86	3.6	0.95	3.3	1.01	2.7	1.27
Obstetrics	2.3	2.6	0.91	2.3	1.00	2.2	1.05	2.4	0.96
Pediatrics	0.0	3.5	N/A	2.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.6	4.3	0.83	3.9	0.92	3.6	1.00	4.1	0.87
<b>Surgical Operations</b>									
Inpatient	694	1,408	0.49	1,426	0.49	726	0.96	760	0.91
Outpatient	2,333	4,098	0.57	3,666	0.64	2,865	0.81	2,512	0.93
Inpatient as % of All Surgeries	22.9%	25.6%	0.90	28.0%	0.82	20.2%	1.13	23.2%	0.99
<b>Outpatient Visits</b>									
Non-Emergency Visits	70,222	132,001	0.53	147,718	0.48	120,134	0.58	70,338	1.00
Emergency Visits	17,327	17,964	0.96	23,681	0.73	14,406	1.20	16,876	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	28.2	18.9	1.49	19.1	1.48	14.0	2.01	28.2	1.00
Nurses, Licensed	173.9	244.4	0.71	263.5	0.66	144.3	1.21	174.9	0.99
Ancillary Nursing Personnel	17.7	40.0	0.44	43.7	0.40	19.5	0.90	22.5	0.78
All Other Personnel	289.8	484.8	0.60	513.5	0.56	331.1	0.88	275.3	1.05
Total FTEs	509.5	788.1	0.65	839.7	0.61	508.9	1.00	500.9	1.02
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	26.9	15.1	1.78	11.9	2.25	14.4	1.86	23.4	1.15
Nurses, Licensed	165.6	195.2	0.85	164.8	1.00	148.1	1.12	145.2	1.14
Ancillary Nursing Personnel	16.8	32.0	0.53	27.3	0.61	20.1	0.84	18.7	0.90
All Other Personnel	276.0	387.3	0.71	321.1	0.86	340.0	0.81	228.5	1.21
Total FTEs	485.2	629.5	0.77	525.2	0.92	522.5	0.93	415.9	1.17

**Total Hospital:**  
 Beds Set Up & Staffed 70  
 Discharges 3,708  
 Inpatient Days 13,242

**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 21  
 Total Births 692  
 Newborn Days 1,402

**151 St Joseph's Community Hospital of West Bend, Inc**  
West Bend, WI 53095

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	40	2,247	7,541	51.7%	20.7	3.4
Orthopedic	3	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	1	0	18	111	0.0%	0.3	6.2
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	4	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	12	689	1,617	36.9%	4.4	2.3
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	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	6	112	1,095	50.0%	3.0	9.8
Step-Down (Special Care)	1	12	632	2,878	65.7%	7.9	4.6
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	4	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	27	2	28.2	Surgical Personnel	10	5	12.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	24	27	40.4
Medical & Dental Residents	0	0	0.0	Sonographers	1	3	3.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	6	12.0
Registered Nurses	117	99	172.4	Occupational Therapists	0	6	2.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	3	0.8
Licensed Practical Nurses	0	0	0.0	Physical Therapists	1	3	2.2
Ancillary Nursing Personnel	9	22	17.7	Physical Therapy Assistants/Aides	1	2	1.6
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	2	1.3
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	5	0	5.0
Clinical Nurse Specialists	0	1	0.5	All Other Health Professionals	51	50	78.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	53	66	93.6
Pharmacy Personnel	14	11	18.4				
Clinical Laboratory Personnel	14	10	18.7				
				<b>Total</b>	<b>337</b>	<b>318</b>	<b>509.5</b>



**151 St Joseph's Community Hospital of West Bend, Inc**  
West Bend, WI 53095

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	2A Value	Ratio	5 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$184,495,686	50.4%	44.8%	1.13	48.2%	1.04	47.9%	1.05	49.6%	1.02
Medical Assistance	\$31,111,434	8.5%	14.4%	0.59	10.5%	0.81	12.0%	0.71	9.3%	0.92
Commercial	\$141,411,805	38.6%	36.6%	1.05	38.7%	1.00	36.4%	1.06	38.5%	1.00
All Other	\$9,103,080	2.5%	4.2%	0.59	2.5%	0.99	3.7%	0.67	2.6%	0.94
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$145,520,233	39.7%	32.9%	1.21	37.8%	1.05	33.3%	1.19	38.5%	1.03
Medical Assistance	\$22,962,694	6.3%	10.7%	0.58	8.1%	0.77	8.7%	0.72	7.0%	0.89
Commercial	\$53,821,176	14.7%	14.8%	0.99	16.8%	0.88	14.8%	0.99	12.7%	1.16
Charity Care	\$2,197,499	0.6%	1.0%	0.61	1.0%	0.62	0.9%	0.69	0.8%	0.71
Bad Debt	\$2,357,999	0.6%	1.1%	0.61	1.0%	0.63	1.0%	0.65	0.4%	1.84
All Other	\$3,137,473	0.9%	1.9%	0.45	1.1%	0.81	1.9%	0.44	1.0%	0.85
Total Deductions	\$229,997,074	62.8%	62.4%	1.01	65.8%	0.95	60.6%	1.04	60.5%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.3%	6.3%	0.36		4.3%	0.54	4.1%	0.57	2.3%	0.99
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A		N/A	N/A	11.9%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$44,612,070	42.1%	44.7%	0.94	39.6%	1.06	46.3%	0.91	42.9%	0.98
Supplies & Services	\$52,168,184	49.2%	47.9%	1.03	51.6%	0.95	46.1%	1.07	47.9%	1.03
Capital Component	\$9,308,284	8.8%	7.4%	1.19	8.7%	1.01	7.6%	1.16	9.3%	0.95
<b>Fiscal Statistics</b>										
Operating Margin (%)	23.9%	8.9%	2.67		11.5%	2.07	8.9%	2.67	25.9%	0.92
Total Hospital Net Income (%)	9.4%	10.1%	0.93		10.0%	0.94	10.0%	0.93	17.8%	0.52
Return on Equity (%)	11.4%	7.6%	1.50		6.2%	1.84	6.7%	1.71	24.7%	0.46
Current Ratio	5.2	5.6	0.91		8.9	0.58	6.0	0.86	2.9	1.76
Days in Net Patient Accounts Receivable	37.9	51.4	0.74		48.8	0.78	54.8	0.69	35.6	1.07
Average Payment Period	18.3	41.5	0.44		42.8	0.43	42.8	0.43	22.0	0.83
Equity Financing (%)	90.1%	73.6%	1.23		80.2%	1.12	78.1%	1.15	85.7%	1.05
Long-Term Debt to Equity Ratio	0.0	0.2	N/A		0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned	5.2	14.1	0.37		13.9	0.38	18.4	0.28	9.2	0.57
Total Asset Turnover	1.5	0.7	1.96		0.6	2.29	0.7	2.21	1.5	0.95
Average Age of Plant (Years)	9.6	9.3	1.03		8.9	1.08	9.0	1.07	10.0	0.96
Increase (Decrease) Total Net Patient Revenue	2.9%	3.6%	0.79		1.8%	1.59	2.6%	1.10	4.9%	0.59
Outpatient Gross Revenue (% of Total GPR)	65.5%	60.9%	1.08		63.2%	1.04	71.9%	0.91	62.6%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,309	\$15,675	0.85		\$12,886	1.03	\$11,179	1.19	\$12,443	1.07
Inpatient Net Revenue per Day	\$3,735	\$3,540	1.06		\$3,088	1.21	\$3,101	1.20	\$3,006	1.24
Outpatient Net Revenue per Visit	\$1,018	\$654	1.56		\$646	1.58	\$561	1.82	\$962	1.06

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$366,122,005	Cash & Cash Equivalents	\$8,594,728	Current Liabilities	\$4,991,179
Less Deductions	\$229,997,074	Net Patient Receivables	\$14,152,926	Long-Term Debt	\$0
Net Patient Revenue	\$136,124,931	Other Receivables	\$23,196	Other Liabilities	\$4,487,316
Plus Other Revenue	\$3,215,893			Subtotal	\$9,478,495
Total Revenue	\$139,340,824	Land, Buildings & Equipment (Net)	\$70,182,515		
Less Expenses	\$106,088,538	Other Assets	\$2,980,665	Unrestricted Fund Balance	\$86,455,535
Non-Operating Gains/Losses	-\$22,290,887			Restricted Fund Balance	\$149,502
Net Income	\$10,961,399	Total Assets	\$95,934,030	Total Liabilities & Fund Balance	\$95,934,030

**308 Ascension St. Clare's Hospital**  
 3400 Ministry Parkway  
 Weston, WI 54476  
 715-393-3000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Marathon  
 Analysis Area: North Central (6)  
 Volume Group: 4

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	91.5%	55.4%	1.65	63.3%	1.45	38.8%	2.35	60.0%	1.52
Obstetrics	75.4%	38.4%	1.97	48.9%	0.08	31.2%	2.42	42.0%	1.79
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	126.2%	56.3%	2.24	68.1%	1.85	40.5%	3.11	65.4%	1.93
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	27.4	26.5	1.03	20.3	1.35	10.1	2.71	26.4	1.04
Obstetrics	3.8	5.0	0.75	3.7	1.01	2.1	1.78	3.8	1.00
Pediatrics	0.0	1.4	N/A	0.8	N/A	0.1	N/A	0.0	N/A
Total Hospital	59.3	48.3	1.23	39.0	1.52	15.5	3.83	56.2	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	3.9	0.84	3.7	0.88	2.9	1.11	3.1	1.05
Obstetrics	2.4	2.6	0.93	2.6	0.92	2.3	1.03	2.3	1.03
Pediatrics	0.0	3.5	N/A	2.9	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.87	4.1	0.91	3.0	1.23	3.4	1.10
<b>Surgical Operations</b>									
Inpatient	1,909	1,408	1.36	1,200	1.59	502	3.80	1,984	0.96
Outpatient	819	4,098	0.20	1,676	0.49	2,146	0.38	1,260	0.65
Inpatient as % of All Surgeries	70.0%	25.6%	2.74	41.7%	1.68	19.0%	3.69	61.2%	1.14
<b>Outpatient Visits</b>									
Non-Emergency Visits	5,589	132,001	0.04	75,867	0.07	53,087	0.11	5,132	1.09
Emergency Visits	13,784	17,964	0.77	13,255	1.04	13,724	1.00	14,679	0.94
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.4	18.9	0.29	10.2	0.53	11.1	0.49	5.3	1.02
Nurses, Licensed	167.6	244.4	0.69	142.4	1.18	104.4	1.61	153.3	1.09
Ancillary Nursing Personnel	18.3	40.0	0.46	22.2	0.82	20.7	0.88	30.8	0.59
All Other Personnel	154.1	484.8	0.32	273.7	0.56	226.8	0.68	115.9	1.33
Total FTEs	345.4	788.1	0.44	448.5	0.77	362.9	0.95	305.3	1.13
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.2	15.1	0.41	10.6	0.58	19.8	0.31	6.5	0.94
Nurses, Licensed	190.9	195.2	0.98	147.6	1.29	187.1	1.02	189.2	1.01
Ancillary Nursing Personnel	20.8	32.0	0.65	23.0	0.91	37.1	0.56	38.0	0.55
All Other Personnel	175.6	387.3	0.45	283.6	0.62	406.6	0.43	143.0	1.23
Total FTEs	393.5	629.5	0.63	464.8	0.85	650.6	0.60	376.7	1.04

**Total Hospital:**  
 Beds Set Up & Staffed 47  
 Discharges 5,780  
 Inpatient Days 21,653

**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 4  
 Total Births 568  
 Newborn Days 1,128

**308 Ascension St. Clare's Hospital**  
Weston, WI 54476

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	30	3,070	10,014	91.5%	27.4	3.3
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	3	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	3	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	5	577	1,376	75.4%	3.8	2.4
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	3	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	4	363	1,911	130.9%	5.2	5.3
Step-Down (Special Care)	1	8	1,776	8,149	279.1%	22.3	4.6
Neonatal Intensive/Intermediate Care	1	0	82	203	0.0%	0.6	2.5
Other Intensive Care	3	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>	3	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	5	1	5.4	Surgical Personnel	5	2	6.4
Physicians & Dentists	11	7	13.8	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	6	13.2
Registered Nurses	129	64	166.6	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	0	0	0.0
Ancillary Nursing Personnel	7	25	18.3	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	74	29	88.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	12	5	15.1
Pharmacy Personnel	16	5	17.8				
Clinical Laboratory Personnel	0	0	0.0				
				<b>Total</b>	<b>271</b>	<b>144</b>	<b>345.4</b>

**308 Ascension St. Clare's Hospital**  
Weston, WI 54476

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$157,260,647	62.5%	44.8%	1.40	51.2%	1.22	48.9%	1.28	61.8%	1.01
Medical Assistance	\$25,754,993	10.2%	14.4%	0.71	14.0%	0.73	11.7%	0.87	10.8%	0.95
Commercial	\$60,314,841	24.0%	36.6%	0.65	30.8%	0.78	35.9%	0.67	24.5%	0.98
All Other	\$8,486,384	3.4%	4.2%	0.80	4.0%	0.85	3.5%	0.98	2.9%	1.16
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$104,133,684	41.4%	32.9%	1.26	34.8%	1.19	35.0%	1.18	40.6%	1.02
Medical Assistance	\$13,711,940	5.4%	10.7%	0.51	10.5%	0.52	8.5%	0.64	6.1%	0.89
Commercial	\$12,189,344	4.8%	14.8%	0.33	7.6%	0.64	12.4%	0.39	4.3%	1.12
Charity Care	\$2,869,540	1.1%	1.0%	1.15	1.2%	0.95	1.4%	0.80	0.3%	3.48
Bad Debt	\$2,445,024	1.0%	1.1%	0.92	0.9%	1.06	1.3%	0.76	0.8%	1.18
All Other	\$4,594,683	1.8%	1.9%	0.95	1.6%	1.16	1.3%	1.38	1.8%	1.04
Total Deductions	\$139,944,215	55.6%	62.4%	0.89	56.5%	0.98	59.8%	0.93	54.0%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	2.1%	6.3%	0.34	12.4%	0.17	3.3%	0.64	4.7%	0.46	
Net Gains/Losses as % of Net Income	N/A	12.7%	N/A	12.7%	N/A	29.9%	N/A	0.0%	N/A	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$40,176,093	37.2%	44.7%	0.83	43.5%	0.86	47.5%	0.78	41.6%	0.89
Supplies & Services	\$57,046,351	52.8%	47.9%	1.10	50.5%	1.05	42.7%	1.24	49.8%	1.06
Capital Component	\$10,750,744	10.0%	7.4%	1.35	6.0%	1.65	9.8%	1.02	8.6%	1.16
<b>Fiscal Statistics</b>										
Operating Margin (%)	5.5%	8.9%	0.62	16.0%	0.35	4.5%	1.23	12.1%	0.46	
Total Hospital Net Income (%)	5.5%	10.1%	0.54	17.9%	0.31	6.3%	0.87	12.1%	0.45	
Return on Equity (%)	5.0%	7.6%	0.66	22.9%	0.22	4.0%	1.24	15.3%	0.33	
Current Ratio	1.7	5.6	0.30	2.8	0.61	5.4	0.32	1.3	1.31	
Days in Net Patient Accounts Receivable	53.5	51.4	1.04	44.6	1.20	50.1	1.07	44.8	1.19	
Average Payment Period	65.6	41.5	1.58	37.4	1.75	41.4	1.58	72.3	0.91	
Equity Financing (%)	0.0%	73.6%	N/A	54.2%	N/A	67.6%	N/A	0.0%	0.52	
Long-Term Debt to Equity Ratio	-2.7	0.2	N/A	0.5	N/A	0.3	N/A	-1.9	1.42	
Times Interest Earned	2.3	14.1	0.16	25.4	0.09	4.4	0.51	6.8	0.33	
Total Asset Turnover	0.9	0.7	1.23	1.2	0.73	0.6	1.45	1.3	0.72	
Average Age of Plant (Years)	5.8	9.3	0.62	8.3	0.70	9.4	0.61	3.0	1.92	
Increase (Decrease) Total Net Patient Revenue	-0.6%	3.6%	N/A	2.3%	N/A	0.5%	N/A	6.7%	N/A	
Outpatient Gross Revenue (% of Total GPR)	33.1%	60.9%	0.54	59.5%	0.56	71.6%	0.46	30.4%	1.09	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,546	\$15,675	0.86	\$13,883	0.98	\$10,854	1.25	\$14,333	0.95	
Inpatient Net Revenue per Day	\$3,652	\$3,540	1.03	\$3,352	1.09	\$3,395	1.08	\$4,195	0.87	
Outpatient Net Revenue per Visit	\$1,859	\$654	2.84	\$806	2.31	\$743	2.50	\$1,409	1.32	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$251,816,865	Cash & Cash Equivalents	\$1,826	Current Liabilities	\$18,543,880
Less Deductions	\$139,944,215	Net Patient Receivables	\$16,412,980	Long-Term Debt	\$138,611,905
Net Patient Revenue	\$111,872,650	Other Receivables	\$2,561,681	Other Liabilities	\$19,872,745
Plus Other Revenue	\$2,435,665			Subtotal	\$177,028,530
Total Revenue	\$114,308,315	Land, Buildings & Equipment (Net)	\$84,832,513	Unrestricted Fund Balance	-\$51,536,408
Less Expenses	\$107,973,188	Other Assets	\$21,683,122	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$53,935			Total Liabilities & Fund Balance	\$125,492,122
Net Income	\$6,281,192	Total Assets	\$125,492,122		

**152 Gundersen Tri-County Hospital and Clinics**  
 18601 Lincoln Street  
 Whitehall, WI 54773  
 715-538-4361

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

County: Trempealeau  
 Analysis Area: Southwestern (5B)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 5B		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	8.8%	55.4%	0.16	49.4%	0.18	11.3%	0.78	9.8%	0.90
Obstetrics	0.0%	38.4%	N/A	56.6%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	29.0%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	10.1%	56.3%	0.18	56.0%	0.18	17.4%	0.58	12.3%	0.82
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.3	26.5	0.05	15.5	0.09	1.8	0.73	1.5	0.90
Obstetrics	0.0	5.0	N/A	3.5	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.5	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.5	48.3	0.03	28.8	0.05	2.9	0.53	1.8	0.82
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.6	3.9	0.67	4.0	0.65	2.9	0.88	3.0	0.86
Obstetrics	0.0	2.6	N/A	2.6	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.6	N/A	2.9	N/A	0.0	N/A
Total Hospital	2.9	4.3	0.68	4.5	0.66	4.0	0.74	3.8	0.78
<b>Surgical Operations</b>									
Inpatient	3	1,408	0.00	938	0.00	116	0.03	0	N/A
Outpatient	181	4,098	0.04	2,728	0.07	1,063	0.17	153	1.18
Inpatient as % of All Surgeries	1.6%	25.6%	0.06	25.6%	0.06	9.8%	0.17	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	26,740	132,001	0.20	92,956	0.29	20,790	1.29	28,080	0.95
Emergency Visits	3,724	17,964	0.21	13,295	0.28	2,393	1.56	4,760	0.78
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	18.9	N/A	8.3	N/A	3.2	N/A	0.0	N/A
Nurses, Licensed	24.9	244.4	0.10	167.9	0.15	79.1	0.31	26.4	0.94
Ancillary Nursing Personnel	5.2	40.0	0.13	24.9	0.21	11.1	0.47	7.1	0.74
All Other Personnel	113.0	484.8	0.23	382.3	0.30	112.6	1.00	117.0	0.97
Total FTEs	143.1	788.1	0.18	583.5	0.25	205.9	0.70	150.4	0.95
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	15.1	N/A	7.9	N/A	24.4	N/A	0.0	N/A
Nurses, Licensed	252.6	195.2	1.29	159.8	1.58	608.9	0.41	283.5	0.89
Ancillary Nursing Personnel	52.7	32.0	1.65	23.7	2.23	85.1	0.62	75.8	0.69
All Other Personnel	1,145.9	387.3	2.96	363.8	3.15	866.4	1.32	1,258.0	0.91
Total FTEs	1,451.2	629.5	2.31	555.1	2.61	1,584.8	0.92	1,617.3	0.90

**Total Hospital:**

Beds Set Up & Staffed 15  
 Discharges 187  
 Inpatient Days 551

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 3  
 Discharges 54  
 Inpatient Days 890

**Newborn Nursery:**

Bassinets 0  
 Total Births 0  
 Newborn Days 0

**152 Gundersen Tri-County Hospital and Clinics**  
Whitehall, WI 54773

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	15	187	484	8.8%	1.3	2.6
Orthopedic	5	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	0	0	0	0.0%	0.0	0.0
Hospice	4	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
<b>Pediatric, acute</b>	5	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	2	0	14	67	0.0%	0.2	4.8
<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	0	0	0.0	Surgical Personnel	1	1	1.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	4	3	5.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	0	1.0
Registered Nurses	15	14	21.4	Occupational Therapists	1	1	1.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	2	0.9
Licensed Practical Nurses	2	1	2.9	Physical Therapists	2	1	2.7
Ancillary Nursing Personnel	2	6	5.2	Physical Therapy Assistants/Aides	1	1	1.9
Medical Assistants	4	0	4.0	Recreational Therapists	0	0	0.0
Physician Assistants	3	1	3.3	Dietitians & Nutritionists	1	1	1.9
Nurse Practitioners	0	1	0.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	1	1.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	6	2	7.7
Health Info Mgmt-Administrators/Technicians	2	2	3.9	All Other Personnel	47	30	64.9
Pharmacy Personnel	2	1	2.2				
Clinical Laboratory Personnel	2	8	8.2				
				<b>Total</b>	<b>97</b>	<b>77</b>	<b>143.1</b>

**152 Gundersen Tri-County Hospital and Clinics**

Whitehall, WI 54773

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	5B Value	Ratio	1 Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$14,500,898	50.7%	44.8%	1.13	45.7%	1.11	42.6%	1.19	51.0%	0.99
Medical Assistance	\$3,505,763	12.2%	14.4%	0.85	10.6%	1.15	12.7%	0.96	12.2%	1.00
Commercial	\$8,292,389	29.0%	36.6%	0.79	37.7%	0.77	40.5%	0.71	30.3%	0.96
All Other	\$2,328,450	8.1%	4.2%	1.93	5.9%	1.39	4.2%	1.95	6.5%	1.25
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$4,797,056	16.8%	32.9%	0.51	33.8%	0.50	20.7%	0.81	19.9%	0.84
Medical Assistance	\$1,944,188	6.8%	10.7%	0.63	8.9%	0.77	7.9%	0.86	6.7%	1.01
Commercial	\$1,746,104	6.1%	14.8%	0.41	13.6%	0.45	11.6%	0.52	5.0%	1.22
Charity Care	\$71,081	0.2%	1.0%	0.25	0.7%	0.37	0.9%	0.29	0.7%	0.36
Bad Debt	\$1,321,632	4.6%	1.1%	4.37	1.3%	3.53	2.0%	2.30	3.6%	1.28
All Other	\$723,852	2.5%	1.9%	1.32	4.0%	0.63	1.5%	1.70	2.8%	0.91
Total Deductions	\$10,603,913	37.0%	62.4%	0.59	62.3%	0.59	44.6%	0.83	38.7%	0.96
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.3%	6.3%	0.83	20.5%	0.26	3.9%	1.34	7.5%	0.70
Net Gains/Losses as % of Net Income		12.8%	12.7%	1.01	6.0%	2.15	1.9%	6.87	0.6%	21.20
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$9,699,029	51.5%	44.7%	1.15	56.6%	0.91	51.0%	1.01	52.3%	0.98
Supplies & Services	\$8,324,758	44.2%	47.9%	0.92	38.6%	1.15	42.2%	1.05	42.7%	1.04
Capital Component	\$812,842	4.3%	7.4%	0.59	4.9%	0.89	6.8%	0.63	5.0%	0.86
<b>Fiscal Statistics</b>										
Operating Margin (%)		1.0%	8.9%	0.11	8.3%	0.12	6.0%	0.17	8.4%	0.12
Total Hospital Net Income (%)		1.2%	10.1%	0.12	8.7%	0.13	6.1%	0.19	8.4%	0.14
Return on Equity (%)		2.1%	7.6%	0.28	7.3%	0.29	8.8%	0.24	16.1%	0.13
Current Ratio		1.8	5.6	0.32	12.8	0.14	2.8	0.65	2.6	0.67
Days in Net Patient Accounts Receivable		57.6	51.4	1.12	67.7	0.85	58.0	0.99	53.8	1.07
Average Payment Period		62.8	41.5	1.51	24.3	2.59	45.2	1.39	46.5	1.35
Equity Financing (%)		44.3%	73.6%	0.60	90.3%	0.49	56.7%	0.78	22.0%	2.01
Long-Term Debt to Equity Ratio		0.5	0.2	2.80	0.0	10.62	0.4	1.15	1.1	0.43
Times Interest Earned		2.9	14.1	0.21	51.2	0.06	9.6	0.30	14.6	0.20
Total Asset Turnover		1.8	0.7	2.41	0.8	2.16	1.5	1.23	1.9	0.93
Average Age of Plant (Years)		19.2	9.3	2.07	9.3	2.06	9.2	2.09	16.3	1.18
Increase (Decrease) Total Net Patient Revenue		-1.2%	3.6%	N/A	-3.9%	0.31	3.4%	N/A	8.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.6%	60.9%	1.42	74.2%	1.17	76.0%	1.14	84.3%	1.03
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,246		\$15,675	0.91	\$16,231	0.88	\$19,283	0.74	\$17,065	0.83
Inpatient Net Revenue per Day	\$2,114		\$3,540	0.60	\$3,609	0.59	\$2,854	0.74	\$2,256	0.94
Outpatient Net Revenue per Visit	\$518		\$654	0.79	\$891	0.58	\$720	0.72	\$460	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$28,627,500	Cash & Cash Equivalents	\$2,272,745	Current Liabilities	\$3,136,733
Less Deductions	\$10,603,913	Net Patient Receivables	\$2,844,732	Long-Term Debt	\$2,185,085
Net Patient Revenue	\$18,023,587	Other Receivables	\$193,058	Other Liabilities	\$611,896
Plus Other Revenue	\$1,007,090			Subtotal	\$5,933,714
Total Revenue	\$19,030,677	Land, Buildings & Equipment (Net)	\$4,696,543	Unrestricted Fund Balance	\$4,717,585
Less Expenses	\$18,836,629	Other Assets	\$644,221	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$28,611			Total Liabilities & Fund Balance	\$10,651,299
Net Income	\$222,659	Total Assets	\$10,651,299		

**153 ThedaCare Medical Center - Wild Rose**  
 Box 243, 601 Grove Avenue  
 Wild Rose, WI 54984  
 920-622-3257

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

County: Waushara  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 1

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 3		Volume Group 1		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	6.0%	55.4%	0.11	45.8%	0.13	11.3%	0.53	5.2%	1.15
Obstetrics	0.0%	38.4%	N/A	28.4%	N/A	24.3%	N/A	0.0%	N/A
Pediatrics	0.0%	55.4%	N/A	109.7%	N/A	54.9%	N/A	0.0%	N/A
Total Hospital	6.0%	56.3%	0.11	46.5%	0.13	17.4%	0.34	5.2%	1.15
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	1.5	26.5	0.06	20.5	0.07	1.8	0.83	1.3	1.15
Obstetrics	0.0	5.0	N/A	4.0	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	1.4	N/A	0.2	N/A	0.2	N/A	0.0	N/A
Total Hospital	1.5	48.3	0.03	35.0	0.04	2.9	0.52	1.3	1.15
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.5	3.9	0.89	3.5	0.98	2.9	1.18	3.2	1.07
Obstetrics	0.0	2.6	N/A	2.3	N/A	2.7	N/A	0.0	N/A
Pediatrics	0.0	3.5	N/A	2.9	N/A	2.9	N/A	0.0	N/A
Total Hospital	3.5	4.3	0.80	3.8	0.92	4.0	0.88	3.1	1.11
<b>Surgical Operations</b>									
Inpatient	0	1,408	N/A	1,285	N/A	116	N/A	0	N/A
Outpatient	71	4,098	0.02	5,974	0.01	1,063	0.07	75	0.95
Inpatient as % of All Surgeries	0.0%	25.6%	N/A	17.7%	N/A	9.8%	N/A	0.0%	N/A
<b>Outpatient Visits</b>									
Non-Emergency Visits	10,711	132,001	0.08	121,848	0.09	20,790	0.52	9,049	1.18
Emergency Visits	4,003	17,964	0.22	15,548	0.26	2,393	1.67	3,823	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	18.9	0.21	26.3	0.15	3.2	1.26	6.0	0.67
Nurses, Licensed	14.7	244.4	0.06	187.4	0.08	79.1	0.19	16.1	0.91
Ancillary Nursing Personnel	10.1	40.0	0.25	30.9	0.33	11.1	0.91	10.6	0.95
All Other Personnel	44.1	484.8	0.09	331.4	0.13	112.6	0.39	63.5	0.69
Total FTEs	72.9	788.1	0.09	576.0	0.13	205.9	0.35	96.2	0.76
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	51.5	15.1	3.41	24.4	2.11	24.4	2.11	63.6	0.81
Nurses, Licensed	188.8	195.2	0.97	174.3	1.08	608.9	0.31	170.3	1.11
Ancillary Nursing Personnel	130.0	32.0	4.07	28.7	4.52	85.1	1.53	112.6	1.15
All Other Personnel	567.8	387.3	1.47	308.2	1.84	866.4	0.66	672.9	0.84
Total FTEs	938.1	629.5	1.49	535.6	1.75	1,584.8	0.59	1,019.4	0.92

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 157  
 Inpatient Days 546

**Contract with:**  
 Health Maintenance Organization (HMO) Yes  
 Preferred Provider Organization (PPO) Yes

**Medicare-certified Swing Beds:**  
 Average Beds Used 5  
 Discharges 100  
 Inpatient Days 1,323

**Newborn Nursery:**  
 Bassinets 0  
 Total Births 0  
 Newborn Days 0



**153 ThedaCare Medical Center - Wild Rose**

Wild Rose, WI 54984

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	25	157	546	6.0%	1.5	3.5
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	2	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>	5	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	5	0	0	0	0.0%	0.0	0.0
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
<b>Subacute care</b>	5	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	4	0	4.0	Surgical Personnel	0	0	0.0
Physicians & Dentists	5	0	5.0	Radiological Services Personnel	3	3	4.2
Medical & Dental Residents	0	0	0.0	Sonographers	1	1	1.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	9	10	13.7	Occupational Therapists	0	1	0.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.1
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	4	1.2
Ancillary Nursing Personnel	9	8	10.1	Physical Therapy Assistants/Aides	2	0	2.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	0	2.0
Health Info Mgmt-Administrators/Technicians	1	1	1.5	All Other Personnel	14	8	17.2
Pharmacy Personnel	0	0	0.0				
Clinical Laboratory Personnel	5	3	7.0				
				<b>Total</b>	<b>58</b>	<b>40</b>	<b>72.9</b>

**153 ThedaCare Medical Center - Wild Rose**

Wild Rose, WI 54984

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$11,211,489	58.1%	44.8%	1.30	46.1%	1.26	42.6%	1.36	52.5%	1.11
Medical Assistance	\$2,732,354	14.2%	14.4%	0.98	10.9%	1.30	12.7%	1.11	14.5%	0.97
Commercial	\$4,494,735	23.3%	36.6%	0.64	40.7%	0.57	40.5%	0.57	28.6%	0.81
All Other	\$862,886	4.5%	4.2%	1.06	2.3%	1.92	4.2%	1.07	4.3%	1.03
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$6,263,256	32.4%	32.9%	0.99	31.7%	1.02	20.7%	1.57	20.1%	1.62
Medical Assistance	\$1,425,430	7.4%	10.7%	0.69	7.8%	0.94	7.9%	0.94	9.9%	0.74
Commercial	\$3,201,382	16.6%	14.8%	1.12	14.4%	1.15	11.6%	1.42	8.2%	2.03
Charity Care	\$136,598	0.7%	1.0%	0.72	0.6%	1.15	0.9%	0.82	0.6%	1.27
Bad Debt	\$548,061	2.8%	1.1%	2.69	1.5%	1.90	2.0%	1.41	4.1%	0.69
All Other	\$498,174	2.6%	1.9%	1.35	1.5%	1.69	1.5%	1.74	2.5%	1.05
Total Deductions	\$12,072,901	62.5%	62.4%	1.00	57.6%	1.09	44.6%	1.40	45.3%	1.38
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.7%		6.3%	0.11	1.9%	0.39	3.9%	0.18	0.4%	1.96
Net Gains/Losses as % of Net Income	3.4%		12.7%	0.27	10.2%	0.33	1.9%	1.83	0.3%	11.76
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$6,853,809	69.4%	44.7%	1.55	44.4%	1.56	51.0%	1.36	71.5%	0.97
Supplies & Services	\$2,185,963	22.1%	47.9%	0.46	43.1%	0.51	42.2%	0.52	21.1%	1.05
Capital Component	\$833,137	8.4%	7.4%	1.14	12.5%	0.67	6.8%	1.24	7.4%	1.14
<b>Fiscal Statistics</b>										
Operating Margin (%)	-35.6%		8.9%	N/A	10.0%	N/A	6.0%	N/A	15.3%	N/A
Total Hospital Net Income (%)	-37.3%		10.1%	N/A	11.0%	N/A	6.1%	N/A	15.3%	N/A
Return on Equity (%)	-53.3%		7.6%	N/A	10.2%	N/A	8.8%	N/A	45.3%	N/A
Current Ratio	0.5		5.6	0.10	5.8	0.09	2.8	0.20	134.0	0.00
Days in Net Patient Accounts Receivable	95.7		51.4	1.86	55.7	1.72	58.0	1.65	28.7	3.33
Average Payment Period	147.2		41.5	3.55	25.7	5.73	45.2	3.26	0.4	397.81
Equity Financing (%)	26.4%		73.6%	0.36	72.7%	0.36	56.7%	0.47	99.8%	0.26
Long-Term Debt to Equity Ratio	0.0		0.2	N/A	0.2	N/A	0.4	N/A	0.0	N/A
Times Interest Earned	-3,974.0		14.1	N/A	11.0	N/A	9.6	N/A	4,865.5	N/A
Total Asset Turnover	1.4		0.7	1.95	0.9	1.57	1.5	0.99	2.9	0.49
Average Age of Plant (Years)	6.4		9.3	0.69	5.9	1.07	9.2	0.69	7.6	0.84
Increase (Decrease) Total Net Patient Revenue	-43.0%		3.6%	N/A	1.9%	N/A	3.4%	N/A	-9.1%	4.73
Outpatient Gross Revenue (% of Total GPR)	80.7%		60.9%	1.32	67.5%	1.20	76.0%	1.06	85.9%	0.94
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$23,478		\$15,675	1.50	\$12,173	1.93	\$19,283	1.22	\$15,349	1.53
Inpatient Net Revenue per Day	\$3,241		\$3,540	0.92	\$3,180	1.02	\$2,854	1.14	\$1,962	1.65
Outpatient Net Revenue per Visit	\$118		\$654	0.18	\$551	0.21	\$720	0.16	\$749	0.16

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$19,301,464	Cash & Cash Equivalents	\$0	Current Liabilities	\$3,706,389
Less Deductions	\$12,072,901	Net Patient Receivables	\$1,895,572	Long-Term Debt	\$0
Net Patient Revenue	\$7,228,563	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$52,834			Subtotal	\$3,706,389
Total Revenue	\$7,281,397	Land, Buildings & Equipment (Net)	\$2,999,313	Unrestricted Fund Balance	\$1,330,599
Less Expenses	\$9,872,909	Other Assets	\$142,103	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$91,603			Total Liabilities & Fund Balance	\$5,036,988
Net Income	-\$2,683,115	Total Assets	\$5,036,988		

**155 Aspirus Riverview Hospital and Clinics, Inc**  
 410 Dewey Street, PO Box 8080  
 Wisconsin Rapids, WI 54495  
 715-423-6060

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Wood  
 Analysis Area: North Central (6)  
 Volume Group: 6

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	31.3%	55.4%	0.56	63.3%	0.49	58.7%	0.53	29.0%	1.08
Obstetrics	20.5%	38.4%	0.53	48.9%	0.05	36.5%	0.56	20.2%	1.01
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	90.2%	N/A	0.0%	N/A
Total Hospital	30.7%	56.3%	0.54	68.1%	0.45	58.0%	0.53	28.6%	1.07
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	16.9	26.5	0.64	20.3	0.84	38.4	0.44	15.7	1.08
Obstetrics	2.7	5.0	0.53	3.7	0.71	7.1	0.38	2.6	1.01
Pediatrics	0.2	1.4	0.13	0.8	0.23	5.4	0.13	0.2	0.93
Total Hospital	23.0	48.3	0.48	39.0	0.59	79.6	0.29	21.4	1.07
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	3.9	0.72	3.7	0.75	3.8	0.73	2.8	0.99
Obstetrics	2.0	2.6	0.78	2.6	0.78	2.5	0.80	2.2	0.92
Pediatrics	1.9	3.5	0.55	2.9	0.65	3.6	0.53	2.3	0.83
Total Hospital	2.9	4.3	0.66	4.1	0.69	4.4	0.66	2.9	0.98
<b>Surgical Operations</b>									
Inpatient	1,006	1,408	0.71	1,200	0.84	1,955	0.51	971	1.04
Outpatient	1,865	4,098	0.46	1,676	1.11	5,493	0.34	1,976	0.94
Inpatient as % of All Surgeries	35.0%	25.6%	1.37	41.7%	0.84	26.2%	1.33	32.9%	1.06
<b>Outpatient Visits</b>									
Non-Emergency Visits	28,913	132,001	0.22	75,867	0.38	208,790	0.14	27,237	1.06
Emergency Visits	23,628	17,964	1.32	13,255	1.78	31,589	0.75	22,787	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	21.0	18.9	1.11	10.2	2.06	28.7	0.73	22.0	0.95
Nurses, Licensed	158.7	244.4	0.65	142.4	1.11	343.5	0.46	111.4	1.42
Ancillary Nursing Personnel	14.9	40.0	0.37	22.2	0.67	56.6	0.26	11.8	1.26
All Other Personnel	398.1	484.8	0.82	273.7	1.45	642.7	0.62	266.7	1.49
Total FTEs	592.7	788.1	0.75	448.5	1.32	1,071.5	0.55	412.0	1.44
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	20.1	15.1	1.33	10.6	1.90	14.6	1.38	24.8	0.81
Nurses, Licensed	151.9	195.2	0.78	147.6	1.03	174.3	0.87	125.6	1.21
Ancillary Nursing Personnel	14.3	32.0	0.45	23.0	0.62	28.7	0.50	13.3	1.07
All Other Personnel	381.0	387.3	0.98	283.6	1.34	326.0	1.17	300.5	1.27
Total FTEs	567.3	629.5	0.90	464.8	1.22	543.5	1.04	464.2	1.22

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	75	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	2,943	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	483
Inpatient Days	8,396			Inpatient Days	0	Newborn Days	840

**155 Aspirus Riverview Hospital and Clinics, Inc**  
 Wisconsin Rapids, WI 54495

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	54	2,215	6,172	31.3%	16.9	2.8
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	4	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
<b>Pediatric, acute</b>	2	0	36	69	0.0%	0.2	1.9
<b>Obstetrics</b>	1	13	484	972	20.5%	2.7	2.0
<b>Psychiatric</b>	2	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	8	205	1,183	40.5%	3.2	5.8
Step-Down (Special Care)	2	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	4	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	5	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	21	0	21.0	Surgical Personnel	4	5	5.1
Physicians & Dentists	0	1	0.6	Radiological Services Personnel	21	13	30.8
Medical & Dental Residents	0	0	0.0	Sonographers	2	3	4.3
Dental Hygienists	0	2	1.1	Respiratory Therapists	3	4	5.5
Registered Nurses	75	101	147.7	Occupational Therapists	2	3	3.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.2
Licensed Practical Nurses	4	3	4.8	Physical Therapists	3	6	6.4
Ancillary Nursing Personnel	4	18	14.9	Physical Therapy Assistants/Aides	2	2	3.8
Medical Assistants	37	21	53.2	Recreational Therapists	0	0	0.0
Physician Assistants	3	2	4.3	Dietitians & Nutritionists	3	1	3.8
Nurse Practitioners	5	3	6.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	53	27	71.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	139	55	176.1
Pharmacy Personnel	7	2	8.3				
Clinical Laboratory Personnel	13	9	18.9				
				<b>Total</b>	<b>401</b>	<b>282</b>	<b>592.7</b>

**155 Aspirus Riverview Hospital and Clinics, Inc**

Wisconsin Rapids, WI 54495

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$122,349,131	47.1%	44.8%	1.05	51.2%	0.92	40.7%	1.16	49.0%	0.96
Medical Assistance	\$36,151,861	13.9%	14.4%	0.97	14.0%	0.99	19.9%	0.70	13.9%	1.00
Commercial	\$91,185,233	35.1%	36.6%	0.96	30.8%	1.14	35.3%	0.99	35.4%	0.99
All Other	\$10,157,122	3.9%	4.2%	0.93	4.0%	0.98	4.1%	0.95	1.8%	2.20
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$86,170,856	33.2%	32.9%	1.01	34.8%	0.95	30.5%	1.09	33.6%	0.99
Medical Assistance	\$27,390,045	10.5%	10.7%	0.98	10.5%	1.01	14.4%	0.73	10.3%	1.02
Commercial	\$24,666,027	9.5%	14.8%	0.64	7.6%	1.26	13.0%	0.73	7.5%	1.27
Charity Care	\$3,018,362	1.2%	1.0%	1.18	1.2%	0.97	1.0%	1.13	1.4%	0.81
Bad Debt	\$2,176,535	0.8%	1.1%	0.79	0.9%	0.91	1.0%	0.81	0.3%	3.30
All Other	\$748,365	0.3%	1.9%	0.15	1.6%	0.18	2.2%	0.13	0.2%	1.20
Total Deductions	\$144,170,190	55.5%	62.4%	0.89	56.5%	0.98	62.2%	0.89	53.3%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.8%	6.3%	0.29	12.4%	0.15	9.8%	0.19	2.7%	0.68	
Net Gains/Losses as % of Net Income	36.9%	12.7%	2.91	12.7%	2.91	4.7%	7.90	0.4%	85.92	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$48,205,190	45.8%	44.7%	1.02	43.5%	1.05	42.9%	1.07	51.1%	0.89
Supplies & Services	\$49,431,226	46.9%	47.9%	0.98	50.5%	0.93	48.6%	0.97	40.3%	1.17
Capital Component	\$7,684,246	7.3%	7.4%	0.99	6.0%	1.21	8.5%	0.86	8.6%	0.85
<b>Fiscal Statistics</b>										
Operating Margin (%)	10.6%	8.9%	1.19	16.0%	0.66	13.6%	0.78	14.3%	0.74	
Total Hospital Net Income (%)	15.8%	10.1%	1.57	17.9%	0.88	14.1%	1.12	14.4%	1.10	
Return on Equity (%)	11.7%	7.6%	1.54	22.9%	0.51	10.4%	1.13	9.4%	1.25	
Current Ratio	2.1	5.6	0.38	2.8	0.76	6.4	0.33	2.0	1.09	
Days in Net Patient Accounts Receivable	56.0	51.4	1.09	44.6	1.26	47.5	1.18	51.2	1.09	
Average Payment Period	66.2	41.5	1.59	37.4	1.77	36.9	1.80	62.3	1.06	
Equity Financing (%)	63.5%	73.6%	0.86	54.2%	1.17	68.5%	0.93	61.4%	1.04	
Long-Term Debt to Equity Ratio	0.4	0.2	2.33	0.5	0.81	0.2	2.49	0.5	0.83	
Times Interest Earned	12.6	14.1	0.90	25.4	0.50	17.7	0.71	9.1	1.38	
Total Asset Turnover	0.7	0.7	0.94	1.2	0.56	0.7	0.95	0.7	1.07	
Average Age of Plant (Years)	15.3	9.3	1.65	8.3	1.85	7.9	1.95	14.7	1.04	
Increase (Decrease) Total Net Patient Revenue	20.2%	3.6%	5.55	2.3%	8.77	2.0%	10.06	9.1%	2.22	
Outpatient Gross Revenue (% of Total GPR)	78.0%	60.9%	1.28	59.5%	1.31	59.1%	1.32	75.9%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$9,583	\$15,675	0.61	\$13,883	0.69	\$14,805	0.65	\$9,168	1.05	
Inpatient Net Revenue per Day	\$3,357	\$3,540	0.95	\$3,352	1.00	\$3,359	1.00	\$3,167	1.06	
Outpatient Net Revenue per Visit	\$1,706	\$654	2.61	\$806	2.12	\$542	3.15	\$1,439	1.19	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$259,843,347	Cash & Cash Equivalents	\$15,368,273	Current Liabilities	\$18,002,932
Less Deductions	\$144,170,190	Net Patient Receivables	\$17,732,514	Long-Term Debt	\$41,419,684
Net Patient Revenue	\$115,673,157	Other Receivables	\$2,120,171	Other Liabilities	\$2,262,305
Plus Other Revenue	\$2,164,049			Subtotal	\$61,684,921
Total Revenue	\$117,837,206	Land, Buildings & Equipment (Net)	\$63,629,520	Unrestricted Fund Balance	\$107,490,361
Less Expenses	\$105,320,662	Other Assets	\$70,324,804	Restricted Fund Balance	\$523,304
Non-Operating Gains/Losses	\$7,307,615			Total Liabilities & Fund Balance	\$169,175,282
Net Income	\$19,824,159	Total Assets	\$169,175,282		

**156 Howard Young Medical Center**  
 240 Maple Street, PO Box 470  
 Woodruff, WI 54568  
 715-356-8000

Fiscal Year: 07/01 to 06/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Religious Organization

County: Oneida  
 Analysis Area: North Central (6)  
 Volume Group: 3

Selected Utilization Statistics	FY 2017	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2017 vs. 2016	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	51.9%	55.4%	0.94	63.3%	0.82	46.2%	1.12	79.5%	0.65
Obstetrics	20.2%	38.4%	0.53	48.9%	0.03	22.2%	0.91	24.0%	0.84
Pediatrics	0.0%	55.4%	N/A	72.9%	N/A	0.7%	N/A	0.0%	N/A
Total Hospital	48.4%	56.3%	0.86	68.1%	0.71	43.7%	1.11	63.6%	0.76
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	16.6	26.5	0.63	20.3	0.82	8.0	2.08	15.9	1.04
Obstetrics	1.6	5.0	0.32	3.7	0.43	1.0	1.70	1.7	0.96
Pediatrics	0.0	1.4	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	24.2	48.3	0.50	39.0	0.62	10.5	2.31	23.5	1.03
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	3.9	0.94	3.7	0.99	3.3	1.12	3.5	1.03
Obstetrics	2.2	2.6	0.84	2.6	0.84	2.1	1.02	2.2	0.97
Pediatrics	0.0	3.5	N/A	2.9	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.7	4.3	0.85	4.1	0.89	3.4	1.08	3.6	1.01
<b>Surgical Operations</b>									
Inpatient	825	1,408	0.59	1,200	0.69	302	2.73	791	1.04
Outpatient	725	4,098	0.18	1,676	0.43	1,304	0.56	661	1.10
Inpatient as % of All Surgeries	53.2%	25.6%	2.08	41.7%	1.28	18.8%	2.83	54.5%	0.98
<b>Outpatient Visits</b>									
Non-Emergency Visits	29,228	132,001	0.22	75,867	0.39	63,510	0.46	27,551	1.06
Emergency Visits	10,752	17,964	0.60	13,255	0.81	8,037	1.34	10,478	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.5	18.9	0.34	10.2	0.63	12.6	0.52	14.0	0.46
Nurses, Licensed	86.9	244.4	0.36	142.4	0.61	78.6	1.11	81.1	1.07
Ancillary Nursing Personnel	19.1	40.0	0.48	22.2	0.86	13.9	1.37	13.0	1.47
All Other Personnel	100.6	484.8	0.21	273.7	0.37	187.4	0.54	142.5	0.71
Total FTEs	213.1	788.1	0.27	448.5	0.48	292.5	0.73	250.6	0.85
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	12.0	15.1	0.79	10.6	1.13	29.3	0.41	28.7	0.42
Nurses, Licensed	160.5	195.2	0.82	147.6	1.09	183.3	0.88	166.5	0.96
Ancillary Nursing Personnel	35.3	32.0	1.10	23.0	1.53	32.5	1.09	26.6	1.33
All Other Personnel	185.8	387.3	0.48	283.6	0.66	436.8	0.43	292.5	0.64
Total FTEs	393.6	629.5	0.63	464.8	0.85	681.8	0.58	514.2	0.77

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	50	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	7
Discharges	2,409	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	253
Inpatient Days	8,840			Inpatient Days	0	Newborn Days	527

**156 Howard Young Medical Center**  
Woodruff, WI 54568

Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2017	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	32	1,655	6,064	51.9%	16.6	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	5	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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	8	273	590	20.2%	1.6	2.2
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	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	3	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	10	481	2,186	59.9%	6.0	4.5
Step-Down (Special Care)	2	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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>	5	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	4	6	6.5	Surgical Personnel	4	4	6.6
Physicians & Dentists	2	6	4.9	Radiological Services Personnel	8	8	13.2
Medical & Dental Residents	0	0	0.0	Sonographers	1	3	2.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	4	5.5
Registered Nurses	49	49	77.4	Occupational Therapists	2	1	2.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.3
Licensed Practical Nurses	2	0	2.0	Physical Therapists	3	3	3.7
Ancillary Nursing Personnel	14	9	19.1	Physical Therapy Assistants/Aides	2	1	2.9
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	1	1.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	6	1	6.3	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	11	29.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	2	6	5.3
Pharmacy Personnel	8	6	11.2				
Clinical Laboratory Personnel	6	9	12.2				
				<b>Total</b>	<b>141</b>	<b>129</b>	<b>213.1</b>

**156 Howard Young Medical Center**  
Woodruff, WI 54568

Selected Financial Statistics	FY 2017	All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$72,605,218	56.4%	44.8%	1.26	51.2%	1.10	46.2%	1.22	54.5%	1.04
Medical Assistance	\$19,803,179	15.4%	14.4%	1.07	14.0%	1.10	12.7%	1.21	15.7%	0.98
Commercial	\$30,151,537	23.4%	36.6%	0.64	30.8%	0.76	37.2%	0.63	25.9%	0.90
All Other	\$6,165,901	4.8%	4.2%	1.13	4.0%	1.20	3.9%	1.24	4.0%	1.21
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$49,003,916	38.1%	32.9%	1.16	34.8%	1.09	28.8%	1.32	34.4%	1.11
Medical Assistance	\$15,047,963	11.7%	10.7%	1.09	10.5%	1.11	8.6%	1.36	11.9%	0.98
Commercial	\$5,714,343	4.4%	14.8%	0.30	7.6%	0.59	13.1%	0.34	4.6%	0.96
Charity Care	\$1,273,340	1.0%	1.0%	1.00	1.2%	0.83	1.0%	0.98	0.3%	3.54
Bad Debt	\$1,455,659	1.1%	1.1%	1.07	0.9%	1.23	1.5%	0.76	1.4%	0.80
All Other	\$3,613,253	2.8%	1.9%	1.46	1.6%	1.79	1.9%	1.45	2.0%	1.37
Total Deductions	\$76,108,474	59.1%	62.4%	0.95	56.5%	1.05	54.9%	1.08	54.7%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		3.2%	6.3%	0.51	12.4%	0.26	6.2%	0.52	3.6%	0.90
Net Gains/Losses as % of Net Income		21.1%	12.7%	1.66	12.7%	1.66	20.5%	1.03	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$22,162,743	46.7%	44.7%	1.04	43.5%	1.07	50.7%	0.92	57.7%	0.81
Supplies & Services	\$21,090,285	44.4%	47.9%	0.93	50.5%	0.88	40.1%	1.11	33.3%	1.33
Capital Component	\$4,255,227	9.0%	7.4%	1.21	6.0%	1.49	9.2%	0.97	9.0%	0.99
<b>Fiscal Statistics</b>										
Operating Margin (%)		12.6%	8.9%	1.41	16.0%	0.79	4.7%	2.71	12.5%	1.01
Total Hospital Net Income (%)		15.5%	10.1%	1.53	17.9%	0.86	5.8%	2.67	11.6%	1.34
Return on Equity (%)		9.9%	7.6%	1.30	22.9%	0.43	5.1%	1.94	3.8%	2.62
Current Ratio		3.6	5.6	0.64	2.8	1.29	4.9	0.74	7.3	0.50
Days in Net Patient Accounts Receivable		45.9	51.4	0.89	44.6	1.03	51.9	0.89	43.2	1.06
Average Payment Period		29.8	41.5	0.72	37.4	0.80	33.7	0.88	28.5	1.05
Equity Financing (%)		75.1%	73.6%	1.02	54.2%	1.39	70.2%	1.07	88.4%	0.85
Long-Term Debt to Equity Ratio		0.2	0.2	1.10	0.5	0.38	0.4	0.47	0.1	2.29
Times Interest Earned		21.3	14.1	1.51	25.4	0.84	4.7	4.51	16.4	1.29
Total Asset Turnover		0.6	0.7	0.83	1.2	0.49	0.9	0.71	0.3	1.88
Average Age of Plant (Years)		3.6	9.3	0.38	8.3	0.43	7.5	0.48	2.5	1.43
Increase (Decrease) Total Net Patient Revenue		-4.2%	3.6%	N/A	2.3%	N/A	2.8%	N/A	4.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		55.0%	60.9%	0.90	59.5%	0.92	75.7%	0.73	51.7%	1.06
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,444	\$15,675	0.67	\$13,883	0.75	\$12,189	0.86	\$12,958	0.81	
Inpatient Net Revenue per Day	\$2,831	\$3,540	0.80	\$3,352	0.84	\$3,423	0.83	\$3,563	0.79	
Outpatient Net Revenue per Visit	\$723	\$654	1.11	\$806	0.90	\$558	1.30	\$682	1.06	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$128,725,835	Cash & Cash Equivalents	-\$6,016	Current Liabilities	\$3,573,540
Less Deductions	\$76,108,474	Net Patient Receivables	\$6,622,359	Long-Term Debt	\$12,046,693
Net Patient Revenue	\$52,617,361	Other Receivables	\$2,020,665	Other Liabilities	\$6,397,277
Plus Other Revenue	\$1,760,890			Subtotal	\$22,017,510
Total Revenue	\$54,378,251	Land, Buildings & Equipment (Net)	\$23,584,702	Unrestricted Fund Balance	\$66,283,457
Less Expenses	\$47,508,255	Other Assets	\$56,079,257	Restricted Fund Balance	\$48,746,796
Non-Operating Gains/Losses	\$1,833,264			Total Liabilities & Fund Balance	\$88,300,967
Net Income	\$8,703,260	Total Assets	\$88,300,967		