
Guide to Wisconsin Hospitals

Fiscal Year 2018

September 2019



The ***Guide to Wisconsin Hospitals, Fiscal Year 2018***, presents information on hospital finances, services, utilization and staffing. The data for this report was taken from the FY 2017 and FY 2018 Hospital Fiscal Surveys and the FY 2017 and FY 2018 Annual Survey of Hospitals. Under State law (Chapter 153, Wisconsin Statutes), WHA Information Center is responsible for collecting and disseminating Wisconsin hospital and freestanding ambulatory surgery center data.

This publication is not an exhaustive compilation of all data collected through the surveys. Readers desiring additional financial, service, utilization, or staffing information on a specific hospital should contact the WHA Information Center regarding the availability and cost of specific data requests.

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Suggested citation:

WHA Information Center, LLC. ***Guide to Wisconsin Hospitals, Fiscal Year 2018.***
September 2019

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INTRODUCTION

The ***Guide to Wisconsin Hospitals, Fiscal Year 2018***, presents selected descriptive financial, services, utilization, and staffing data about individual Wisconsin hospitals. It also provides summary and trend information for selected aggregate data.

The report is based on data submitted to the WHA Information Center on the Fiscal Year (FY) 2017 Hospital Fiscal Survey, the Fiscal Year (FY) 2018 Hospital Fiscal Survey, the FY 2017 Annual Survey of Hospitals and the FY 2018 Annual Survey of Hospitals by general medical-surgical (GMS) hospitals, long-term acute care hospitals (LTAC), psychiatric (psych) hospitals, alcohol and other drug abuse (AODA) hospitals, state-operated mental health (state) institutes, and rehabilitation (rehab) hospitals. Data from Veterans Affairs hospitals are collected on a voluntary basis but are not included in this report, nor are data from hospitals that submitted partial-year data.

Types of Hospitals

General medical-surgical (GMS) hospitals (128 in FY 2018) provide diagnostic and therapeutic services to patients for a variety of medical and surgical conditions.

Critical Access Hospitals (CAHs) (58 in FY 2018) are GMS facilities that provide 24-hour emergency care, inpatient, outpatient, and swing-bed services. Many also provide obstetric services. Under the Wisconsin Rural Hospital Flexibility Program – a Medicare program – hospitals located in rural counties, or rural areas of urban counties, may be certified as CAHs if they meet eligibility conditions. Rural CAH applicants must be 35 miles from another hospital; if closer, they must be declared a “necessary provider of health care services” according to state plan criteria. They are limited to 25 acute-care beds. Length of stay for acute-care patients is limited to an annual 96-hour average per patient. If further inpatient care is needed, patients are generally transferred to contractually established referral hospitals. CAHs provide first-line emergency and community-integrated health care. Hospitals certified as CAHs are noted as such in Section VII (Individual Hospital Tables), and in Appendix 5 (Hospital Index).

Specialty hospitals provide services to specific categories of patients. In Wisconsin, specialty hospitals include the following:

- Long-Term Acute Care (LTAC) hospitals (6 in FY 2018) focus on patients who, on average, stay more than 25 days. They specialize in treating patients who may have more than one serious condition, but who may improve with time and care, and return home.
- Psychiatric hospitals (12 in FY 2018) provide diagnostic and therapeutic services to patients with mental or emotional disorders.
- Alcohol and Other Drug Abuse (AODA) hospitals (1 in FY 2018) provide diagnostic and therapeutic services to patients with alcohol, drug abuse or addiction problems.

- State-operated mental health institutes (2 in FY 2018) provide comprehensive and intensive diagnostic, therapeutic, and support services to patients with unusually complex or difficult mental, emotional, or developmental disorders.
- Rehabilitation hospitals (3 in FY 2018) provide a comprehensive array of restoration services for the physically disabled and all support services necessary to help them attain their maximum level of functioning.
- Veterans Affairs hospitals provide diagnostic and therapeutic services to armed forces veterans only. Because they are exempt from state data collection mandates, these facilities are not included in this report.

Control of Hospitals

Different types of organizations own and control the policies and operations of Wisconsin hospitals. Of the 152 non-federal hospitals that provided full-year data to the FY 2018 Annual Survey of Hospitals, 127 are nongovernmental, not-for-profit entities, owned either by a religious organization (38) or by some other not-for-profit corporation (89). Two hospitals are state-operated and eight are county-operated. Fifteen hospitals (six GMS, six LTAC, two rehabilitation, and one psychiatric) are investor-owned, for-profit facilities.

Location of Hospitals

Sixty-three of the state's 72 counties have at least one GMS hospital. Thirty-five counties have two or more GMS hospitals. Milwaukee County has the most, with 11. Waukesha County has five GMS hospitals. Brown County, Dane County, Rock County, St. Croix County, and Winnebago County have four GMS hospitals each.

LTAC hospitals are located in four counties, psychiatric hospitals are located in six counties, rehabilitation hospitals are located in three counties, state hospitals are found in two counties, and the sole AODA hospital is in Brown County.

Data Sources

The data in this report are drawn from two surveys conducted annually: The Hospital Fiscal Survey and the Annual Survey of Hospitals.

Completion of the Hospital Fiscal Survey, which collects financial data from hospitals, has been mandatory since its inception in 1989. Completion of the Annual Survey of Hospitals, which collects utilization and staffing information, was made mandatory beginning April 1, 1992.

The financial, utilization and staffing figures in this report are based on each hospital's fiscal year. Fiscal years vary from hospital to hospital, according to individual accounting practices. The most common fiscal year is a calendar fiscal year beginning January 1 and ending December 31. Seventy-seven of the 152 reporting hospitals (51 percent) had a fiscal year ending December 31, 2018.

All data used in this report are based on each hospital's 2018 fiscal year. Only hospitals that reported a full fiscal year's data are included.

The hospital financial information in this report is fiscal-year data based on actual revenue received from payers. In contrast, the hospital information in the annual Health Care Data Report is calendar-year information on billed charges (not actual reimbursement) from expected payers.

Fiscal Year Ending Date, Wisconsin Hospitals, FY 2018

<u>Fiscal Year End</u>	<u>Number of Hospitals</u>
03/31/2018	2
06/30/2018	51
07/31/2018	3
09/30/2018	19
12/31/2018	77

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Volume Groups and Analysis Areas

Volume groups and analysis areas are discussed in Section IV (Comparative Data) and are defined in Appendix 1 (Glossary Terms). The hospital index (Appendix 5) at the end of this publication shows the volume group and analysis area to which each hospital belongs.

SUMMARY DATA: FISCAL YEAR 2018

- One hundred fifty-two hospitals submitted full-year data to the WHA Information Center for FY 2018. Of this total, 128 were general medical-surgical (GMS) hospitals, six were long-term acute care (LTAC) hospitals, twelve were psychiatric (psych) hospitals, three were rehabilitation (rehab) hospitals, and one was an alcohol and other drug abuse (AODA) hospital. Two were state-owned (state) hospitals.
- Of the 152 hospitals that submitted full-year data, 137 were not-for-profit. Fifteen hospitals (six GMS, six LTAC, two rehab, and one psych) were for-profit facilities owned by partnerships or corporations.
- Of the 137 not-for-profit hospitals, two were state-operated hospitals, eight were county-operated hospitals, 38 were religious hospitals, and 89 were other not-for-profit hospitals.
- In FY 2018, there were 58 Critical Access Hospitals (CAHs).
- WHA surveyed 19 of the state's largest health care systems, which represent 104 hospitals. Each system provides crucial nonhospital services that are not reported in the hospital-only fiscal survey. According to WHA, hospitals within the 19 systems had an average operating margin of 8.8%, but the systems as a whole had operating margins averaging only 3.6%.
- The overall average occupancy rate for Wisconsin hospitals was 58 percent in FY 2018. GMS hospitals had an average occupancy rate of 58 percent, LTAC hospitals, 68 percent, psychiatric hospitals, 71 percent, the AODA hospital, 21 percent, state hospitals, 51 percent, and rehabilitation hospitals, 66 percent.
- On average, there were 7,262 patients hospitalized on any given day: 6,347 at GMS hospitals, 170 at LTAC hospitals, 417 at psychiatric hospitals, 5 at the AODA hospital, 246 at state hospitals, and 80 at rehabilitation hospitals.
- There were 555,675 hospital discharges in FY 2018: 523,637 from GMS hospitals, 2,052 from LTAC hospitals, 23,714 from psychiatric hospitals, 122 from the AODA hospital, 3,951 from state hospitals, and 2,199 from the rehabilitation hospitals.
- There were 2,650,656 inpatient days reported by Wisconsin hospitals, of which 2,316,591 were for GMS hospitals, 61,896 were for LTAC hospitals, 151,740 were for psychiatric hospitals, 1,673 were for the AODA hospital, 89,653 were for the state hospitals, and 29,103 were for the rehabilitation hospitals.
- Outpatient visits totaled 20,274,838 at the 140 Wisconsin hospitals that provided outpatient services. GMS hospitals had 19,809,501 outpatient visits, LTAC hospitals had 4,550, psychiatric hospitals had 437,537, the AODA hospital had 6,299 and the rehabilitation hospitals had 16,951.
- Medicare accounted for 45.3 percent of total gross patient revenue (billed charges), Medicaid for 14.4 percent, and other public sources for 1.3 percent. Commercial insurance accounted for 35.8 percent of total gross patient revenue, and self-pay/other accounted for 3.3 percent.
- Total hospital revenue was \$23,379.7 million, \$22,556.8 million at GMS hospitals and \$822.9 million at specialty hospitals.

- Wisconsin hospitals collected 37 percent of total gross patient revenue (billed charges). GMS hospitals collected 37 percent of patient charges, LTAC hospitals collected 28 percent, psychiatric hospitals collected 49 percent, the AODA hospital collected 43 percent, the state hospitals collected 91 percent, and the rehabilitation hospitals collected 54 percent.
- The average net revenue (charges minus deductions, before expenses) received per inpatient day in a Wisconsin hospital in FY 2018 was \$3,241; the average length of stay was 4.8 days. Net revenue received per inpatient day (and average length of stay) was \$3,538 for GMS hospitals (4.5 days), \$1,647 for LTAC hospitals (30.2 days), \$1,121 for psychiatric hospitals (6.4 days), \$717 for the AODA hospital (13.7 days), \$605 for the state hospitals (22.7 days), and \$1,874 for the rehabilitation hospitals (13.2 days).
- The average net revenue (charges minus deductions, before expenses) received per outpatient visit in a Wisconsin hospital in FY 2018 was \$682. GMS hospitals received \$686, the LTAC hospitals received \$42, psychiatric hospitals received \$529, the AODA hospital received \$122, and rehabilitation hospitals received \$181.
- Salaries and fringe benefits represented 44.6 percent of total expenses for Wisconsin hospitals. For GMS hospitals, salaries and fringe benefits represented 44.1 percent of total expenses, for LTAC hospitals 48.9 percent, for psychiatric hospitals 53.6 percent, for the AODA hospital 69.9 percent, for state hospitals 71.8 percent, and for rehabilitation hospitals 53.7 percent.
- The net-income percentage across all Wisconsin hospitals was 8.3 percent in FY 2018. The rehabilitation hospitals had the highest net income percentage (19.0 percent) followed by the GMS hospitals (8.6 percent), psychiatric hospitals (4.3 percent). LTAC hospitals reported a net loss of 1.2 percent, state hospitals reported a net loss of 16.4 percent, and the AODA hospital reported a net loss of 20.6 percent.
- Wisconsin hospitals reported net income of \$1.95 billion in FY 2018. GMS hospitals reported net income of \$1.94 billion, and specialty hospitals together reported net income of \$8.9 million.
- Forty-one hospitals lost money in FY 2018, compared to thirty-three in FY 2017.
- There were 12,449 beds set up and staffed in FY 2018 at the 152 reporting hospitals. Of these, 10,994 were at GMS hospitals, 248 were at LTAC hospitals, 587 were at psychiatric hospitals, 22 were at the AODA hospital, 477 were at the state hospitals, and 121 were at the rehabilitation hospitals.
- GMS hospitals averaged the highest ratio of full-time equivalent (FTE) personnel per patient (6.0). The state hospitals were next (5.5), followed by the LTAC hospitals (3.8), psychiatric hospitals (3.5), the AODA hospital (3.0), and rehabilitation hospitals (2.8). Statewide, for all hospitals, the average was 5.6 FTEs per patient.
- GMS hospitals employed 181 full-time licensed nurses per 100 patients. LTAC hospitals employed 106 per 100 patients, rehabilitation hospitals employed 94, the AODA hospital employed 94, state hospitals employed 78, and psychiatric hospitals employed 63.

SECTION I. Financial Information

The following financial terms appear in this report:

Deductions: The portion of charges incurred by patients but not reimbursed by third-party payers, government, and private payers. Deductions include charity care and bad debt.

Expenses: Costs of operations charged to a hospital during the fiscal year.

Gross Patient Revenue: The total charges billed by a hospital for inpatient and outpatient services. Gross patient revenue consists of charges to Medicare, Medical Assistance, BadgerCare, other public programs, commercial insurance, and other self/non-public payers. [“Other public programs” includes county unified services boards, general relief, and the federal TRICARE program for military personnel and dependents. “Commercial insurance” includes group and individual accident and health insurance, self-funded plans, Health Maintenance Organizations (HMOs), other alternative health care plans, and workers’ compensation.]

Net Income: Revenue and gains in excess of expenses and losses.

Net Patient Revenue: Gross patient revenue minus all deductions, the actual payments received from patient charges, before expenses.

Non-Operating Gains: Gifts, donations, endowments, investments, and any other gains not related to patient care or hospital-related patient services.

Non-Operating Losses: State and federal corporate income and real estate taxes and other losses not directly related to patient care or hospital-related patient services.

Other Revenue: Revenue from services provided to patients, other than health care, as well as sales and services to non-patients (e.g., parking, gift shops, and cafeterias).

Total Revenue: The sum of net patient revenue and other revenue.

Note: For ease of presentation, dollar amounts are generally reported in millions or billions. For example, \$5,396,832,249 is the same as \$5,396.8 million or \$5.4 billion.

Health Systems

Many of Wisconsin hospitals are part of health systems that provide a continuum of care in communities around the state. Hospitals frequently provide the operating margin to allow health systems to support unprofitable but necessary integrated services, including hospice centers, physician clinics, nursing homes, home health, assisted living, dialysis and other services that would not exist in many communities if not for the financial stability of the local hospital or regional hospital system.

Below is a summary of revenue and expenses for 19 Wisconsin health systems comprising 104 hospitals. The operating margin for these 19 systems was 3.6% in 2018. The total margin was 4.0%.

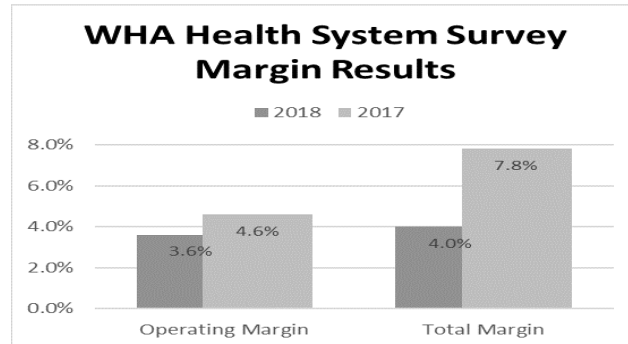


Table 1a	Total System Operations	Fiscal Survey Data on System Hospitals Only
Operating Revenue	\$29,277,183,079	\$20,932,626,173
Operating Expense	\$28,231,723,738	\$19,080,776,662
Operating Margin	\$1,045,459,341	\$1,851,849,511
Operating Margin %	3.6%	8.8%
Nonoperating Income & Investments	\$298,418,780	\$182,267,174
Nonoperating Expenses	\$168,010,883	\$154,483,150
Total Revenue	\$29,575,601,859	\$21,114,893,347
Total Expenses	\$28,399,734,621	\$19,235,259,812
Total Margin	\$1,175,867,238	\$1,879,633,535
Total Margin %	4.0%	8.9%

Table 1b	Number of Systems Providing
Non-Hospital Services	
Physician Clinics	18
Lab	17
Pharmacy	15
Home Health	13
Hospice	12
Dialysis	10
Assisted Living	7
Nursing Home	5
Other services noted:	
Durable medical equipment, behavioral health, rehabilitation, social services, health plans, etc.	

Source: FY 2018 Health System Survey, WHA Information Center, LLC.

Hospitals

In FY 2018, Wisconsin hospitals generated \$23.4 billion in total revenue (see Table 2). After expenses and non-operating gains and losses, hospitals were left with total net income of \$1.9 billion.

	All Hospitals	GMS	Specialty
Gross Patient Revenue	\$59,470.2	\$58,145.5	\$1,324.7
Net Patient Revenue	\$21,923.3	\$21,314.9	\$608.5
Total Revenue	\$23,379.7	\$22,556.8	\$822.9
Expenses	\$21,486.8	\$20,670.3	\$816.5
Nonoperating Gains/Losses	\$52.0	\$49.5	\$2.5
Net Income	\$1,944.9	\$1,936.1	\$8.9

Source: FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Between fiscal years 1993 and 2018, total gross patient revenue (charges) at Wisconsin hospitals increased from \$6.8 billion to \$59.4 billion. Net patient revenue increased from \$5.0 billion to \$20.8 billion, and expenses increased from \$5.2 billion to \$21.9 billion. Net income increased from \$241.7 million to \$1.9 billion. In FY 1993, hospitals collected 74 percent of their charges. In FY 2018, they collected 37 percent.

During the same period, total gross patient revenue at GMS hospitals increased from \$5.3 billion to \$58.1 billion. Net patient revenue rose from \$3.9 billion to \$21.3 billion. Net income increased from \$217.4 million to \$1.9 billion.

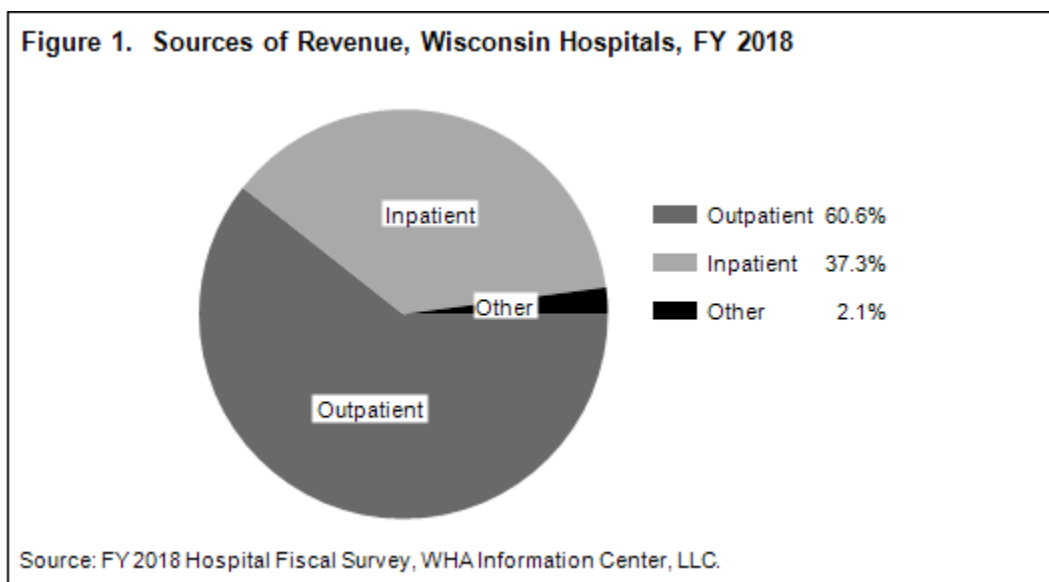
Net income at specialty hospitals went from \$24.3 million in 1993 to \$8.9 million in 2018. The number of specialty hospitals increased from 22 in 1993 to 24 in 2018.

Outpatient Revenue Continues to Increase as a Proportion of All Revenue

Hospital revenue comes from several sources:

- Charges billed to inpatients
- Charges billed to outpatients
- Other revenue, such as tax appropriations, cafeteria and gift-shop sales, and parking fees

The movement of patient care from an inpatient to an outpatient setting continued in FY 2018. From 1993 to 2018, inpatient revenue as a proportion of total gross patient and other revenue at GMS hospitals decreased from 66.8 percent to 37.3 percent. This corresponds to an increase in outpatient gross revenue as a proportion of total gross patient and other revenue, from 30.3 percent to 60.6 percent (see Figure 1).



Generally, small, rural GMS hospitals rely to a great degree on outpatient services as a source of income than do larger, urban hospitals. Larger hospitals serve large population bases and are more often affiliated with health care systems or networks that have separate outpatient care facilities.

The GMS hospitals with the highest percentages of gross outpatient revenue as a proportion of total gross patient and other revenue were: Bellin Health Oconto Hospital with 97.7 percent, St. Mary's Hospital of Superior with 93.8 percent, Moundview Memorial Hospital & Clinics, Inc., Friendship, with 92.4 percent, Ascension Good Samaritan Hospital, Merrill, with 90.3 percent, and Gundersen Boscobel Area Hospital and Clinics with 90.0 percent.

In FY 2018, Wisconsin hospitals reported \$1.5 billion in other (non-patient) revenue. State hospitals relied most on other revenue, with 57.5 percent of hospital revenue from this source, compared with 13.9 percent at psychiatric hospitals, 2.1 percent at GMS

hospitals, 0.5 percent at the LTAC hospitals, 0.1 percent at the rehabilitation hospitals, and 0.0 percent at the AODA hospital (see Table 3).

Type	Hospitals	Inpatient Revenue (%)	Outpatient Revenue (%)	Other Revenue (%)
AODA	1	66.9	33.1	0.0
GMS	128	37.3	60.6	2.1
LTAC	6	99.3	0.1	0.5
PSYCH	12	44.1	42.0	13.9
REHAB	3	88.0	11.9	0.1
STATE	2	41.1	1.4	57.5
TOTAL	152	37.9	59.8	2.4

Source: FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Public Payment Sources as a Percentage of Gross Patient Revenue

In FY 2018, Medicare and commercial insurance were the major sources of payment for all Wisconsin hospitals combined, with Medicare constituting 45.3 percent of gross patient revenue and commercial insurance 35.8 percent (see Table 4). Government payer sources combined (Medicare, Medical Assistance and other public programs), however, accounted for a higher proportion of gross patient revenue (61.0 percent) than did private sources (39.1 percent). Medicare gross patient revenue as a proportion of total gross patient revenue for each type of hospital ranged from a high of 56.8 percent at rehabilitation hospitals to a low of 0.2 percent at the sole AODA hospital.

Medical Assistance gross patient revenue as a proportion of total gross patient revenue was highest at the AODA hospital, at 60.0 percent. Psychiatric, LTAC, State, and Rehabilitation hospitals reported 42.2 percent, 28.0 percent, 20.1 and 15.5 percent of total gross patient revenue, respectively. The GMS hospitals reported the smallest percentage of Medical Assistance gross revenue at 14.0 percent.

Revenue from commercial insurance as a proportion of total gross patient revenue was highest for the psychiatric hospitals (41.1 percent) and lowest at state hospitals (16.9 percent).

Table 4. Payment Sources as a Percent of Total Gross Patient Revenue, Wisconsin Hospitals, FY 2018

Type	Hospitals	Public Source (%)			Private Source(%)	
		Medicare	Medical Assistance	Other Public	Commercial	Self/Other
AODA	1	0.0	60.0	0.0	35.9	4.1
GMS	128	45.7	14.0	1.2	35.8	3.3
LTAC	6	51.8	28.0	0.0	20.2	0.0
PSYCH	12	10.4	42.2	2.6	41.1	3.8
REHAB	3	61.6	15.5	0.0	22.4	0.5
STATE	2	22.0	20.1	40.9	16.9	0.0
TOTAL	152	45.3	14.4	1.3	35.8	3.3

Source: FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Percent of Charges Collected by Hospitals

Overall, Wisconsin hospitals collected 36.9 cents for each dollar they charged in FY 2018 (see Table 5), less than the proportion they received in 2017 (37.8 cents). GMS hospitals received 37 percent of their charges. The state-operated mental health institutes, rehabilitation hospitals, psychiatric hospitals, AODA hospital, and the LTAC hospitals received 91 percent, 54 percent, 49 percent, 43 percent, and 28 percent of their charges, respectively.

The GMS hospital with the highest percentage of gross patient revenue collected was Children's Hospital of Wisconsin - Fox Valley, Neenah, at 71.1 percent. Aurora Sinai Medical Center, Milwaukee, collected the lowest percentage of gross patient revenue at 25.2 percent.

Two types of deductions from gross patient revenue are used to arrive at net patient revenue: contractual adjustments and non-contractual adjustments. Contractual adjustments refer to discounts on hospital charges that are contracted between hospitals and payers or are mandated by government programs. Non-contractual deductions include such items as courtesy discounts, employee discounts, administrative adjustments, research grants, charity care, and bad debt. Charity care involves full or partial waiver by a hospital of patient charges due to the patient's inability to pay.

Deductions from revenue for all Wisconsin hospitals in FY 2018 totaled \$37.5 billion (see Table 6). Deductions from revenue have increased dramatically for GMS hospitals since FY 1993, from 27 percent of gross billings (or \$1.8 billion) in FY 1993 to 63 percent of billed charges (or \$36.8 billion) in FY 2018.

For all Wisconsin hospitals, contractual adjustments constituted 95.9 percent of unpaid charges in 2018, slightly higher than the 95.7 percent in FY 2017 (see Tables 6 and

7A). The largest adjustment (\$20.0 billion, or 53 percent of total deductions) came from Medicare, followed by \$8.7 billion (23 percent) from commercial sources and \$6.4 billion (17 percent) from Medical Assistance.

For all Wisconsin hospitals, the highest percentage of gross revenue collected by payer source for FY 2018 was from commercial payers, with 59.0 percent collected (see Table 7B). The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 25.4 percent collected.

At GMS hospitals, the highest percentage of gross revenue collected by payer source for FY 2018 was from commercial payers, with 59.0 percent collected. The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 24.4 percent collected.

At specialty hospitals, the highest percentage of gross revenue collected by payer source for FY 2018 was from other public sources, which include County Relief, county programs under 51.42 & 51.437, Wisconsin Statutes, and all other public programs, with 95.8 percent collected.

Table 5. Percent of Total Gross Patient Revenue Actually Collected, Wisconsin Hospitals, FY 2018

Type	Hospitals	Gross Patient Revenue (in millions)	Deductions from Revenue (in millions)	Net Patient Revenue (in millions)	Percentage of Gross Patient Revenue Collected
AODA	1	\$4.6	\$2.6	\$2.0	43.0
GMS	128	\$58,145.5	\$36,830.6	\$21,314.9	36.7
LTAC	6	\$357.3	\$256.7	\$100.7	28.2
PSYCH	12	\$793.8	\$402.1	\$391.7	49.3
REHAB	3	\$106.9	\$49.2	\$57.7	54.0
STATE	2	\$62.0	\$5.7	\$56.4	90.8
TOTAL	152	\$59,470.2	\$37,546.8	\$21,923.3	36.9

Source: FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 6. Summary of Hospital Revenue (in millions), Wisconsin, FY 2018			
	All Hospitals	GMS	Specialty
Gross Patient Revenue (Patient Charges)	\$59,470.2	\$58,145.5	\$1,324.7
Contractual Adjustments:			
Medicare	\$20,033.2	\$19,817.6	\$215.5
Medical Assistance	\$6,404.3	\$6,138.1	\$266.1
Other Public Sources	\$477.1	\$475.2	\$1.9
Commercial Sources	\$8,727.5	\$8,546.2	\$181.3
Other Contractual Adjustments	\$338.9	\$339.5	-\$0.6
Charity Care	\$590.2	\$567.0	\$23.1
Bad Debt	\$633.4	\$622.2	\$11.2
Other Noncontractual Deductions	\$342.3	\$324.7	\$17.6
Total Deductions	\$37,546.8	\$36,830.6	\$716.2
Net Patient Revenue	\$21,923.3	\$21,314.9	\$608.5
Other Revenue	\$1,456.4	\$1,242.0	\$214.4
Total Revenue	\$23,379.7	\$22,556.8	\$822.9
Source: FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.			

At GMS hospitals, from FY 1993 to FY 2018, Medicare adjustments, as a proportion of all unpaid charges, decreased from 60.0 percent to 53.8 percent, the proportion of Medical Assistance adjustments increased from 15.7 percent to 16.7 and adjustments from other public sources decreased from 2.0 percent to 1.3 percent. From FY 1993 to FY 2018, charity care at GMS hospitals dropped from 4.6 to 1.5 percent of all unpaid charges, although the dollar value of billed charges for charity care increased dramatically to \$567.0 million.

At GMS hospitals, from FY 1993 to FY 2018, adjustments from commercial sources, as a proportion of all unpaid charges, increased from 16.5 percent to 23.2 percent.

Table 7A. Deductions from Revenue as a Percent of Total Deductions from Revenue, Wisconsin Hospitals, FY 2018			
	All Hospitals (%)	GMS (%)	Specialty (%)
Contractual Adjustments:			
Medicare	53.4	53.8	30.1
Medical Assistance	17.1	16.7	37.2
Other Public Sources	1.3	1.3	0.3
Commercial Sources	23.2	23.2	25.3
Other Contractual Adjustments	0.9	0.9	-0.1
Charity Care	1.6	1.5	3.2
Bad Debt	1.7	1.7	1.6
Other Noncontractual Deductions	0.2	0.9	2.5
Source: FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.			

Table 7B. Percentage of Gross Revenue Collected by Payer Source, Wisconsin Hospitals, FY 2018			
	All Hospitals (%)	GMS (%)	Specialty (%)
Revenue Collected:			
Medicare	25.6	25.4	37.9
Medical Assistance	25.4	24.4	43.0
Other Public Sources	36.3	32.4	95.8
Commercial Sources	59.0	59.0	58.2
Source: FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.			

Average Net Revenue per Inpatient Day

In FY 2018, the average net revenue received (charges minus deductions, before expenses) per inpatient day in a Wisconsin hospital was \$3,241 with an average length of stay of 4.8 days (see Table 8A). Among all hospital types, GMS hospitals reported the highest average net revenue per inpatient day at \$3,538 but kept inpatients for fewer days (an average 4.5 days) than psychiatric (6.4 days), rehabilitation (13.2 days), AODA (13.7 days), LTAC (30.2), or state hospitals (22.7 days). GMS hospitals had the highest average net revenue per outpatient visit, at \$686.

In FY 2018, the average inpatient net revenue received per inpatient stay for all hospitals was \$15,606. GMS hospitals received an average of \$15,830. Average inpatient net revenue for the specialty hospitals ranged from \$7,172 per hospitalization for the psychiatric hospitals to \$49,695 per hospitalization for LTAC hospitals.

Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
AODA	\$9,833	\$717	13.7	\$122
GMS	\$15,830	\$3,538	4.5	\$686
LTAC	\$49,695	\$1,647	30.2	\$42
PSYCH	\$7,172	\$1,121	6.4	\$529
REHAB	\$24,798	\$1,874	13.2	\$181
STATE	\$13,739	\$605	22.7	N/A
TOTAL	\$15,606	\$3,241	4.8	\$682

Note: Excludes data on newborns.

Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
AODA	\$9,833	\$717	13.7	\$122
GMS	\$15,935	\$3,602	4.4	\$686
LTAC	\$49,695	\$1,647	30.2	\$42
PSYCH	\$7,172	\$1,121	6.4	\$529
REHAB	\$24,798	\$1,874	13.2	\$181
STATE	\$13,739	\$605	22.7	N/A
TOTAL	\$15,704	\$3,292	4.8	\$682

Note: Excludes data on newborns.

Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

The two GMS hospitals with the highest net revenue per patient were Children's Hospital of Wisconsin, Milwaukee, (\$44,370) and Children's Hospital of Wisconsin - Fox Valley in Neenah (\$35,301).

Thirty-three GMS hospitals had net revenue per patient greater than \$15,000. They were:

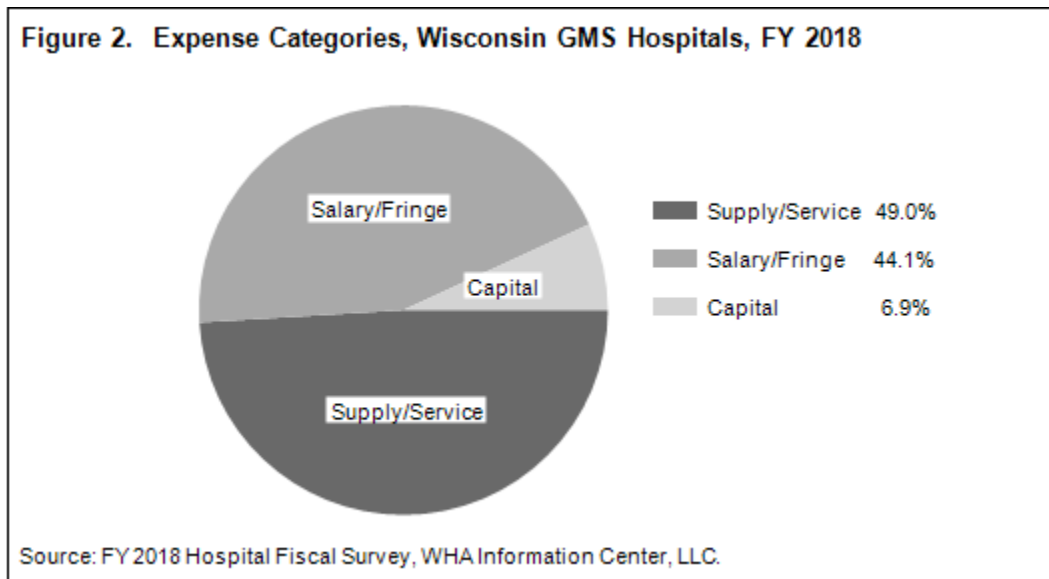
Hospital	City	Net revenue per patient
• Children's Hospital of Wisconsin	Milwaukee	\$44,370
• Children's Hospital of Wisconsin - Fox Valley	Neenah	\$35,301
• OakLeaf Surgical Hospital	Altoona	\$30,441
• Mayo Clinic Health System - Oakridge in Osseo	Osseo	\$27,239
• Froedtert Memorial Lutheran Hospital, Inc	Milwaukee	\$26,927
• Mayo Clinic Health System - Chippewa Valley in Bloomer	Bloomer	\$26,920
• UW Hospital and Clinics Authority	Madison	\$26,892
• Midwest Orthopedic Specialty Hospital	Franklin	\$22,002
• Orthopaedic Hospital of Wisconsin	Glendale	\$20,895
• Aurora St. Luke's Medical Center / South Shore	Milwaukee	\$20,861
• Marshfield Medical Center	Marshfield	\$18,823
• Mayo Clinic Health System - Franciscan Healthcare in La Crosse	La Crosse	\$17,975
• Mayo Clinic Health System in Eau Claire	Eau Claire	\$17,753
• Marshfield Medical Center - Neillsville	Neillsville	\$17,639
• Black River Memorial Hospital	Black River Falls	\$17,511
• Mile Bluff Medical Center	Mauston	\$17,361
• Ripon Medical Center	Ripon	\$16,860

Hospital	City	Net revenue per patient
• The Richland Hospital Inc	Richland Center	\$16,819
• Aurora BayCare Medical Center in Green Bay	Green Bay	\$16,736
• Vernon Memorial Healthcare	Viroqua	\$16,690
• Hayward Area Memorial Hospital	Hayward	\$16,493
• AdventHealth Durand	Durand	\$16,490
• St Mary's Hospital	Madison	\$16,407
• Mayo Clinic Health System - Northland in Barron	Barron	\$16,398
• Crossing Rivers Health	Prairie du Chien	\$16,383
• Marshfield Medical Center - Ladysmith	Ladysmith	\$16,241
• Mayo Clinic Health System - Red Cedar, Inc	Menomonie	\$16,231
• Edgerton Hospital and Health Services	Edgerton	\$16,147
• Columbus Community Hospital	Columbus	\$15,804
• Ascension SE Wisconsin - Elmbrook Campus	Brookfield	\$15,337
• Gundersen Tri-County Hospital and Clinics	Whitehall	\$15,211
• St Vincent Hospital	Green Bay	\$15,169
• Aspirus Wausau Hospital	Wausau	\$15,113

Salaries and Fringe Benefits as a Proportion of Hospital Expenses

Hospital expenses fall into three major categories:

- Salaries and fringe benefits (personnel costs)
- Supplies and services
- Capital (cost of refinancing, renovation, expansion, or equipment purchases)



As a proportion of total expenses, overall salaries and fringe benefits for Wisconsin GMS hospitals have decreased over time, from 52.4 percent in FY 1993 to 44.1 percent in FY 2018. The supplies and services proportion has increased from 36.8 percent to 49.0 percent (see Table 9).

The GMS hospitals had the largest supplies and services component of hospital expenses (49.0 percent). Psychiatric hospitals had the next largest supplies and services component (42.3 percent).

Table 9. Percent of Expenses Allocated to Each Component, Wisconsin Hospitals, FY 2018

Type	Hospitals	Salary / Fringe Benefits (%)	Supplies / Services (%)	Capital (%)
AODA	1	69.9	21.0	9.1
GMS	128	44.1	49.0	6.9
LTAC	6	48.9	40.9	10.2
PSYCH	12	53.6	42.3	4.2
REHAB	3	53.7	37.9	8.5
STATE	2	71.8	26.5	1.7
TOTAL	152	44.6	48.6	6.8

Source: FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 10. Revenue, Expense, Gain/Loss, Net Income (in millions), and Net Income Percentage, Wisconsin Hospitals, FY 2018

Type	Hospitals	Total Revenue	Total Expenses	Nonoperating Gains/Losses	Net Income	Net Income (%)
AODA	1	\$1.97	\$2.38	\$0.00	-\$0.41	-20.63
GMS	128	\$22,556.84	\$20,670.27	\$49.51	\$1,936.08	8.56
LTAC	6	\$102.62	\$104.46	\$0.62	-\$1.22	-1.18
PSYCH	12	\$520.15	\$498.62	\$1.05	\$22.59	4.33
REHAB	3	\$57.83	\$46.82	\$0.00	\$11.01	19.04
STATE	2	\$140.29	\$164.23	\$0.83	-\$23.11	-16.37
TOTAL	152	\$23,379.70	\$21,486.77	\$52.02	\$1,944.94	8.30

Source: FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Net-Income Percentage for Wisconsin Hospitals

Even though most Wisconsin hospitals are not-for-profit facilities, hospital revenue and gains, can and do exceed expenses and losses at many facilities. The term “net income” is used to identify the difference between revenue and gains on one hand and expenses and losses on the other. Table 10 presents hospital revenue, expense, gain/loss, net income, and net-income percentage by hospital type.

The six GMS hospitals with the highest net incomes were Aurora St. Luke's Medical Center / South Shore, Milwaukee, at \$166.0 million, Froedtert Memorial Lutheran Hospital, Inc, Milwaukee, at 134.1 million, UW Hospital and Clinics Authority, Madison, at 102.7 million, Aurora BayCare Medical Center in Green Bay at \$100.4 million,

Gundersen Lutheran Medical Center, La Crosse, at 91.5 million, and Children's Hospital of Wisconsin in Milwaukee at 89.0 million.

The GMS hospital with the highest net-income percentage was Midwest Orthopedic Specialty Hospital, Franklin, at 46.9 percent. The next top five were Orthopaedic Hospital of Wisconsin, Glendale, at 42.4 percent, Aurora Medical Center in Kenosha at 32.5 percent, OakLeaf Surgical Hospital, Altoona, at 27.8 percent, Marshfield Medical Center – Rice Lake at 26.4 percent, and Aurora West Allis Medical Center at 25.3 percent.

Forty-one Wisconsin hospitals reported net losses, totaling \$201.97 million, in FY 2018 (see Table 11). In FY 2017, thirty-three hospitals operated at a loss, with a combined loss of \$107.04 million.

Type	Hospitals	Net Income
AODA	1	-0.41
GMS	29	-166.45
LTAC	4	-3.81
PSYCH	4	-6.74
REHAB	1	-1.46
STATE	2	-23.11
TOTAL	41	-201.97

Other Revenue and Non-Operating Gains

Other revenue and non-operating gains, which include cafeteria and gift-shop sales, charitable bequests, investment income, and extraordinary gains and losses, become critically important income sources for facilities striving to remain financially healthy. For Wisconsin hospitals losing money on patient care, other revenue and non-operating gains can mean the difference between a positive and negative net income or can ease the degree of loss.

In FY 2018, Wisconsin hospitals reported \$1.5 billion in other (non-patient) revenue (1.2 billion for GMS hospitals). Wisconsin hospitals reported \$52.0 million in non-operating gains (\$49.5 million in gains for GMS hospitals).

Balance Sheet Information: Assets, Liabilities, and Fund Balances

Assets include cash and cash equivalents, accounts receivable, plant, equipment, and other unrestricted assets. Liabilities include current liabilities, long-term debt, other liabilities, and unrestricted fund balances.

Table 12 shows a composite balance sheet by hospital type. State-operated mental health institutes are not required to submit balance sheet information and therefore are not included. Total assets do not equal total liabilities and fund balances for some hospitals because some combination facilities are unable to separate hospital and nursing home data.

	AODA	GMS	LTAC	PSYCH	REHAB
Hospitals	1	128	6	12	3
Assets (in millions)					
Cash & cash equivalents	\$0.00	\$6,412.26	\$0.04	\$41.89	\$5.26
Net patient accounts receivable	\$1.28	\$3,012.61	\$24.57	\$57.47	\$10.98
Other accounts receivable	\$0.00	\$337.74	\$0.05	-\$10.52	-\$1.63
Land, buildings, and equipment (net)	\$0.73	\$11,214.21	\$5.84	\$201.54	\$2.88
Other assets	\$0.00	\$9,624.93	\$20.93	\$170.18	\$12.89
Total unrestricted assets	\$2.02	\$30,601.75	\$51.42	\$460.57	\$30.37
Liabilities (in millions)					
Current liabilities	\$0.00	\$2,068.88	\$27.03	\$52.67	\$5.22
Long-term debt	\$0.00	\$3,664.11	\$2.68	\$92.15	\$0.00
Other liabilities	\$0.00	\$1,843.29	\$29.89	\$49.66	\$8.68
Unrestricted fund balances	\$2.02	\$22,990.32	-\$8.18	\$266.09	\$16.47
Total liabilities and unrestricted funds	\$2.02	\$30,566.61	\$51.42	\$460.57	\$30.37
NOTE: State-operated Mental Health Institutes (STATE) are not included.					
Source: FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.					

SECTION II. UTILIZATION AND STAFFING

Services Provided by GMS Hospitals

Most GMS hospitals provide basic medical-surgical services. For instance, 96 percent of GMS hospitals provided adult medical-surgical acute services in FY 2018; 96 percent operated an emergency department; 80 percent provided orthopedic services, and 75 percent provided pediatric services.

Some GMS hospitals also offer more specialized kinds of medical and surgical care that are not widely available. For example, four hospitals in FY 2018 offered bone-marrow transplant services, six performed tissue transplants, four performed kidney transplants, and four performed heart/lung transplants. Four hospitals performed in-vitro fertilization services. Thirty-seven hospitals offered positron emission tomography (PET) scans. The hospitals providing specialized surgeries or relatively rare treatments such as these were generally located in large urban areas or served as regional referral centers.

GMS hospitals also provide most of the inpatient psychiatric and AODA care offered in the state. Two percent of GMS hospitals (2 hospitals) provided inpatient alcoholism and chemical dependency services in separate and distinct units, and 19 percent (24 hospitals) offered inpatient psychiatric care services in such units.

Nine of the twelve psychiatric hospitals provided inpatient alcohol and chemical dependency services in FY 2018.

In addition to the three rehabilitation hospitals in Wisconsin, 48 GMS hospitals had inpatient rehabilitation units, and 81 GMS hospitals offered outpatient rehabilitative services.

Hospital Occupancy Rates

A common measure of a hospital's inpatient capacity utilization is its occupancy rate, defined as the average proportion of occupied beds at the hospital. Bed counts are based on the number of beds set up and staffed on the last day of the hospital's fiscal year. The occupancy rate for all Wisconsin hospitals in FY 2018 was 58.3 percent (see Table 13), up slightly from 58.1 percent in FY 2017.

Occupancy rates among GMS hospitals varied widely. While the overall occupancy rate for GMS hospitals in 2018 was 57.7 percent, sixteen hospitals had occupancy rates in excess of 70 percent. They were:

Ascension Good Samaritan Hospital, Merrill (329 percent), Ascension St. Michael's Hospital, Stevens Point (200 percent), Mile Bluff Medical Center, Mauston (143 percent), Grant Regional Health Center, Lancaster (118 percent), Ascension St. Clare's Hospital, Weston (112 percent), Children's Hospital of Wisconsin, Milwaukee (104

percent), Children's Hospital of Wisconsin - Fox Valley, Neenah (103 percent), Marshfield Medical Center (99 percent), UnityPoint Health – Meriter, Madison (86 percent), Mercy Health Hospital and Trauma Center – Janesville (86 percent), Amery Regional Medical Center (81 percent), Froedtert Memorial Lutheran Hospital, Inc, Milwaukee (80 percent), Ascension SE Wisconsin Hospital - Franklin Campus (80 percent), Aurora St. Luke's Medical Center / South Shore, Milwaukee (79 percent), UW Hospital and Clinics Authority, Madison (74 percent), Aurora BayCare Medical Center in Green Bay (73 percent), and St Mary's Hospital, Madison (71 percent).

At the other extreme, ten GMS hospitals had occupancy rates of less than 10 percent. They were: Burnett Medical Center, Grantsburg (9.8 percent), Bellin Health Oconto Hospital (9.4 percent), Mayo Clinic Health System - Chippewa Valley in Bloomer (7.7 percent), AdventHealth Durand (7.7 percent), Edgerton Hospital and Health Services (7.6 percent), Mayo Clinic Health System - Franciscan Healthcare in Sparta (7.1 percent), ThedaCare Medical Center - Wild Rose, (6.6 percent), Mayo Clinic Health System - Oakridge in Osseo (6.5 percent), Memorial Hospital of Lafayette Co., Darlington (6.4 percent), Gundersen Moundview Hospital and Clinics, Friendship (4.8 percent).

Eighty-three of all GMS hospitals (65 percent) had occupancy rates of less than 50 percent during FY 2018. Thirty-two GMS hospitals (25 percent) had occupancy rates of less than 25 percent.

The differences in bed-counting methods make comparisons of occupancy rates problematic and can result in hospitals reporting occupancy rates of greater than 100 percent. Occupancy rates in this publication use the number of beds set up and staffed as of the end of the hospital's fiscal year.

One reason for the differences in occupancy rates is that hospitals routinely change the number of beds set up and staffed throughout the year to reflect the expected inpatient census at the hospital at any given time. The occupancy-rate formula can therefore produce deceiving results if the number of set up and staffed beds at the end of a hospital's fiscal year is substantially different than it was earlier in the year. When the last day of a hospital's fiscal year occurs during a period of temporarily low patient activity, the number of set up and staffed beds may be lower at that time and therefore occupancy rates of more than 100 percent for the year can result. On the other end of the spectrum, misleadingly low occupancy rates can result if the end of the hospital's fiscal year occurs during a time of temporarily high patient census, when additional beds are being staffed.

It is also important to note that these occupancy rates measure occupancy for acute-care beds only. Some smaller hospitals with low acute-care occupancy rates nevertheless may have high swing-bed occupancy rates. (A swing-bed stay involves an intermediate level of care that is less intensive than acute hospital care but more intensive than nursing home care.)

Type	Hospitals	Beds Set Up & Staffed	Discharges	Inpatient Days	Occupancy Rate (%)	Average Census (patients)	Length of Stay (days)
AODA	1	22	122	1,673	20.8	4.6	13.7
GMS	128	10,994	523,637	2,316,591	57.7	6,346.8	4.4
LTAC	6	248	2,052	61,896	68.4	169.6	30.2
PSYCH	12	587	23,714	151,740	70.8	415.7	6.4
REHAB	3	121	2,199	29,103	65.9	79.7	13.2
STATE	2	477	3,951	89,653	51.5	245.6	22.7
TOTAL	152	12,449	555,675	2,650,656	58.3	7,262.1	4.8

Note: Excludes data on newborns.

Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Hospitals Provide Many Outpatient Services

In addition to the basic medical-surgical and specialized services provided to inpatients, hospitals offer a great variety of outpatient services, including:

- Outpatient or day surgery
- Fertility testing/counseling
- Alcoholism/chemical dependency and psychiatric outpatient services
- Physical/rehabilitation therapy
- Renal dialysis
- Genetic counseling/screening
- Geriatric clinics
- Radiation therapy
- Sports medicine
- Emergency care

Overall, hospitals continue to expand the types of outpatient services they provide. See Table 19 for more detail.

Type	Hospitals	Outpatient Visits
AODA	1	6,299
GMS	128	19,809,501
LTAC	1	4,550
PSYCH	8	437,537
REHAB	2	16,951
TOTAL	140	20,274,838

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

All GMS hospitals provided outpatient care on a nonemergency basis. Five GMS hospitals did not provide emergency outpatient care in FY 2018. GMS hospitals reported that most of their outpatient visits (87 percent) were for nonemergency care. No emergency outpatient visits were reported by nine of the twelve psychiatric hospitals, by the sole AODA hospital, by either of the two state hospitals, the rehabilitation hospitals, or the LTAC hospitals.

One hundred twenty-five of the 128 reporting GMS hospitals offered outpatient surgical services in FY 2018. These hospitals performed 525,787 outpatient surgeries, or 76 percent of total GMS hospital surgeries. By comparison, these GMS hospitals performed 166,172 inpatient surgeries (24 percent of all GMS hospital surgeries) in FY 2018.

Average Staff-to-Patient Ratio

Wisconsin hospitals employed 104,839 full-time equivalent (FTE) personnel in FY 2018. This number includes both full and part-time personnel. Ninety-five percent of all hospital personnel worked for GMS hospitals in FY 2018, the same percent as in FY 2017.

The overall average number of hospital staff FTEs per patient was 5.6 (see Table 15).

Type	FTEs	FTEs per Patient
AODA	20.7	3.02
GMS	99,710.3	5.98
LTAC	640.7	3.77
PSYCH	2,823.6	3.48
REHAB	254.9	2.81
STATE	1,388.6	5.46
TOTAL	104,838.7	5.60

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

The staff-to-patient ratio for personnel classifications varies by hospital type (see Table 16). For example, GMS hospitals had 181 licensed nurses per 100 patients, compared to 106 for LTAC hospitals, 94 for rehabilitation hospitals, 94 for the sole AODA hospital, 78 for the state-operated mental-health institutes, and 63 for the psychiatric hospitals.

Smaller GMS hospitals generally had a larger proportion of staff not involved in direct patient care, such as administrators and medical records personnel, since basic

administrative and record-keeping functions must be performed regardless of patient volume.

Hospitals report that 95 percent of the 28,475 medical staff members granted admitting privileges in Wisconsin hospitals were board-certified (i.e., had passed an examination given by a medical specialty board and were certified by that board as specialists). See Section IV: Comparative Data, Tables 22-24, for more detail.

	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Administrators	14.6	14.9	5.9	15.0	24.3	18.1
Physicians	0.0	14.4	0.4	10.0	2.2	11.3
Residents	0.0	5.7	0.0	0.7	0.0	1.2
Licensed Nurses	93.8	180.9	106.4	62.6	94.4	78.0
Other Nursing Personnel	0.0	30.8	55.6	24.7	27.5	207.0
Medical Records	0.0	8.6	7.0	2.1	3.3	2.6
Pharmacy	0.0	17.0	33.5	2.1	2.3	4.3
Clinical Lab	0.0	16.4	1.2	0.1	0.0	1.7
Radiology	0.0	23.0	1.8	0.0	0.0	0.0
Therapeutic Services	29.2	29.5	47.5	3.1	44.2	24.1
Psychology/Social Work	135.4	5.4	3.5	61.1	0.0	30.6
Other	29.2	230.6	114.6	164.5	83.3	166.0
Total	302.2	598.3	377.3	347.9	281.5	546.4

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION III. QUALITY OF SERVICES/PATIENT SAFETY

Quality Improvement Activities

Many hospitals participate in ongoing quality improvement, quality assurance and patient safety projects, programs and activities. A section of the FY 2018 Annual Survey of Hospitals asked hospitals to identify the amount of full-time equivalent positions that are dedicated to these functions.

Of the 152 hospitals reporting data, there were 533 FTEs dedicated to quality management & improvement; 124 FTEs to clinical safety; 969 FTEs to case management; 89 FTEs to accreditation; 242 FTEs to infection control, and 118 FTEs to risk management.

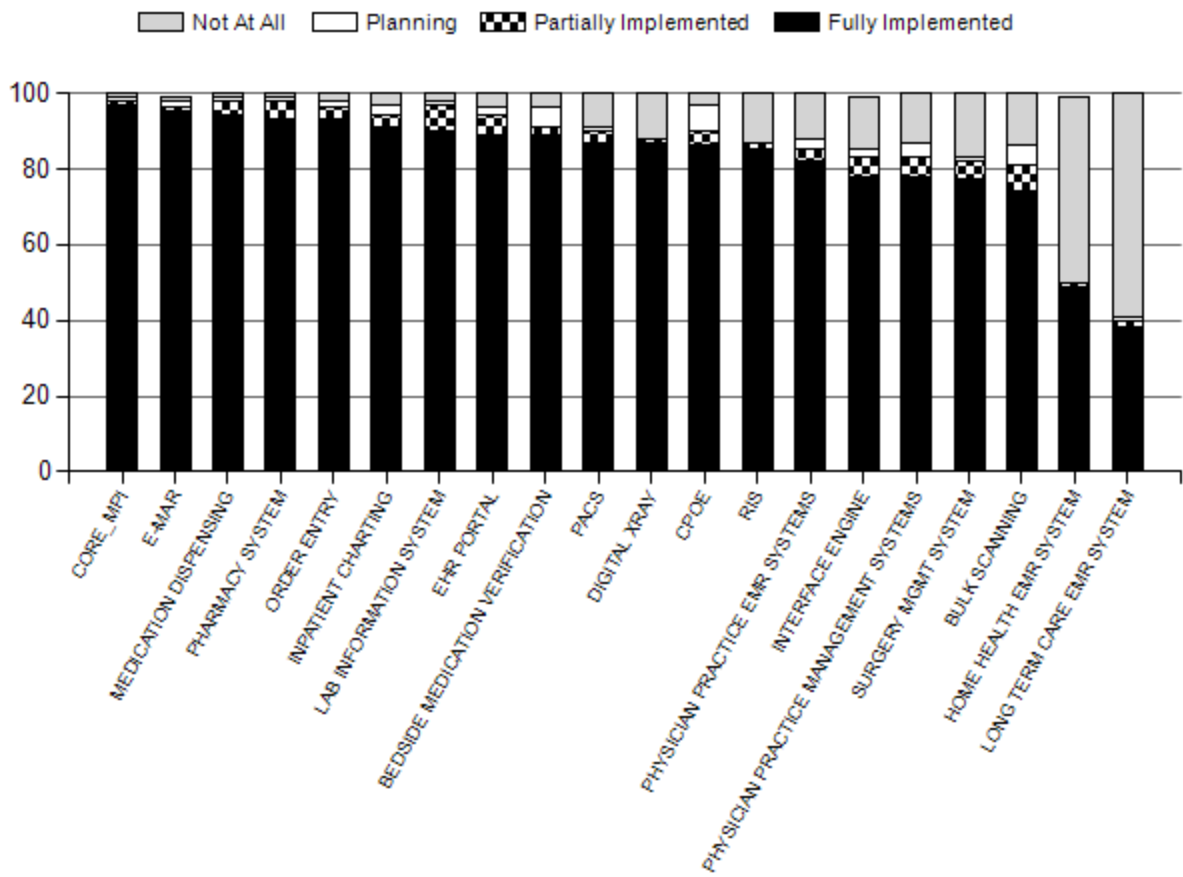
Patient Safety

The possibility of medication errors is a concern for all hospitals. The FY 2018 Annual Survey of Hospitals asked hospitals to provide information on pharmacy services.

Ninety-seven of the 152 reporting hospitals (64 percent) reported they provide 24-hour pharmacy services.

The FY 2018 Annual Survey of Hospitals asked hospitals to provide information on eHealth initiatives. Hospitals were requested to indicate whether various eHealth features were 'Fully Implemented,' 'Partially Implemented,' in 'Planning,' or 'Not at All.' 97% percent of Wisconsin hospitals reported that they had fully implemented a core master patient index and 90% had a fully implemented lab information system. See Figure 3.

Figure 3: Implementation status of eHealth Features, Wisconsin Hospitals, 2018



Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION IV. COMPARATIVE DATA

WHA Information Center uses volume groups and analysis areas to perform comparative analyses among hospitals.

Volume groups are constructed annually to enable comparisons among hospitals with similar numbers of patients. Volume groups are defined according to total hospital patient volume (discharges adjusted to include both inpatients and outpatients). GMS hospitals have been divided into seven volume groups ranging from the lowest (volume group 1) to the highest (volume group 7). Specialty hospitals are not assigned a volume group.

Volume group 1 includes hospitals with up to 2,500 adjusted discharges; volume group 2, from 2,501 to 4,500; volume group 3, from 4,501 to 7,000; volume group 4, from 7,501 to 10,500; volume group 5, from 10,501 to 15,000; volume group 6, from 15,001 to 25,000, and volume group 7, 25,001 or more. Refer to Appendix 1, Glossary of Terms, for a definition of volume groups and to Appendix 5 for the volume group assigned to each hospital.

Note: The volume groups used in this report differ from the inpatient volume groups used in the *Health Care Data Report*. There are seven GMS volume groups used in the *Guide to Wisconsin Hospitals* versus six in the *Health Care Data Report*. Inpatient volume groups used in the *Health Care Data Report* are weighted by APR-DRG and based only on inpatient data. The volume groups in the *Guide*, however, take into account both outpatient and inpatient volume.

Analysis areas are based on groups of counties originally established as health planning districts for the federal and state governments. The Wisconsin Bureau of Health Information subsequently modified the original seven analysis areas to create two additional sub areas, totaling nine hospital market areas. Analysis areas are used to compare hospitals within a particular geographic area. See Appendix 4 for a map that shows the analysis areas.

Tables 17 and 18 provide comparative data on inpatient services at GMS hospitals, by volume group and analysis area.

Tables 19 through 21 provide comparative data on selected ancillary and other services for all hospital types, and by volume group and analysis area for GMS hospitals.

Tables 22 and 23 list the number of medical staff members by selected specialty for GMS hospitals, by volume group and analysis area. Table 24 lists the number of medical staff members by selected specialty for the AODA, LTAC, psychiatric, rehabilitation, and state-operated mental health facilities. Since physicians may practice in several areas, the same physician may be counted in more than one category. The notation "Number of Staff" includes both non-certified and board-certified staff members.

Note: Definitions for terms used in the following tables are found in either the Glossary of Terms (Appendix 1), or the Instructions and Definitions sections of the FY 2018 Annual Survey of Hospitals survey instrument (Appendix 3).

Wisconsin Counties by Analysis Area

Analysis Area 1

Columbia
Dane
Dodge
Grant
Green
Iowa
Jefferson
Lafayette
Richland
Rock
Sauk

Analysis Area 2A

Kenosha
Ozaukee
Racine
Walworth
Washington
Waukesha

Analysis Area 2B

Milwaukee

Analysis Area 3

Calumet
Fond du Lac
Green Lake
Marquette
Outagamie
Waupaca
Waushara
Winnebago

Analysis Area 4

Brown
Door
Kewaunee
Manitowoc
Marinette
Menominee
Oconto
Shawano
Sheboygan

Analysis Area 5A

Barron
Chippewa
Clark
Dunn
Eau Claire
Pepin
Pierce
Polk
Rusk
St. Croix

Analysis Area 5B

Buffalo
Crawford
Jackson
La Crosse
Monroe
Trempealeau
Vernon

Analysis Area 6

Adams
Florence
Forest
Juneau
Langlade
Lincoln
Marathon
Oneida
Portage
Taylor
Vilas
Wood

Analysis Area 7

Ashland
Bayfield
Burnett
Douglas
Iron
Price
Sawyer
Washburn

Table 17. GMS Hospitals Providing Selected Inpatient Service, by Volume Group, Wisconsin, FY 2018

	Total	Volume Group						
		1	2	3	4	5	6	7
Hospitals	128	17	17	18	19	19	19	19
General Medical-Surgical:								
Adult Medical-Surgical, Acute	123	15	15	18	19	19	18	19
Orthopedics	103	9	11	14	16	17	18	18
Rehabilitation & Physical Medicine	63	7	6	8	11	7	10	14
Hospice	58	8	7	9	10	8	9	7
Acute Long-Term Care	5	2	0	0	1	0	0	2
Other Acute Care	19	4	2	0	3	2	5	3
Pediatrics	96	12	11	15	16	14	15	13
Obstetrics	89	1	5	16	14	18	18	17
Psychiatric	28	0	1	1	2	4	9	11
AODA	24	0	1	0	0	6	8	9
Intensive Care:								
Medical-Surgical ICU	76	3	5	7	11	18	17	15
Cardiac ICU	51	1	1	2	8	9	15	15
Pediatric ICU	20	1	1	3	1	3	6	5
Burn Care	6	0	1	0	1	1	1	2
Mixed ICU	60	2	3	4	11	14	16	10
Step-Down Care	46	1	2	2	8	8	13	12
Neonatal Intensive/Intermediate	27	0	0	0	1	1	12	13
Other ICU	8	0	0	0	2	0	2	4
Other Inpatient	6	0	1	0	1	2	1	1
Subacute Care	11	4	0	1	2	1	1	2
Newborn Nursery	90	2	5	15	16	18	17	17

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 18. GMS Hospitals Providing Selected Inpatient Service, by Analysis Area, Wisconsin, FY 2018

	Total	Analysis Area								
		1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	16	11	13	13	20	10	14	7
General Medical-Surgical:										
Adult Medical-Surgical, Acute	123	24	15	8	12	13	20	10	14	7
Orthopedics	103	21	13	9	11	13	14	7	10	5
Rehabilitation & Physical Medicine	63	14	7	3	7	8	8	6	5	5
Hospice	58	9	6	2	8	7	9	7	8	2
Acute Long-Term Care	5	1	1	1	0	0	1	1	0	0
Other Acute Care	19	6	3	3	2	1	2	2	0	0
Pediatrics	96	17	14	4	9	9	18	7	13	5
Obstetrics	89	18	13	6	9	11	14	6	10	2
Psychiatric	28	7	4	3	4	1	3	1	4	1
AODA	24	17	14	4	9	9	18	7	13	5
Intensive Care:										
Medical-Surgical ICU	76	17	13	8	8	9	8	1	8	4
Cardiac ICU	51	10	10	6	8	8	4	0	5	0
Pediatric ICU	20	5	0	1	7	1	2	1	3	0
Burn Care	6	3	0	1	1	0	0	0	1	0
Mixed ICU	60	10	13	5	10	9	4	1	6	2
Step-Down Care	46	8	10	3	6	6	6	0	6	1
Neonatal Intensive/Intermediate	27	3	7	5	1	3	2	2	4	0
Other ICU	8	2	2	4	0	0	0	0	0	0
Other Inpatient	6	2	0	1	1	1	0	0	0	1
Subacute Care	11	2	1	0	1	0	4	3	0	0
Newborn Nursery	90	19	13	6	9	11	14	5	9	4

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2018, (Page 1 of 3)

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	152	1	128	6	12	3	2
AIDS/ARC - Special Program	7	0	7	0	0	0	0
Alcoholism/Chemical Dependency	34	1	27	0	6	0	0
Ambulance/Transportation Services:							
Nonemergency Ground Transfer	8	0	8	0	0	0	0
Nonemergency Air Transfer	1	0	1	0	0	0	0
Arthritis Treatment Center	20	0	19	0	0	1	0
Assisted Living	9	0	9	0	0	0	0
Auxiliary	82	0	82	0	0	0	0
Bariatric Services	30	0	30	0	0	0	0
Birthing Room/LDRP	90	0	90	0	0	0	0
Cardiac Services:							
Angioplasty	41	0	41	0	0	0	0
Cardiac Catheter Laboratory	42	0	42	0	0	0	0
Cardiac Rehabilitation Program	108	0	107	0	0	1	0
Noninvasive Cardiac Assessment	107	0	106	1	0	0	0
Open-Heart Surgery	29	0	29	0	0	0	0
Case Management	133	0	115	6	7	3	2
Crisis Prevention	43	0	34	1	7	0	1
Complementary Medicine	49	0	48	0	1	0	0
Dialysis Services:							
Hemodialysis	36	0	32	4	0	0	0
Peritoneal Dialysis	36	0	32	4	0	0	0
Emergency/Urgent Care:							
Emergency Department	123	0	123	0	0	0	0
Trauma Center	102	0	102	0	0	0	0
Urgent Care Center	72	0	72	0	0	0	0
Ethics Committee	126	0	110	6	7	2	1
Extracorporeal Shock Wave							
Lithotripter (ESWL)	46	0	46	0	0	0	0
Fitness Center	61	0	58	1	2	0	0
Food Service:							
Meals on Wheels	24	0	23	0	1	0	0
Nutrition Programs	115	0	102	2	7	2	2
Genetic Counseling/Screening	23	0	23	0	0	0	0

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2018, (Page 2 of 3)

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	152	1	128	6	12	3	2
Geriatric Services:							
Adult Day Care Program	5	0	5	0	0	0	0
Alzheimer's Diagnosis/Assessment	26	0	24	0	1	0	1
Comprehensive Assessment	34	0	32	0	1	0	1
Emergency Response System	39	0	37	0	0	1	1
Acute Care Unit	34	0	34	0	0	0	0
Clinics	14	0	14	0	0	0	0
Respite Care	45	0	44	0	1	0	0
Retirement Housing	3	0	3	0	0	0	0
Senior Membership Program	13	0	13	0	0	0	0
Health Promotion:							
Community Health Promotion	120	0	112	2	4	2	0
Patient Education	133	0	120	3	5	3	2
Worksite Health Promotion	96	0	88	1	4	2	1
Home Health Service	21	0	21	0	0	0	0
Home Hospice Program	16	0	16	0	0	0	0
Mammography Services:							
Diagnostic Mammography	107	0	107	0	0	0	0
Mammography Screening	111	0	111	0	0	0	0
Occupational Health Services	82	0	80	1	0	1	0
Occupational/Physical & Rehabilitation:							
Audiology	61	0	60	0	0	1	0
Occupational Therapy	131	0	117	6	3	3	2
Physical Therapy	129	0	119	6	0	3	1
Recreational Therapy	54	0	46	3	1	2	2
Rehabilitation - Inpatient	115	0	108	5	0	2	0
Rehabilitation - Outpatient	114	0	110	2	0	2	0
Respiratory Therapy	126	0	119	5	0	2	0
Speech Pathology	120	0	110	6	0	3	1
Oncology Services	83	0	82	1	0	0	0
Outpatient Services:							
Within the Hospital	111	0	106	1	2	2	0
On Campus Freestanding Center	24	0	22	0	2	0	0
Off Campus Freestanding Center	36	0	33	0	3	0	0

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2018, (Page 3 of 3)

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
Hospitals	152	1	128	6	12	3	2
Pain Management Program	90	0	88	0	0	0	2
Patient Representative	108	0	100	1	5	0	2
Psychiatric Services:							
Child/Adolescent Services	39	0	28	0	10	0	1
Consultation-Liaison Services	62	0	50	2	7	2	1
Education Services	41	0	33	0	7	0	1
Emergency Services	47	0	37	0	9	1	0
Geriatric Services	48	0	35	0	10	1	2
Outpatient Services	52	0	42	0	9	0	1
Partial Hospitalization Program	27	0	17	0	9	0	1
Radiation Therapy	43	0	43	0	0	0	0
Radiology, Diagnostic:							
CT Scanner	123	0	122	1	0	0	0
Diagnostic Radioisotope Facility	80	0	80	0	0	0	0
Magnetic Resonance Imaging (MRI)	102	0	102	0	0	0	0
Positron Emission Tomography (PET)	37	0	37	0	0	0	0
SPECT	67	0	67	0	0	0	0
Ultrasound	113	0	112	1	0	0	0
Reproductive Health:							
Fertility Counseling	21	0	21	0	0	0	0
In Vitro Fertilization	4	0	4	0	0	0	0
Social Work Services	143	0	123	6	10	2	2
Sports Medicine Clinic/Services	81	0	80	0	0	1	0
Surgery, Ambulatory or Outpatient	124	0	124	0	0	0	0
Transplant Services:							
Bone Marrow Transplant	4	0	4	0	0	0	0
Heart/Lung Transplant	4	0	4	0	0	0	0
Kidney Transplant	4	0	4	0	0	0	0
Tissue Transplant	6	0	6	0	0	0	0
Women's Health Center/Services	73	0	73	0	0	0	0

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2018, (Page 1 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	128	17	17	18	19	19	19	19
AIDS/ARC - Special Program	7	0	0	0	0	1	1	5
Alcoholism/Chemical Dependency	27	1	1	1	1	6	7	10
Ambulance/Transportation Services:								
Nonemergency Ground Transfer	8	1	1	2	0	3	0	1
Nonemergency Air Transfer	1	0	0	0	0	0	0	1
Arthritis Treatment Center	19	0	0	1	0	3	6	9
Assisted Living	9	2	0	2	3	1	1	0
Auxiliary	82	9	10	14	13	14	12	10
Bariatric Services	30	0	0	2	0	4	9	15
Birthing Room/LDRP	90	1	5	16	15	18	18	17
Cardiac Services:								
Angioplasty	41	0	0	0	5	6	13	17
Cardiac Catheter Laboratory	42	0	0	0	6	6	13	17
Cardiac Rehabilitation Program	107	15	12	14	15	19	16	16
Noninvasive Cardiac Assessment	106	11	9	13	17	19	19	18
Open-Heart Surgery	29	0	0	1	1	2	8	17
Case Management	115	12	16	16	19	17	16	19
Crisis Prevention	34	3	1	3	7	4	6	10
Complementary Medicine	48	2	4	6	9	9	8	10
Dialysis Services:								
Hemodialysis	32	0	0	3	4	5	10	10
Peritoneal Dialysis	32	0	0	1	4	5	11	11
Emergency/Urgent Care:								
Emergency Department	123	15	14	18	19	19	19	19
Trauma Center	102	13	8	16	14	16	17	18
Urgent Care Center	72	13	10	11	10	9	9	10
Ethics Committee	110	13	13	14	18	18	17	17
Extracorporeal Shock Wave								
Lithotripter (ESWL)	46	2	2	4	4	10	11	13
Fitness Center	58	6	9	7	9	10	7	10
Food Service:								
Meals on Wheels	23	1	3	3	4	4	5	3
Nutrition Programs	102	11	13	16	15	17	16	14
Genetic Counseling/Screening	23	0	0	1	2	1	8	11

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2018, (Page 2 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	128	17	17	18	19	19	19	19
Geriatric Services:								
Adult Day Care Program	5	1	0	1	0	1	0	2
Alzheimer's Diagnosis/Assessment	24	1	2	2	2	2	8	7
Comprehensive Assessment	32	1	0	5	4	5	9	8
Emergency Response System	37	3	3	6	8	6	8	3
Acute Care Unit	34	2	3	4	3	8	7	7
Clinics	14	1	2	2	1	1	4	3
Respite Care	44	11	8	8	9	3	2	3
Retirement Housing	3	0	0	1	2	0	0	0
Senior Membership Program	13	0	0	0	3	2	1	7
Health Promotion:								
Community Health Promotion	112	14	15	16	17	19	16	15
Patient Education	120	16	16	17	17	19	18	17
Worksite Health Promotion	88	10	12	12	12	17	11	14
Home Health Service	21	1	3	3	3	4	3	4
Home Hospice Program	16	0	2	4	2	4	2	2
Mammography Services:								
Diagnostic Mammography	107	14	13	14	14	18	17	17
Mammography Screening	111	15	14	16	15	18	17	16
Occupational Health Services	80	10	11	12	11	13	12	11
Occupational/Physical & Rehabilitation:								
Audiology	60	4	5	10	10	8	9	14
Occupational Therapy	117	14	14	18	18	18	18	17
Physical Therapy	119	15	15	18	18	18	18	17
Recreational Therapy	46	7	3	1	5	6	12	12
Rehabilitation - Inpatient	108	14	13	16	15	17	17	16
Rehabilitation - Outpatient	110	15	14	18	15	16	17	15
Respiratory Therapy	119	13	14	18	19	19	18	18
Speech Pathology	110	12	13	18	15	18	17	17
Oncology Services	82	4	5	9	13	17	15	19
Outpatient Services:								
Within the Hospital	106	14	14	14	15	17	14	18
On Campus Freestanding Center	22	1	0	1	1	5	6	8
Off Campus Freestanding Center	33	4	2	3	3	5	8	8

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2018, (Page 3 of 3)

	Volume Group							
	Total	1	2	3	4	5	6	7
Hospitals	128	17	17	18	19	19	19	19
Pain Management Program	88	5	11	15	15	15	13	14
Patient Representative	100	11	12	15	15	15	15	17
Psychiatric Services:								
Child/Adolescent Services	28	3	3	2	4	4	7	5
Consultation-Liaison Services	50	3	4	5	6	7	11	14
Education Services	33	2	2	3	3	6	7	10
Emergency Services	37	2	0	2	3	6	11	13
Geriatric Services	35	1	4	4	2	5	8	11
Outpatient Services	42	4	3	5	5	7	9	9
Partial Hospitalization Program	17	1	0	1	0	2	5	8
Radiation Therapy	43	0	0	0	3	11	12	17
Radiology, Diagnostic:								
CT Scanner	122	15	15	18	18	19	18	19
Diagnostic Radioisotope Facility	80	4	4	8	11	16	19	18
Magnetic Resonance Imaging (MRI)	102	7	9	15	16	18	19	18
Positron Emission Tomography (PET)	37	2	0	2	4	7	9	13
SPECT	67	3	1	7	8	12	17	19
Ultrasound	112	9	13	17	17	18	19	19
Reproductive Health:								
Fertility Counseling	21	0	2	2	4	3	3	7
In Vitro Fertilization	4	0	1	0	0	0	0	3
Social Work Services	123	14	16	17	19	19	19	19
Sports Medicine Clinic/Services	80	8	12	13	11	11	15	10
Surgery, Ambulatory or Outpatient	124	15	17	18	18	19	18	19
Transplant Services:								
Bone Marrow Transplant	4	0	0	0	0	0	1	3
Heart/Lung Transplant	4	0	0	0	0	0	1	3
Kidney Transplant	4	0	0	0	0	0	1	3
Tissue Transplant	6	0	0	1	0	0	2	3
Women's Health Center/Services	73	7	5	9	8	14	15	15

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2018, (Page 1 of 3)

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	16	11	13	13	20	10	14	7
AIDS/ARC - Special Program	7	2	0	2	0	1	1	1	0	0
Alcoholism/Chemical Dependency	27	4	4	2	4	3	3	3	3	1
Ambulance/Transportation Services:										
Nonemergency Ground Transfer	8	2	0	0	2	1	1	1	1	0
Nonemergency Air Transfer	1	0	0	0	0	0	0	0	1	0
Arthritis Treatment Center	19	6	4	2	3	1	1	1	1	0
Assisted Living	9	3	0	0	0	0	1	1	3	1
Auxiliary	82	17	11	5	10	8	11	6	10	4
Bariatric Services	30	7	5	6	2	3	2	2	3	0
Birthing Room/LDRP	90	19	13	6	9	11	14	6	10	2
Cardiac Services:										
Angioplasty	41	6	10	7	4	7	2	2	3	0
Cardiac Catheter Laboratory	42	6	11	7	4	7	2	2	3	0
Cardiac Rehabilitation Program	107	24	12	5	11	11	19	8	12	5
Noninvasive Cardiac Assessment	106	23	14	8	13	12	15	5	11	5
Open-Heart Surgery	29	4	7	5	4	3	2	1	3	0
Case Management	115	21	15	10	12	13	19	7	13	5
Crisis Prevention	34	5	6	8	2	1	10	2	0	0
Complementary Medicine	48	13	8	4	2	8	4	4	5	0
Dialysis Services:										
Hemodialysis	32	5	9	4	2	3	3	2	4	0
Peritoneal Dialysis	32	4	9	5	3	4	3	1	3	0
Emergency/Urgent Care:										
Emergency Department	123	24	15	9	12	13	19	10	14	7
Trauma Center	102	19	13	8	10	12	17	8	10	5
Urgent Care Center	72	19	3	2	8	6	13	9	8	4
Ethics Committee	110	21	14	11	9	11	16	7	14	7
Extracorporeal Shock Wave										
Lithotripter (ESWL)	46	6	10	5	6	6	6	2	4	1
Fitness Center	58	13	7	3	5	7	14	5	3	1
Food Service:										
Meals on Wheels	23	8	0	0	3	1	2	3	5	1
Nutrition Programs	102	22	12	5	13	12	15	7	11	5
Genetic Counseling/Screening	23	4	4	5	2	2	3	2	1	0

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2018, (Page 2 of 3)

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	16	11	13	13	20	10	14	7
Geriatric Services:										
Adult Day Care Program	5	2	0	0	1	0	0	0	1	1
Alzheimer's Diagnosis/Assessment	24	6	1	3	2	0	5	3	4	0
Comprehensive Assessment	32	8	6	5	2	1	4	3	3	0
Emergency Response System	37	12	3	0	4	4	6	1	6	1
Acute Care Unit	34	6	6	5	3	3	7	0	3	1
Clinics	14	3	1	2	2	1	1	1	2	1
Respite Care	44	9	2	1	6	1	9	8	3	5
Retirement Housing	3	1	0	0	0	0	0	0	2	0
Senior Membership Program	13	3	2	4	2	1	1	0	0	0
Health Promotion:										
Community Health Promotion	112	22	13	9	11	12	18	7	14	6
Patient Education	120	23	13	11	13	12	19	8	14	7
Worksite Health Promotion	88	19	11	6	9	9	12	6	11	5
Home Health Service	21	7	1	0	1	5	2	2	0	3
Home Hospice Program	16	4	0	0	1	2	2	5	1	1
Mammography Services:										
Diagnostic Mammography	107	21	13	8	11	10	19	7	11	7
Mammography Screening	111	23	12	8	10	11	19	8	13	7
Occupational Health Services	80	20	7	7	4	9	13	9	8	3
Occupational/Physical & Rehabilitation:										
Audiology	60	18	8	6	5	5	5	6	5	2
Occupational Therapy	117	23	15	10	10	11	18	10	13	7
Physical Therapy	119	24	15	10	11	11	18	10	13	7
Recreational Therapy	46	11	5	7	3	2	5	5	5	3
Rehabilitation - Inpatient	108	22	13	9	12	9	17	10	11	5
Rehabilitation - Outpatient	110	22	14	10	10	7	18	9	13	7
Respiratory Therapy	119	23	15	9	11	13	18	10	14	6
Speech Pathology	110	21	15	9	10	11	15	10	13	6
Oncology Services	82	14	9	8	9	11	14	3	9	5
Outpatient Services:										
Within the Hospital	106	18	13	9	10	12	18	8	13	5
On Campus Freestanding Center	22	3	4	7	1	2	1	1	3	0
Off Campus Freestanding Center	33	8	6	6	2	3	5	2	1	0

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2018, (Page 3 of 3)

	Total	Analysis Area								
		1	2A	2B	3	4	5A	5B	6	7
Hospitals	128	24	16	11	13	13	20	10	14	7
Pain Management Program	88	17	10	8	10	10	12	7	11	3
Patient Representative	100	16	12	9	10	11	17	8	13	4
Psychiatric Services:										
Child/Adolescent Services	28	4	1	1	3	2	7	4	4	2
Consultation-Liaison Services	50	9	11	6	3	2	9	4	5	1
Education Services	33	7	6	2	4	1	6	2	4	1
Emergency Services	37	9	7	4	3	3	5	2	3	1
Geriatric Services	35	8	4	3	4	1	6	3	4	2
Outpatient Services	42	6	5	5	4	2	10	4	4	2
Partial Hospitalization Program	17	4	2	3	2	1	2	1	1	1
Radiation Therapy	43	5	10	6	5	8	2	1	5	1
Radiology, Diagnostic:										
CT Scanner	122	22	15	10	12	13	20	10	13	7
Diagnostic Radioisotope Facility	80	15	14	9	9	12	6	4	9	2
Magnetic Resonance Imaging (MRI)	102	17	15	10	11	13	16	5	12	3
Positron Emission Tomography (PET)	37	5	9	5	2	5	4	3	4	0
SPECT	67	13	15	7	7	9	5	3	7	1
Ultrasound	112	22	14	10	12	13	15	7	13	6
Reproductive Health:										
Fertility Counseling	21	6	0	2	1	1	7	1	3	0
In Vitro Fertilization	4	1	0	2	0	0	0	1	0	0
Social Work Services	123	24	15	11	11	13	18	10	14	7
Sports Medicine Clinic/Services	80	19	10	8	9	6	11	6	9	2
Surgery, Ambulatory or Outpatient	124	23	16	11	12	13	20	8	14	7
Transplant Services:										
Bone Marrow Transplant	4	1	0	3	0	0	0	0	0	0
Heart/Lung Transplant	4	1	0	3	0	0	0	0	0	0
Kidney Transplant	4	1	0	3	0	0	0	0	0	0
Tissue Transplant	6	2	0	2	1	0	1	0	0	0
Women's Health Center/Services	73	17	11	6	8	8	13	3	7	0

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2018, (Page 1 of 2)

	Total		Volume Group 1		Volume Group 2		Volume Group 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	26,696	25,530	931	894	1,126	1,075	1,095	1,078
Medical Specialty:								
General & Family Practice	2,593	2,495	175	170	68	62	251	247
Internal Medicine (General)	2,033	1,931	20	20	117	112	64	63
Internal Medicine Subspecialties	4,775	4,664	79	76	105	102	107	107
Pediatrics	1,079	1,029	43	38	5	5	20	19
Pediatric Subspecialties	968	944	57	57	1	1	4	4
Surgical Specialties:								
General Surgery	898	877	41	38	48	47	66	66
Obstetrics/Gynecology	1,017	951	18	17	13	12	39	39
All Other Surgical Specialties	3,558	3,326	126	121	171	164	104	101
Other Specialty:								
Anesthesiology	1,614	1,559	32	28	57	57	45	45
Emergency Medicine	2,379	2,290	141	138	155	150	156	153
Pathology	761	753	25	25	51	50	30	30
Radiology	3,107	3,010	112	111	281	269	158	155
All Other Specialties	1,364	1,184	58	51	43	34	40	38

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2018, (Page 2 of 2)

	Volume Group 4		Volume Group 5		Volume Group 6		Volume Group 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	3,420	3,338	3,069	2,900	6,124	5,813	10,931	10,432
Medical Specialty:								
General & Family Practice	432	419	258	245	477	450	932	902
Internal Medicine (General)	321	310	247	235	429	404	835	787
Internal Medicine Subspecialties	535	524	614	587	1112	1078	2223	2190
Pediatrics	65	64	127	118	363	337	456	448
Pediatric Subspecialties	34	34	52	50	345	340	475	458
Surgical Specialties:								
General Surgery	137	137	107	104	184	178	315	307
Obstetrics/Gynecology	108	105	138	128	260	239	441	411
All Other Surgical Specialties	404	390	445	418	872	815	1436	1317
Other Specialty:								
Anesthesiology	156	150	168	159	402	386	754	734
Emergency Medicine	344	333	265	248	477	463	841	805
Pathology	87	86	93	91	171	167	304	304
Radiology	590	582	365	358	632	606	969	929
All Other Specialties	174	171	138	112	270	232	641	546

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2018, (Page 1 of 2)

	Total		Analysis Area 1		Analysis Area 2A		Analysis Area 2B		Analysis Area 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	26,696	25,530	4,105	3,889	5,382	5,175	7,557	7,122	1,933	1,877
Medical Specialty:										
General & Family Practice	2,593	2,495	446	433	469	450	291	264	256	253
Internal Medicine (General)	2,033	1,931	297	288	331	322	655	591	139	137
Internal Medicine Subspecialties	4,775	4,664	736	722	1027	999	1557	1511	292	287
Pediatrics	1,079	1,029	180	176	195	190	352	324	99	92
Pediatric Subspecialties	968	944	222	213	136	130	375	371	99	97
Surgical Specialties:										
General Surgery	898	877	166	163	156	154	179	170	74	73
Obstetrics/Gynecology	1,017	951	199	182	179	169	266	246	84	78
All Other Surgical Specialties	3,558	3,326	480	430	686	650	1018	937	313	303
Other Specialty:										
Anesthesiology	1,614	1,559	187	182	387	372	613	589	130	126
Emergency Medicine	2,379	2,290	320	309	478	455	659	633	122	120
Pathology	761	753	98	98	169	167	275	270	33	33
Radiology	3,107	3,010	502	469	664	643	798	771	212	206
All Other Specialties	1,364	1,184	158	112	429	400	327	273	39	33

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2018, (Page 2 of 2)

	Analysis Area 4		Analysis Area 5A		Analysis Area 5B		Analysis Area 6		Analysis Area 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	2,166	2,059	2,568	2,543	1,151	1,087	1,349	1,306	485	472
Medical Specialty:										
General & Family Practice	242	230	409	406	266	252	134	128	80	79
Internal Medicine (General)	202	190	182	181	55	53	147	144	25	25
Internal Medicine Subspecialties	321	314	361	360	172	168	252	247	57	56
Pediatrics	117	115	47	46	29	29	57	54	3	3
Pediatric Subspecialties	57	55	6	6	25	25	45	44	3	3
Surgical Specialties:										
General Surgery	109	108	96	93	51	50	47	46	20	20
Obstetrics/Gynecology	115	110	91	88	31	26	41	41	11	11
All Other Surgical Specialties	345	312	345	341	157	142	173	171	41	40
Other Specialty:										
Anesthesiology	91	89	96	94	32	30	53	52	25	25
Emergency Medicine	208	198	326	321	99	93	98	93	69	68
Pathology	42	42	64	64	24	24	38	37	18	18
Radiology	210	202	361	361	94	94	168	167	98	97
All Other Specialties	77	65	149	148	92	77	73	62	20	14

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

Table 24. Specialty Hospital Medical Staff by Selected Specialty, Wisconsin Hospitals, FY 2018

	AODA		LTAC		PSYCH		REHAB		STATE	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	13	12	900	731	203	159	624	603	39	33
Medical Specialty:										
General & Family Practice	7	7	71	69	22	6	20	19	6	4
Internal Medicine (General)	0	0	147	120	11	11	36	36	5	5
Internal Medicine Subspecialties	1	0	272	219	0	0	208	196	1	1
Pediatrics	4	4	0	0	0	0	1	1	1	1
Pediatric Subspecialties	0	0	1	1	0	0	0	0	0	0
Surgical Specialties:										
General Surgery	0	0	20	20	0	0	22	20	0	0
Obstetrics/Gynecology	0	0	4	2	0	0	0	0	0	0
All Other Surgical Specialties	0	0	20	14	0	0	62	61	0	0
Other Specialty:										
Anesthesiology	0	0	8	8	1	1	10	9	0	0
Emergency Medicine	0	0	85	79	1	1	0	0	0	0
Pathology	0	0	1	1	0	0	11	11	0	0
Radiology	0	0	111	67	0	0	98	98	0	0
All Other Specialties	0	0	151	123	0	0	148	144	1	0

Source: 2018 Annual Survey of Hospitals, WHA Information Center, LLC.

SECTION V. HOW TO READ THE TABLES

Statewide Averages and Comparison Group Tables

Tables 26 through 29 in Section V provide statewide averages for utilization and financial measures at GMS, psychiatric and AODA hospitals. The measures listed are the same as those used on the individual hospital tables (Section VII). This allows comparison of individual hospital statistics to statewide averages. For GMS hospitals, the summary tables provide data for FY 2018 and FY 2019. For psychiatric and AODA hospitals, the tables contain FY 2018 data for “all psychiatric hospitals” and “all AODA hospitals” as separate categories. Refer to Appendix 1 for the definition of the measures used in these tables.

Tables 30 through 33 present utilization and financial statistics for GMS hospitals by volume group and analysis area. These tables provide the group averages that form the basis of the ratios listed in the individual hospital tables in Section VII.

Individual Hospital Tables

Section VII consists of tables that profile each individual hospital. These tables are grouped by hospital type. Within each type, hospitals are listed in alphabetical order by city and by hospital name.

Each hospital table contains three pages of information. The first two pages list facility utilization and staffing information that has been drawn primarily from each hospital’s completed FY 2018 Annual Survey of Hospitals. The third page contains financial data extracted from each hospital’s FY 2018 Hospital Fiscal Survey.

Special Note on the Hospital Tables

If the calculation of ratios is not mathematically possible or relevant, N/A has been entered in the tables. N/A is also used to designate missing data. Zeros have been used to record service counts and percentages that are actually zero. Averages for surgical operations and outpatient visits are rounded to the nearest whole number. Monetary values are rounded to the nearest dollar. Ratios are rounded to the nearest hundredth. Percentages and other values are rounded to the nearest tenth. In some cases, rounding causes slight discrepancies between a “total” value and the sum of the value’s individual components.

A comparative ratio is calculated by dividing the individual hospital’s statistic by the comparison group average. If the hospital’s statistic is greater than the comparison group average, the ratio will be greater than 1.00; if it is equal, the ratio will be 1.00; if it is less than the comparison group average, the ratio will be less than 1.00.

For example, if the total occupancy rate for a facility is 65.4 percent and the GMS hospital average is 54.5 percent, the ratio would be 1.20. This means the total occupancy rate at the facility is 20 percent greater than the average for all GMS hospitals.

Table 25. Hospitals not Included in the Guide to Wisconsin Hospitals, Fiscal Year 2018

Action	Hospital Name	City	FY 2018 Hospital Fiscal Survey	2018 Annual Survey of Hospitals
Facility Exclusion	Veterans Affairs Medical Center	Tomah	Did not report	Did not report
Facility Exclusion	Clement J. Zablocki VA Medical Center	Milwaukee	Did not report	Did not report
Facility Exclusion	William. S. Middleton VA Hospital	Madison	Did not report	Did not report

First Page of the Hospital Tables

Header: The top of the first page of each hospital table identifies basic facility information including the following: name and address of the hospital, hospital type, type of control (i.e., proprietary, religious organization, municipal, and other nonprofit), hospital reporting period, and the applicable county, analysis area, and volume group.

Selected Utilization Statistics: These columns consist of selected utilization and operational statistics. These data include measures of occupancy, average census, and average length of stay by selected service area; the volume of inpatient and outpatient surgeries; the volume of outpatient visits (nonemergency and emergency); the number of full-time equivalent personnel in selected categories, and the number of full-time equivalent personnel per 100 adjusted daily patients. Adjusted patients are a hospital's average daily census plus an outpatient equivalent of patient days based on total gross outpatient revenue.

The total hospital measure for occupancy rate, average census and average length of stay may not equal the sum of the components of those measures. The components of these measures use the number of beds, number of discharges and inpatient days from the annual survey. The total hospital measure uses the number of inpatient discharges and number of discharge days from the fiscal survey. The total number of discharges from the annual survey may not equal the number of inpatient discharges from the fiscal survey. The total inpatient days from the annual survey may not equal the total discharge days from the fiscal survey. This could result in a discrepancy between the total hospital measure and the sum of the components of those measures.

Utilization for Total Hospital: At the bottom of the first page are descriptive data indicating the following:

- Number of acute-care beds set up and staffed
- Number of acute-care patients discharged
- Total acute-care inpatient days
- Existence of contracts with prepaid health plans
- Utilization of Medicare-certified swing beds (GMS hospitals only)
- Number of bassinets, and utilization data for newborns (GMS hospitals only)

The utilization for total hospital discharges and inpatient days are from the fiscal survey. The discharges and transfers and the patient days of care on the second page of the hospital tables are from the annual survey. This could result in a discrepancy between the discharges and inpatient days reported on the first page and the total discharges and total patient days of care reported on the second page. See the paragraph above.

Note: Definitions of terms used in the utilization section of the tables appear in the Glossary (Appendix 1).

Second Page of the Hospital Tables

Inpatient Service Areas: The top of the second page of each hospital table presents detailed information on inpatient services provided at that hospital. Broad service categories, such as general medical-surgical and ICU/CCU, are further categorized into component units. For example, general medical-surgical is subdivided into adult medical-surgical, orthopedic, rehabilitation and physical medicine, hospice, long-term acute care and other acute. Within each service category, the following information is provided:

- Level of service, which describes how the service is provided (e.g., distinct unit, by contract)
- Number of beds set up and staffed as of the last day of the hospital's fiscal year
- Number of discharges and transfers of patients treated
- Number of inpatient days of care
- Occupancy rate
- Average census, number of patients
- Average length of stay in days

The categories "other acute," "other intensive care," and "other" include specialized programs that do not fit into the survey's major categories. Examples include eating-disorder units, long-term respiratory care units, adolescent treatment facilities, and non-ICU beds with monitoring equipment.

Note: The "Inpatient Service Area" columns do not include a line for totals. This is because the numbers are only to be used across rows for calculations within a specific service area. Total hospital figures are available on the first page of each hospital's table.

Personnel on Hospital Payroll as of September 30, 2018: The bottom half of the second page lists the number of all full- and part-time hourly and salaried personnel on a hospital's payroll as of September 30, 2018. It excludes nursing home personnel and employees who do not provide direct hospital services.

The table also indicates the number of full-time equivalent (FTE) personnel in each staff category. FTEs are calculated by adding the number of full-time staff in a hospital to the figure obtained by dividing the total number of part-time hours worked per week by the length of the individual hospital's workweek (usually 35-40 hours).

Third Page of the Hospital Tables

Selected Financial Statistics: The bulk of the third page consists of a set of 32 financial statistics grouped into six major analytical categories:

- Gross revenue as a percent of total gross patient revenue

- Deductions from revenue as a percent of total gross patient revenue
- Other revenue as a percent of total revenue and net gains or losses as a percent of net income
- Expenses as a percent of total expenses
- Fiscal statistics
- Net revenue (Inpatient net revenue per day and per discharge includes swing-bed utilization)

Summary Data from Financial Statements: The section at the bottom of the third page provides summary income statement (revenue and expenses) and balance sheet information (assets, liabilities, and fund balances) for each hospital's 2018 fiscal year. The income statement provides an overview of a hospital's financial status and the extent to which the facility is funded by sources other than patient revenue (income from unrestricted gifts, donation endowments, and investments).

Special Financial Information for Combination Facilities

Some hospitals operate in combination with a nursing home. The following modifications in data may have occurred at combination facilities:

1. If a hospital is jointly operated in connection with a nursing home, home health agency, or other organization, and the asset, liability, and fund balance data are not available from the hospital's final audited financial statements for the hospital unit alone, the hospital used data from its most recent Medicare Cost Report to derive the required data for the hospital unit for the following:
 - Net patient accounts receivable
 - Property, plant and equipment
 - Long-term debt
2. If the information is combined on both the hospital financial statement and the Medicare Cost Report, the hospital reported these data based on the total facility.
3. If the assets and funds under the following relate directly to the hospital unit, a hospital reported these data for the hospital unit only, otherwise a hospital reported these data based on the total facility:
 - Other unrestricted assets
 - Specific-purpose funds
4. If the hospital-unit data could not be separated from the total facility data for the following categories, then a hospital reported these data based on the total facility:
 - Current cash and short-term investments
 - Inter-corporate account(s)

- Other current assets
- Long-term investments (at lower of cost or market)
- Current liabilities
- Other noncurrent liabilities
- Unrestricted fund balances
- Plant replacement and expansion funds
- Endowment funds

To find what combination of data was used for a particular hospital, a copy of the individual hospital's survey form can be obtained. Copies of individual hospital surveys are available from WHA Information Center for those who wish to review responses in more detail.

Differences in Tables by Type of Hospital

General Medical-Surgical Hospital Tables: The columns of data on the first and third pages of individual hospital tables for GMS hospitals compare a hospital's statistics to data for selected comparison groups. The numbers that appear in these columns indicate both the absolute figures and the ratios of the individual hospital's statistics to the averages for each comparison group. In addition, each hospital's data are compared to its FY 2017 data in terms of absolute amounts and a ratio.

Specialty Hospital Tables: The first page of the tables for psychiatric, AODA and state-operated mental health facilities differs from the first page of the GMS hospital tables in the following ways:

- The occupancy rates, average census, and average length of stay under the selected utilization statistics section are calculated only for psychiatric and AODA services.
- The staffing section includes psychologists and social workers instead of ancillary nursing personnel.
- The psychiatric hospital's data are compared only to data from similar hospitals (not to analysis areas or volume groups). Data from state-operated mental health institutes and the single AODA facility are compared only to data from their previous fiscal year.
- On the bottom of the first page, there are no data on swing-bed usage and newborn nursery because these services are not offered in specialty hospitals.

The first page of the rehabilitation hospital tables differs from the first page of the GMS hospital tables in the following ways:

- The occupancy rates, average census, and average length of stay are calculated only for rehabilitation and physical medicine.
- The staffing section includes physical and occupational therapists instead of ancillary nursing personnel.
- The hospital's data are compared only to data from the previous fiscal year.

The first page of the LTAC hospital tables differs from the first page of the GMS hospital tables in that the hospital's data are compared only to data from similar hospitals (not to analysis areas or volume groups).

For all specialty hospitals, the second page is identical to that used for GMS hospitals.

The third page includes the same kind of financial data as for GMS hospitals, however, comparisons are made only to data from similar hospitals for the psychiatric and LTAC facilities (not to analysis areas or volume groups) and data from the previous fiscal year. The third page for each of the state-operated mental health institutes, the AODA facility, and the rehabilitation hospitals compares data only from the previous fiscal year.

**SECTION VI. STATEWIDE AVERAGES FOR SELECTED MEASURES OF
UTILIZATION AND FINANCE**

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS
TABLES 26-27**

**PSYCHIATRIC AND ALCOHOL AND OTHER DRUG ABUSE (AODA) HOSPITALS
TABLES 28-29**

**Table 26. GMS Hospital Averages for Selected Utilization Statistics
Wisconsin, FY 2018 & 2017**

	2018	2017	Ratio
Occupancy Rate (%)			
Adult Medical-Surgical	55.7	55.4	1.01
Obstetrical	41.5	38.4	1.08
Pediatrics	52.8	55.4	0.95
Total Hospital	57.5	56.3	1.02
Average Census (Patients)			
Adult Medical-Surgical	26.4	26.5	1.00
Obstetrical	5.6	5.0	1.12
Pediatrics	1.4	1.4	1.00
Total Hospital	49.4	48.3	1.02
Average Length of Stay (Days)			
Adult Medical-Surgical	3.9	3.9	1.00
Obstetrical	2.5	2.6	0.96
Pediatrics	3.5	3.5	1.00
Total Hospital	4.4	4.3	1.02
Surgical Operations:			
Inpatient	1,396	1,408	0.99
Outpatient	4,206	4,098	1.03
Inpatient as % of All Surgeries	24.9	25.6	0.97
Outpatient Visits			
Non-Emergency Visits	136,074	132,001	1.03
Emergency Visits	18,688	17,964	1.04
Full Time Equivalent (FTEs)			
Administrators	19.3	18.9	1.02
Nurses, Licensed	239.2	244.4	0.98
Ancillary Nursing Personnel	40.0	40.0	1.00
All Other Personnel	480.4	484.8	0.99
Total FTEs	779.0	788.1	0.99
FTEs Per 100 Patient Census (Adjusted)			
Administrators	14.9	15.1	0.99
Nurses, Licensed	183.7	195.2	0.94
Ancillary Nursing Personnel	30.8	32.0	0.96
All Other Personnel	369.0	387.3	0.95
Total FTEs	598.3	629.5	0.95

Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.
Guide to Wisconsin Hospitals, Fiscal Year 2017, WHA Information Center, LLC.

**Table 27. GMS Hospital Averages for Selected Utilization Statistics
Wisconsin, FY 2018 & 2017**

	2018	2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue			
Medicare	45.7	44.8	1.02
Medical Assistance	14.0	14.4	0.97
Commercial	35.8	36.6	0.98
All Other	4.5	4.2	1.07
Deductions as % of Total Gross Patient Revenue			
Medicare	34.1	32.9	1.04
Medical Assistance	10.6	10.7	0.99
Commercial	14.7	14.8	0.99
Charity Care	1.0	1.0	1.00
Bad Debt	1.1	1.1	1.00
All Other	2.0	1.9	1.05
Total Deductions	63.3	62.4	1.01
Other Revenue and Net Gains or Losses			
Other Revenue as % of Total Revenue	5.5	6.3	0.87
Net Gains/Losses as % of Net Income	2.6	12.7	0.20
Expenses as % of Total Expenses			
Salary/Fringe Benefits	44.1	44.7	0.99
Supplies and Services	49.0	47.9	1.02
Capital Component	6.9	7.4	0.93
Fiscal Statistics			
Operating Margin (%)	8.4	8.9	0.94
Total Hospital Net Income (%)	8.6	10.1	0.85
Return on Equity (%)	6.3	7.6	0.83
Current Ratio	5.9	5.6	1.05
Days in Net Patient Accounts Receivable	51.6	51.4	1.00
Average Payment Period	38.5	41.5	0.93
Equity Financing (%)	75.1	73.6	1.02
Long-Term Debt to Equity Ratio	0.2	0.2	1.00
Times Interest Earned	13.4	14.1	0.95
Total Asset Turnover	0.7	0.7	1.00
Average Age of Plant (Years)	9.9	9.3	1.06
Increase (Decrease) Total Net Patient Revenue (%)	5.4	3.6	1.50
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	61.9	60.9	1.02
Patient Statistics - excludes newborns, includes swing-bed stays			
Inpatient Net Revenue Per Discharge	\$15,830	\$15,675	1.01
Inpatient Net Revenue Per Day	\$3,538	\$3,540	1.00
Outpatient Net Revenue Per Visit	\$686	\$654	1.05
Patient Statistics - excludes newborns and swing-bed stays			
Inpatient Net Revenue Per Discharge	\$15,935	\$15,788	1.01
Inpatient Net Revenue Per Day	\$3,602	\$3,602	1.00
Outpatient Net Revenue Per Visit	\$686	\$654	1.05
Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2017, WHA Information Center, LLC.			

Table 28. Averages for Selected Utilization Statistics at Psychiatric and AODA Hospitals Wisconsin, FY 2018		
	PSYCH	AODA
Occupancy Rate (%)		
Psychiatric	73.9	0.0
Alcoholism/Chemical Dependency	43.2	21.3
Total Hospital	72.0	21.3
Average Census (Patients)		
Psychiatric	32.9	0.0
Alcoholism/Chemical Dependency	1.3	4.7
Total Hospital	35.2	4.7
Average Length of Stay (Days)		
Psychiatric	6.5	0.0
Alcoholism/Chemical Dependency	3.1	14.0
Total Hospital	6.5	14.0
Outpatient Visits		
Non-Emergency Visits	53,102	6,299
Emergency Visits	1,590	0
Full Time Equivalents (FTEs)		
Administrators	10.2	1.0
Nurses, Licensed	42.5	6.4
Psychologists	7.0	0.0
Social Workers	34.4	9.3
All Other Personnel	141.3	4.0
Total FTEs	235.3	20.7
FTEs Per 100 Patient Census (Adjusted)		
Administrators	15.0	14.6
Nurses, Licensed	62.8	93.8
Psychologists	10.3	0.0
Social Workers	50.8	135.4
All Other Personnel	209.0	58.4
Total FTEs	347.9	302.2
Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.		

Table 29. Averages for Selected Utilization Statistics at Psychiatric and AODA Hospitals Wisconsin Hospitals, FY 2018

	PSYCH	AODA
Gross Revenue as % of Total Gross Patient Revenue		
Medicare	10.4	0.0
Medical Assistance	42.2	60.0
Commercial	41.1	35.9
All Other	6.3	4.1
Deductions as % of Total Gross Patient Revenue		
Medicare	6.5	0.0
Medical Assistance	22.1	39.4
Commercial	16.0	10.8
Charity Care	2.8	4.2
Bad Debt	1.2	0.0
All Other	2.0	2.7
Total Deductions	50.7	57.0
Other Revenue and Net Gains or Losses		
Other Revenue as % of Total Revenue	24.7	0.0
Net Gains/Losses as % of Net Income	4.7	0.0
Expenses as % of Total Expenses		
Salary/Fringe Benefits	53.6	69.9
Supplies and Services	42.3	21.0
Capital Component	4.2	9.1
Fiscal Statistics		
Operating Margin (%)	4.1	-20.6
Total Hospital Net Income (%)	4.3	-20.6
Return on Equity (%)	4.9	-20.2
Current Ratio	3.0	
Days in Net Patient Accounts Receivable	53.6	237.6
Average Payment Period	39.8	0.0
Equity Financing (%)	57.8	100.0
Long-Term Debt to Equity Ratio	0.3	0.0
Times Interest Earned	7.8	0.0
Total Asset Turnover	1.1	1.0
Average Age of Plant (Years)	8.5	1.5
Increase (Decrease) Total Net Patient Revenue (%)	9.7	-15.8
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	48.8	33.1
Patient Statistics - excludes newborns, includes swing-bed stays		
Inpatient Net Revenue Per Discharge	\$7,172	\$9,833
Inpatient Net Revenue Per Day	\$1,121	\$717
Outpatient Net Revenue Per Visit	\$529	\$122
Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.		

GROUP AVERAGES FOR SELECTED MEASURES OF UTILIZATION

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS
TABLES 30-31**

GROUP AVERAGES FOR SELECTED MEASURES OF FINANCE

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS
TABLES 32-33**

Table 30. GMS Hospital Averages for Selected Utilization Statistics, by Volume Group, Wisconsin, FY 2018							
	Volume Group						
	1	2	3	4	5	6	7
Occupancy Rate (%)							
Adult Medical-Surgical	11.4	20.1	38.3	39.8	43.4	57.4	69.4
Obstetrical	26.9	16.5	24.8	28.9	26.7	40.0	52.7
Pediatrics	50.0	0.0	0.3	7.7	0.0	93.8	32.8
Total Hospital	17.7	24.5	37.2	42.4	41.9	59.0	67.8
Average Census (Patients)							
Adult Medical-Surgical	1.9	3.2	6.5	10.7	13.7	36.9	101.2
Obstetrical	4.0	0.6	1.0	2.0	2.3	7.9	15.7
Pediatrics	0.2	0.0	0.0	0.0	0.0	5.2	3.8
Total Hospital	3.1	4.6	8.5	16.6	26.3	78.6	195.9
Average Length of Stay (Days)							
Adult Medical-Surgical	3.0	3.0	2.9	3.0	3.3	3.8	4.4
Obstetrical	2.8	2.1	2.2	2.2	2.3	2.6	2.6
Pediatrics	2.8	0.0	1.9	1.9	0.0	3.5	3.6
Total Hospital	4.2	2.9	3.1	3.3	3.6	4.4	4.8
Surgical Operations:							
Inpatient	55	350	273	484	664	1,842	5,208
Outpatient	307	1,888	1,279	2,045	2,945	4,876	14,763
Inpatient as % of All Surgeries	15.1	15.6	17.6	19.2	18.4	27.4	26.1
Outpatient Visits							
Non-Emergency Visits	22,296	24,234	57,910	63,222	115,364	168,131	473,499
Emergency Visits	3,144	3,778	8,090	12,717	14,511	31,181	53,629
Full Time Equivalents (FTEs)							
Administrators	2.6	5.4	9.4	10.6	13.8	25.9	64.0
Nurses, Licensed	32.1	46.6	79.9	104.8	135.2	358.4	866.8
Ancillary Nursing Personnel	7.8	8.1	13.5	22.9	20.8	57.2	141.9
All Other Personnel	75.6	107.7	187.1	217.2	324.4	660.2	1,693.5
Total FTEs	118.0	167.8	289.8	355.5	494.3	1,101.6	2,766.3
FTEs Per 100 Patient Census (Adjusted)							
Administrators	19.1	30.5	24.3	17.1	14.2	12.9	13.7
Nurses, Licensed	236.9	261.4	207.6	169.2	138.6	178.3	186.0
Ancillary Nursing Personnel	57.6	45.4	35.0	37.0	21.3	28.5	30.4
All Other Personnel	557.9	604.7	486.3	350.8	332.6	328.4	363.3
Total FTEs	871.5	941.9	753.3	574.1	506.7	548.0	593.5

Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 31. GMS Hospital Averages for Selected Utilization Statistics, by Analysis Area, Wisconsin, FY 2018									
	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Occupancy Rate (%)									
Adult Medical-Surgical	57.3	55.0	69.6	44.0	50.7	42.7	48.0	65.6	22.0
Obstetrical	43.6	34.6	56.7	31.5	35.8	29.5	44.3	46.3	27.5
Pediatrics	54.8	5.1	100.1	83.4	16.8	0.0	31.0	96.9	0.0
Total Hospital	60.2	51.4	72.0	46.2	47.6	44.1	50.9	69.2	24.4
Average Census (Patients)									
Adult Medical-Surgical	24.4	31.4	111.4	20.6	23.3	11.9	17.1	22.1	4.1
Obstetrical	5.1	6.3	25.1	4.4	4.4	2.1	3.7	3.6	1.2
Pediatrics	2.3	0.1	16.3	0.3	0.5	0.0	0.6	1.0	0.0
Total Hospital	51.9	58.3	172.5	35.5	40.3	18.9	28.6	39.5	5.6
Average Length of Stay (Days)									
Adult Medical-Surgical	3.9	3.6	4.8	3.5	3.6	3.7	3.5	3.8	3.1
Obstetrical	2.7	2.3	2.7	2.4	2.5	2.3	2.5	2.5	2.4
Pediatrics	3.8	2.9	3.6	2.8	3.0	0.0	2.8	3.3	0.0
Total Hospital	4.3	4.0	5.6	3.8	3.6	3.9	4.3	4.2	3.3
Surgical Operations:									
Inpatient	2,117	1,424	3,208	1,243	1,119	485	790	1,155	62
Outpatient	7,457	3,674	5,759	6,046	4,642	1,916	2,742	1,740	881
Inpatient as % of All Surgeries	22.1	27.9	35.8	17.1	19.4	20.2	22.4	39.9	6.5
Outpatient Visits									
Non-Emergency Visits	174,723	147,557	268,757	126,761	200,883	67,827	119,520	68,636	19,272
Emergency Visits	17,254	29,988	47,390	15,547	18,216	8,592	13,485	13,080	6,871
Full Time Equivalents (FTEs)									
Administrators	26.0	17.6	44.4	17.4	19.6	10.6	13.1	16.3	4.1
Nurses, Licensed	251.5	262.0	740.7	179.4	266.6	115.3	167.7	145.3	60.3
Ancillary Nursing Personnel	43.3	44.8	137.5	31.1	32.6	18.4	20.8	28.4	8.2
All Other Personnel	653.1	509.5	1,202.9	293.7	519.5	260.2	423.0	245.2	142.4
Total FTEs	973.9	833.9	2,125.5	521.5	838.3	404.6	624.6	435.2	215.0
FTEs Per 100 Patient Census (Adjusted)									
Administrators	20.1	10.7	12.3	14.8	13.4	18.0	11.8	16.6	10.5
Nurses, Licensed	194.3	159.4	205.0	152.4	183.1	195.4	151.1	147.7	153.9
Ancillary Nursing Personnel	33.4	27.2	38.0	26.4	22.4	31.2	18.7	28.9	20.8
All Other Personnel	504.4	310.0	332.9	249.4	356.8	440.9	381.2	249.4	363.3
Total FTEs	752.2	507.3	588.2	443.0	575.7	685.5	562.9	442.6	548.5

Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2018 (Page 1 of 2)

	Volume Group						
	1	2	3	4	5	6	7
Gross Revenue as % of Total Gross Patient Revenue							
Medicare	46.6	45.3	46.1	49.2	50.0	41.9	46.0
Medical Assistance	13.4	9.6	13.3	11.3	11.4	19.9	12.8
Commercial	35.9	42.0	36.0	36.3	34.7	35.1	36.0
All Other	4.0	3.1	4.6	3.2	3.9	3.2	5.3
Deductions as % of Total Gross Patient Revenue							
Medicare	21.1	27.2	29.3	35.5	35.4	31.8	35.3
Medical Assistance	8.5	7.0	9.2	8.4	8.4	14.5	10.0
Commercial	9.7	13.4	11.9	13.1	13.7	12.7	16.0
Charity Care	1.0	0.6	1.0	1.3	0.9	1.0	1.0
Bad Debt	2.2	1.3	1.7	1.4	1.1	1.1	0.9
All Other	1.6	1.4	1.9	1.1	2.2	1.4	2.2
Total Deductions	44.0	50.9	55.1	60.7	61.7	62.6	65.5
Other Revenue and Net Gains or Losses							
Other Revenue as % of Total Revenue	3.2	3.0	5.9	3.5	4.3	3.7	6.8
Net Gains/Losses as % of Net Income	N/A	2.7	14.7	18.6	N/A	5.1	1.9
Expenses as % of Total Expenses							
Salary/Fringe Benefits	54.9	45.2	51.5	44.5	45.3	43.3	43.1
Supplies and Services	38.5	46.7	40.5	46.9	47.8	49.6	50.4
Capital Component	6.7	8.1	8.0	8.5	6.9	7.1	6.4

Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2018 (Page 2 of 2)

	Volume Group						
	1	2	3	4	5	6	7
Fiscal Statistics							
Operating Margin (%)	1.3	14.9	5.3	4.8	6.9	10.1	8.5
Total Hospital Net Income (%)	1.0	15.3	6.1	5.8	5.8	10.6	8.7
Return on Equity (%)	1.2	14.6	5.1	3.7	4.3	6.8	6.7
Current Ratio	3.5	3.0	5.4	5.5	3.9	7.2	6.2
Days in Net Patient Accounts Receivable	53.6	58.4	51.7	49.4	51.1	53.7	50.7
Average Payment Period	37.7	56.8	34.1	40.4	40.4	35.4	38.6
Equity Financing (%)	52.0	61.3	79.8	75.7	77.0	73.3	76.2
Long-Term Debt to Equity Ratio	0.6	0.4	0.2	0.2	0.2	0.2	0.1
Times Interest Earned	2.0	18.7	8.4	6.3	12.4	19.0	13.7
Total Asset Turnover	1.3	1.0	0.8	0.6	0.7	0.6	0.8
Average Age of Plant (Years)	10.1	8.5	9.3	9.1	9.9	8.4	10.8
Increase (Decrease) Total Net Patient Revenue (%)	6.3	2.5	4.5	7.2	1.9	5.3	6.1
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	77.2	73.7	78.1	72.7	72.6	60.4	58.0
Patient Statistics - excludes newborns, includes swing-bed stays							
Inpatient Net Revenue Per Discharge	\$17,237	\$15,847	\$12,599	\$11,444	\$10,657	\$15,632	\$17,621
Inpatient Net Revenue Per Day	\$2,652	\$4,787	\$3,643	\$3,344	\$2,933	\$3,480	\$3,654
Outpatient Net Revenue Per Visit	\$595	\$991	\$598	\$740	\$589	\$697	\$698
Patient Statistics - excludes newborns and swing-bed stays							
Inpatient Net Revenue Per Discharge	\$22,530	\$16,956	\$13,159	\$11,593	\$10,681	\$15,632	\$17,621
Inpatient Net Revenue Per Day	\$5,344	\$5,882	\$4,286	\$3,485	\$2,950	\$3,480	\$3,654
Outpatient Net Revenue Per Visit	\$595	\$991	\$598	\$740	\$589	\$697	\$698

Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2018 (Page 1 of 2)

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Gross Revenue as % of Total Gross Patient Revenue									
Medicare	41.6	50.5	42.9	47.1	46.7	51.0	45.0	50.9	49.1
Medical Assistance	11.5	10.1	20.9	10.7	11.9	11.7	10.2	13.8	18.1
Commercial	39.3	36.8	32.3	39.9	38.0	33.6	38.0	31.0	28.1
All Other	7.5	2.7	3.8	2.3	3.4	3.7	6.8	4.2	4.7
Deductions as % of Total Gross Patient Revenue									
Medicare	30.8	39.8	33.8	33.7	34.7	33.7	32.3	35.1	26.8
Medical Assistance	8.7	7.8	15.9	7.8	9.0	8.2	8.1	10.3	11.7
Commercial	18.2	16.3	14.3	13.1	16.1	9.0	15.4	7.8	3.8
Charity Care	0.9	1.0	1.1	0.6	0.9	1.1	0.7	1.3	1.3
Bad Debt	1.1	1.1	1.0	1.3	1.0	1.0	1.1	1.0	1.5
All Other	3.4	1.1	1.2	1.4	1.8	1.3	4.2	1.9	1.8
Total Deductions	62.8	67.1	67.4	57.9	63.5	54.3	61.9	57.3	47.0
Other Revenue and Net Gains or Losses									
Other Revenue as % of Total Revenue	6.4	4.8	4.0	1.7	3.5	2.5	20.3	3.4	1.4
Net Gains/Losses as % of Net Income	1.9	N/A	N/A	3.3	8.5	24.5	5.3	22.1	25.9
Expenses as % of Total Expenses									
Salary/Fringe Benefits	47.5	39.0	36.9	41.1	45.8	52.7	57.4	41.2	53.5
Supplies and Services	45.0	52.6	56.8	51.9	46.8	41.1	37.7	52.5	38.6
Capital Component	7.5	8.4	6.2	7.0	7.4	6.1	4.9	6.3	7.9

Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.

Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2018 (Page 2 of 2)

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Fiscal Statistics									
Operating Margin (%)	5.0	11.9	10.0	11.1	9.4	8.1	6.6	5.1	7.3
Total Hospital Net Income (%)	5.0	10.9	9.5	11.5	10.2	10.4	7.0	6.4	9.5
Return on Equity (%)	3.8	7.6	6.8	10.9	7.0	7.0	5.7	5.1	6.4
Current Ratio	2.3	9.7	10.4	6.8	4.3	4.4	23.9	4.2	5.9
Days in Net Patient Accounts Receivable	47.8	48.3	48.9	56.0	50.7	49.2	65.5	62.5	55.4
Average Payment Period	55.0	30.8	29.1	21.7	54.9	52.6	13.1	37.9	46.4
Equity Financing (%)	59.3	80.8	86.6	78.3	75.6	78.5	87.4	51.9	80.3
Long-Term Debt to Equity Ratio	0.3	0.1	0.1	0.1	0.2	0.1	0.1	0.7	0.1
Times Interest Earned	5.0	15.9	17.3	32.7	14.7	26.2	42.5	14.9	14.1
Total Asset Turnover	0.7	0.7	0.7	1.0	0.7	0.7	0.8	0.8	0.7
Average Age of Plant (Years)	10.5	9.0	10.0	10.8	10.4	11.5	8.8	7.8	9.3
Increase (Decrease) Total Net Patient Revenue (%)	6.7	4.2	4.2	6.7	3.9	7.0	8.7	4.2	9.6
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	59.8	63.4	52.1	69.3	71.3	68.3	77.2	59.8	85.7
Patient Statistics - excludes newborns, includes swing-bed stays									
Inpatient Net Revenue Per Discharge	\$17,803	\$12,178	\$20,637	\$12,540	\$12,899	\$14,403	\$14,264	\$14,144	\$11,404
Inpatient Net Revenue Per Day	\$4,047	\$2,958	\$3,697	\$3,195	\$3,402	\$3,489	\$3,497	\$3,385	\$2,879
Outpatient Net Revenue Per Visit	\$595	\$680	\$783	\$574	\$545	\$791	\$817	\$932	\$1,183
Patient Statistics - excludes newborns and swing-bed stays									
Inpatient Net Revenue Per Discharge	\$17,930	\$12,178	\$20,637	\$12,616	\$12,930	\$14,858	\$14,685	\$14,186	\$12,354
Inpatient Net Revenue Per Day	\$4,125	\$2,958	\$3,697	\$3,256	\$3,421	\$3,814	\$3,882	\$3,411	\$3,710
Outpatient Net Revenue Per Visit	\$595	\$680	\$783	\$574	\$545	\$791	\$817	\$932	\$1,183
Source: 2018 Annual Survey of Hospitals, FY 2018 Hospital Fiscal Survey, WHA Information Center, LLC.									