

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 16.1% | 60.7% | 0.27 | 51.4% | 0.31 | 15.0% | 1.07 | 13.0% | 1.24 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 16.1% | 61.9% | 0.26 | 51.8% | 0.31 | 19.9% | 0.81 | 13.0% | 1.24 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 2.1 | 27.3 | 0.08 | 12.6 | 0.17 | 2.6 | 0.82 | 1.7 | 1.24 |
| Obstetrics | 0.0 | 4.7 | N/A | 2.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 2.1 | 50.5 | 0.04 | 19.0 | 0.11 | 3.5 | 0.59 | 1.7 | 1.24 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 2.8 | 4.9 | 0.57 | 4.5 | 0.63 | 3.9 | 0.72 | 2.8 | 1.00 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.1 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 2.8 | 5.3 | 0.54 | 4.6 | 0.62 | 4.8 | 0.58 | 2.8 | 1.00 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 272 | 990 | 0.27 | 339 | 0.80 | 64 | 4.25 | 220 | 1.24 |
| Outpatient | 15,090 | 4,017 | 3.76 | 2,633 | 5.73 | 1,572 | 9.60 | 15,643 | 0.96 |
| Inpatient as % of All Surgeries | 1.8% | 19.8% | 0.09 | 11.4% | 0.16 | 3.9% | 0.45 | 1.4% | 1.28 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 15,090 | 141,022 | 0.11 | 82,166 | 0.18 | 20,590 | 0.73 | 15,643 | 0.96 |
| Emergency Visits | 0 | 17,305 | N/A | 8,774 | N/A | 4,256 | N/A | 0 | N/A |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.0 | 18.8 | 0.27 | 10.2 | 0.49 | 3.1 | 1.60 | 5.0 | 1.00 |
| Nurses, Licensed | 106.4 | 234.4 | 0.45 | 129.2 | 0.82 | 36.9 | 2.89 | 95.7 | 1.11 |
| Ancillary Nursing Personnel | 7.4 | 38.1 | 0.19 | 20.8 | 0.36 | 6.4 | 1.16 | 7.6 | 0.97 |
| All Other Personnel | 153.0 | 466.7 | 0.33 | 279.2 | 0.55 | 63.8 | 2.40 | 134.3 | 1.14 |
| Total FTEs | 271.7 | 758.0 | 0.36 | 439.4 | 0.62 | 110.2 | 2.47 | 242.5 | 1.12 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 28.3 | 12.5 | 2.26 | 12.5 | 2.27 | 16.5 | 1.71 | 36.7 | 0.77 |
| Nurses, Licensed | 601.9 | 156.2 | 3.85 | 158.9 | 3.79 | 195.6 | 3.08 | 701.7 | 0.86 |
| Ancillary Nursing Personnel | 41.9 | 25.4 | 1.65 | 25.5 | 1.64 | 33.9 | 1.24 | 55.8 | 0.75 |
| All Other Personnel | 865.7 | 311.0 | 2.78 | 343.4 | 2.52 | 338.7 | 2.56 | 984.9 | 0.88 |
| Total FTEs | 1,537.8 | 505.0 | 3.04 | 540.3 | 2.85 | 584.8 | 2.63 | 1,779.1 | 0.86 |

Total Hospital:

Beds Set Up & Staffed 13
 Discharges 270
 Inpatient Days 764

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

198 OakLeaf Surgical Hospital
Altoona, WI 54720

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 13 | 270 | 764 | 16.1% | 2.1 | 2.8 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 0 | 5.0 | Surgical Personnel | 15 | 9 | 22.2 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 2 | 9 | 7.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 2 | 1.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 39 | 103 | 106.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 0 | 0 | 0.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 3 | 11 | 7.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 1 | 1.2 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 0 | 0 | 0.0 |
| Health Info Mgmt-Administrators/Technicians | 3 | 1 | 3.8 | All Other Personnel | 81 | 40 | 102.8 |
| Pharmacy Personnel | 9 | 3 | 10.2 | | | | |
| Clinical Laboratory Personnel | 2 | 7 | 4.0 | | | | |
| | | | | Total | 160 | 186 | 271.7 |

198 OakLeaf Surgical Hospital

Altoona, WI 54720

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$78,024,500 | 35.9% | 47.3% | 0.76 | 51.1% | 0.70 | 47.0% | 0.76 | 35.4% | 1.01 |
| Medical Assistance | \$16,604,390 | 7.6% | 14.4% | 0.53 | 12.0% | 0.64 | 13.0% | 0.59 | 7.3% | 1.04 |
| Commercial | \$113,679,029 | 52.4% | 32.9% | 1.59 | 32.3% | 1.62 | 36.0% | 1.46 | 53.4% | 0.98 |
| All Other | \$8,839,726 | 4.1% | 5.4% | 0.75 | 4.6% | 0.88 | 4.0% | 1.01 | 3.8% | 1.06 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$55,989,621 | 25.8% | 36.1% | 0.71 | 34.5% | 0.75 | 26.2% | 0.98 | 25.9% | 1.00 |
| Medical Assistance | \$15,008,156 | 6.9% | 11.3% | 0.61 | 8.8% | 0.79 | 9.3% | 0.75 | 6.6% | 1.04 |
| Commercial | \$31,222,095 | 14.4% | 14.8% | 0.97 | 10.3% | 1.39 | 11.3% | 1.27 | 14.7% | 0.98 |
| Charity Care | \$0 | 0.0% | 0.7% | N/A | 0.5% | N/A | 0.7% | N/A | 0.0% | N/A |
| Bad Debt | \$993,483 | 0.5% | 0.9% | 0.52 | 0.9% | 0.52 | 1.5% | 0.30 | 0.5% | 0.83 |
| All Other | \$5,355,567 | 2.5% | 3.0% | 0.81 | 3.0% | 0.82 | 2.2% | 1.10 | 2.3% | 1.07 |
| Total Deductions | \$108,568,922 | 50.0% | 66.8% | 0.75 | 58.0% | 0.86 | 51.3% | 0.98 | 50.1% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.0% | | 5.7% | 0.00 | 3.6% | 0.01 | 4.8% | 0.00 | 0.0% | 1.03 |
| Net Gains/Losses as % of Net Income | N/A | | N/A | N/A | 136.6% | N/A | 11.4% | N/A | 3.9% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$25,043,326 | 35.2% | 41.8% | 0.84 | 49.3% | 0.71 | 49.1% | 0.72 | 34.9% | 1.01 |
| Supplies & Services | \$37,970,522 | 53.4% | 52.2% | 1.02 | 45.8% | 1.16 | 43.7% | 1.22 | 52.7% | 1.01 |
| Capital Component | \$8,148,517 | 11.5% | 6.0% | 1.91 | 4.9% | 2.36 | 7.2% | 1.59 | 12.4% | 0.92 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 34.5% | 5.7% | 6.05 | 0.5% | 71.35 | 6.2% | 5.61 | 34.5% | 1.00 |
| Total Hospital Net Income (%) | | 34.3% | 3.5% | 9.83 | -1.3% | N/A | 6.9% | 4.98 | 35.4% | 0.97 |
| Return on Equity (%) | | 50.3% | 1.4% | 35.38 | -0.2% | N/A | 7.1% | 7.05 | 48.6% | 1.03 |
| Current Ratio | | 2.4 | 3.9 | 0.61 | 1.7 | 1.42 | 3.3 | 0.73 | 2.1 | 1.13 |
| Days in Net Patient Accounts Receivable | | 65.5 | 91.7 | 0.71 | 260.0 | 0.25 | 58.5 | 1.12 | 62.4 | 1.05 |
| Average Payment Period | | 60.6 | 91.7 | 0.66 | 309.6 | 0.20 | 38.2 | 1.59 | 67.1 | 0.90 |
| Equity Financing (%) | | 53.8% | 59.1% | 0.91 | 43.6% | 1.23 | 49.5% | 1.09 | 48.5% | 1.11 |
| Long-Term Debt to Equity Ratio | | 0.6 | 0.4 | 1.39 | 0.9 | 0.64 | 0.8 | 0.76 | 0.7 | 0.78 |
| Times Interest Earned | | 14.8 | 5.7 | 2.60 | -2.9 | N/A | 6.4 | 2.31 | 13.4 | 1.11 |
| Total Asset Turnover | | 1.5 | 0.4 | 3.52 | 0.2 | 9.27 | 1.0 | 1.43 | 1.4 | 1.08 |
| Average Age of Plant (Years) | | 6.9 | 18.1 | 0.38 | 52.7 | 0.13 | 7.1 | 0.96 | 6.3 | 1.09 |
| Increase (Decrease) Total Net Patient Revenue | | 14.3% | 3.5% | 4.03 | -1.2% | N/A | 8.5% | 1.68 | 18.1% | 0.79 |
| Outpatient Gross Revenue (% of Total GPR) | | 88.2% | 66.2% | 1.33 | 76.7% | 1.15 | 81.4% | 1.08 | 87.6% | 1.01 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$49,505 | | \$19,849 | 2.49 | \$16,058 | 3.08 | \$19,261 | 2.57 | \$59,450 | 0.83 |
| Inpatient Net Revenue per Day | \$17,495 | | \$3,697 | 4.73 | \$3,281 | 5.33 | \$2,916 | 6.00 | \$21,067 | 0.83 |
| Outpatient Net Revenue per Visit | \$6,375 | | \$819 | 7.78 | \$891 | 7.16 | \$812 | 7.85 | \$5,309 | 1.20 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$217,147,645 | Cash & Cash Equivalents | \$3,847,140 | Current Liabilities | \$11,072,848 |
| Less Deductions | \$108,568,922 | Net Patient Receivables | \$19,476,252 | Long-Term Debt | \$23,039,158 |
| Net Patient Revenue | \$108,578,723 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$25,500 | | | Subtotal | \$34,112,006 |
| Total Revenue | \$108,604,223 | Land, Buildings & Equipment (Net) | \$34,052,993 | Unrestricted Fund Balance | \$39,748,437 |
| Less Expenses | \$71,162,365 | Other Assets | \$16,484,058 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$264,724 | | | Total Liabilities & Fund Balance | \$73,860,443 |
| Net Income | \$37,177,134 | Total Assets | \$73,860,443 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 44.1% | 60.7% | 0.73 | 51.4% | 0.86 | 42.3% | 1.04 | 40.6% | 1.09 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | 0.02 | 19.5% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 68.7% | 61.9% | 1.11 | 51.8% | 1.33 | 42.5% | 1.62 | 56.8% | 1.21 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 7.5 | 27.3 | 0.27 | 12.6 | 0.60 | 10.3 | 0.73 | 7.7 | 0.97 |
| Obstetrics | 0.6 | 4.7 | 0.12 | 2.0 | 0.29 | 1.2 | 0.48 | 0.4 | 1.34 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 13.7 | 50.5 | 0.27 | 19.0 | 0.72 | 16.0 | 0.86 | 12.5 | 1.10 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.6 | 4.9 | 0.73 | 4.5 | 0.81 | 4.0 | 0.90 | 3.9 | 0.93 |
| Obstetrics | 2.0 | 2.4 | 0.83 | 2.1 | 0.93 | 2.0 | 0.99 | 2.0 | 1.01 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 4.2 | 5.3 | 0.79 | 4.6 | 0.92 | 4.2 | 1.01 | 4.2 | 0.99 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 114 | 990 | 0.12 | 339 | 0.34 | 203 | 0.56 | 146 | 0.78 |
| Outpatient | 1,672 | 4,017 | 0.42 | 2,633 | 0.63 | 2,140 | 0.78 | 1,438 | 1.16 |
| Inpatient as % of All Surgeries | 6.4% | 19.8% | 0.32 | 11.4% | 0.56 | 8.7% | 0.74 | 9.2% | 0.69 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 90,207 | 141,022 | 0.64 | 82,166 | 1.10 | 62,243 | 1.45 | 116,468 | 0.77 |
| Emergency Visits | 7,743 | 17,305 | 0.45 | 8,774 | 0.88 | 12,695 | 0.61 | 6,988 | 1.11 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.0 | 18.8 | 0.27 | 10.2 | 0.49 | 8.5 | 0.59 | 7.8 | 0.64 |
| Nurses, Licensed | 74.1 | 234.4 | 0.32 | 129.2 | 0.57 | 102.2 | 0.73 | 77.1 | 0.96 |
| Ancillary Nursing Personnel | 16.6 | 38.1 | 0.44 | 20.8 | 0.80 | 19.1 | 0.87 | 11.2 | 1.48 |
| All Other Personnel | 188.1 | 466.7 | 0.40 | 279.2 | 0.67 | 204.1 | 0.92 | 184.2 | 1.02 |
| Total FTEs | 283.8 | 758.0 | 0.37 | 439.4 | 0.65 | 333.9 | 0.85 | 280.3 | 1.01 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.2 | 12.5 | 0.50 | 12.5 | 0.50 | 10.5 | 0.59 | 11.1 | 0.56 |
| Nurses, Licensed | 92.1 | 156.2 | 0.59 | 158.9 | 0.58 | 126.3 | 0.73 | 110.0 | 0.84 |
| Ancillary Nursing Personnel | 20.7 | 25.4 | 0.81 | 25.5 | 0.81 | 23.6 | 0.88 | 16.0 | 1.29 |
| All Other Personnel | 233.7 | 311.0 | 0.75 | 343.4 | 0.68 | 252.2 | 0.93 | 262.5 | 0.89 |
| Total FTEs | 352.7 | 505.0 | 0.70 | 540.3 | 0.65 | 412.6 | 0.85 | 399.6 | 0.88 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|-----|
| Beds Set Up & Staffed | 20 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 2 | Bassinets | 0 |
| Discharges | 1,195 | Preferred Provider Organization (PPO) | Yes | Discharges | 48 | Total Births | 103 |
| Inpatient Days | 5,016 | | | Inpatient Days | 494 | Newborn Days | 178 |

001 Amery Regional Medical Center
Amery, WI 54001

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 17 | 758 | 2,737 | 44.1% | 7.5 | 3.6 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 0 | 108 | 215 | 0.0% | 0.6 | 2.0 |
| Psychiatric | 1 | 3 | 329 | 2,064 | 188.5% | 5.7 | 6.3 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 0 | 5.0 | Surgical Personnel | 2 | 2 | 3.5 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 6 | 4 | 8.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 2 | 2.8 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 3 | 2.8 |
| Registered Nurses | 33 | 61 | 68.1 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.7 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 4 | 2 | 5.7 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Ancillary Nursing Personnel | 5 | 22 | 16.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 4 | 2 | 5.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 29 | 8 | 34.2 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 66 | 33 | 85.7 |
| Pharmacy Personnel | 3 | 7 | 6.6 | | | | |
| Clinical Laboratory Personnel | 8 | 4 | 10.1 | | | | |
| | | | | Total | 194 | 157 | 283.8 |

001 Amery Regional Medical Center

Amery, WI 54001

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 5A Value | Ratio | 4 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$76,157,756 | 52.4% | 47.3% | 1.11 | 51.1% | 1.03 | 49.6% | 1.06 | 50.2% | 1.04 |
| Medical Assistance | \$20,029,079 | 13.8% | 14.4% | 0.96 | 12.0% | 1.15 | 14.0% | 0.98 | 15.0% | 0.92 |
| Commercial | \$44,867,906 | 30.9% | 32.9% | 0.94 | 32.3% | 0.96 | 32.3% | 0.96 | 31.7% | 0.97 |
| All Other | \$4,318,207 | 3.0% | 5.4% | 0.55 | 4.6% | 0.64 | 4.2% | 0.71 | 3.1% | 0.97 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$36,718,059 | 25.3% | 36.1% | 0.70 | 34.5% | 0.73 | 35.7% | 0.71 | 26.3% | 0.96 |
| Medical Assistance | \$12,027,800 | 8.3% | 11.3% | 0.73 | 8.8% | 0.94 | 10.9% | 0.76 | 9.5% | 0.87 |
| Commercial | \$14,076,662 | 9.7% | 14.8% | 0.66 | 10.3% | 0.94 | 12.5% | 0.77 | 10.1% | 0.96 |
| Charity Care | \$1,000,967 | 0.7% | 0.7% | 0.95 | 0.5% | 1.41 | 0.8% | 0.86 | 0.4% | 1.60 |
| Bad Debt | \$1,414,247 | 1.0% | 0.9% | 1.11 | 0.9% | 1.10 | 1.2% | 0.79 | 1.3% | 0.76 |
| All Other | \$5,980,595 | 4.1% | 3.0% | 1.35 | 3.0% | 1.37 | 2.4% | 1.70 | 3.1% | 1.32 |
| Total Deductions | \$71,218,330 | 49.0% | 66.8% | 0.73 | 58.0% | 0.84 | 63.6% | 0.77 | 50.7% | 0.97 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.0% | 5.7% | 0.18 | | 3.6% | 0.28 | 3.6% | 0.29 | 1.4% | 0.74 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | 136.6% | N/A | N/A | N/A | 47.6% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$45,069,894 | 63.0% | 41.8% | 1.51 | 49.3% | 1.28 | 45.9% | 1.37 | 64.3% | 0.98 |
| Supplies & Services | \$22,042,591 | 30.8% | 52.2% | 0.59 | 45.8% | 0.67 | 47.4% | 0.65 | 28.1% | 1.10 |
| Capital Component | \$4,477,712 | 6.3% | 6.0% | 1.04 | 4.9% | 1.29 | 6.6% | 0.95 | 7.6% | 0.82 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 4.5% | 5.7% | 0.78 | 0.5% | 9.22 | 9.4% | 0.47 | 2.8% | 1.58 |
| Total Hospital Net Income (%) | | 2.3% | 3.5% | 0.66 | -1.3% | N/A | 6.9% | 0.33 | 5.2% | 0.44 |
| Return on Equity (%) | | 2.6% | 1.4% | 1.84 | -0.2% | N/A | 3.4% | 0.78 | 5.2% | 0.51 |
| Current Ratio | | 2.5 | 3.9 | 0.65 | 1.7 | 1.50 | 12.0 | 0.21 | 1.9 | 1.33 |
| Days in Net Patient Accounts Receivable | | 42.4 | 91.7 | 0.46 | 260.0 | 0.16 | 51.1 | 0.83 | 43.5 | 0.98 |
| Average Payment Period | | 55.8 | 91.7 | 0.61 | 309.6 | 0.18 | 42.5 | 1.31 | 111.2 | 0.50 |
| Equity Financing (%) | | 53.5% | 59.1% | 0.91 | 43.6% | 1.23 | 70.3% | 0.76 | 43.5% | 1.23 |
| Long-Term Debt to Equity Ratio | | 0.5 | 0.4 | 1.19 | 0.9 | 0.55 | 0.1 | 5.06 | 0.6 | 0.81 |
| Times Interest Earned | | 4.1 | 5.7 | 0.71 | -2.9 | N/A | 10.4 | 0.39 | 6.6 | 0.62 |
| Total Asset Turnover | | 1.2 | 0.4 | 2.81 | 0.2 | 7.39 | 0.5 | 2.32 | 1.0 | 1.21 |
| Average Age of Plant (Years) | | 15.3 | 18.1 | 0.85 | 52.7 | 0.29 | 11.6 | 1.33 | 12.7 | 1.20 |
| Increase (Decrease) Total Net Patient Revenue | | 8.2% | 3.5% | 2.33 | -1.2% | N/A | 3.2% | 2.53 | 16.6% | 0.49 |
| Outpatient Gross Revenue (% of Total GPR) | | 82.9% | 66.2% | 1.25 | 76.7% | 1.08 | 79.4% | 1.04 | 82.2% | 1.01 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,760 | \$19,849 | 0.64 | | \$16,058 | 0.79 | \$11,983 | 1.06 | \$13,526 | 0.94 |
| Inpatient Net Revenue per Day | \$2,871 | \$3,697 | 0.78 | | \$3,281 | 0.87 | \$2,623 | 1.09 | \$3,006 | 0.96 |
| Outpatient Net Revenue per Visit | \$609 | \$819 | 0.74 | | \$891 | 0.68 | \$907 | 0.67 | \$444 | 1.37 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$145,372,947 | Cash & Cash Equivalents | \$16,458,202 | Current Liabilities | \$10,487,360 |
| Less Deductions | \$71,218,330 | Net Patient Receivables | \$8,623,967 | Long-Term Debt | \$17,069,587 |
| Net Patient Revenue | \$74,154,617 | Other Receivables | \$173,153 | Other Liabilities | \$2,141,237 |
| Plus Other Revenue | \$772,409 | | | Subtotal | \$29,698,184 |
| Total Revenue | \$74,927,025 | Land, Buildings & Equipment (Net) | \$17,993,660 | Unrestricted Fund Balance | \$34,220,517 |
| Less Expenses | \$71,590,197 | Other Assets | \$20,669,721 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$1,659,220 | | | Total Liabilities & Fund Balance | \$63,918,701 |
| Net Income | \$1,677,608 | Total Assets | \$63,918,703 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 72.5% | 60.7% | 1.20 | 55.2% | 1.31 | 42.3% | 1.71 | 50.5% | 1.44 |
| Obstetrics | 14.6% | 37.3% | 0.39 | 32.6% | 0.03 | 19.5% | 0.75 | 19.8% | 0.74 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 49.9% | 61.9% | 0.81 | 62.1% | 0.80 | 42.5% | 1.18 | 42.5% | 1.18 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 10.2 | 27.3 | 0.37 | 17.1 | 0.59 | 10.3 | 0.99 | 8.1 | 1.26 |
| Obstetrics | 0.9 | 4.7 | 0.18 | 3.0 | 0.29 | 1.2 | 0.71 | 1.2 | 0.74 |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 12.0 | 50.5 | 0.24 | 38.1 | 0.31 | 16.0 | 0.75 | 10.2 | 1.18 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.9 | 4.9 | 0.99 | 5.2 | 0.93 | 4.0 | 1.21 | 3.9 | 1.25 |
| Obstetrics | 1.7 | 2.4 | 0.70 | 1.8 | 0.92 | 2.0 | 0.84 | 1.8 | 0.93 |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 4.3 | 5.3 | 0.81 | 5.3 | 0.82 | 4.2 | 1.03 | 2.9 | 1.49 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 165 | 990 | 0.17 | 1,159 | 0.14 | 203 | 0.81 | 198 | 0.83 |
| Outpatient | 2,894 | 4,017 | 0.72 | 4,194 | 0.69 | 2,140 | 1.35 | 2,856 | 1.01 |
| Inpatient as % of All Surgeries | 5.4% | 19.8% | 0.27 | 21.6% | 0.25 | 8.7% | 0.62 | 6.5% | 0.83 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 52,300 | 141,022 | 0.37 | 96,566 | 0.54 | 62,243 | 0.84 | 73,398 | 0.71 |
| Emergency Visits | 10,889 | 17,305 | 0.63 | 13,569 | 0.80 | 12,695 | 0.86 | 10,026 | 1.09 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 23.9 | 18.8 | 1.27 | 19.9 | 1.20 | 8.5 | 2.81 | 33.3 | 0.72 |
| Nurses, Licensed | 76.8 | 234.4 | 0.33 | 195.2 | 0.39 | 102.2 | 0.75 | 87.9 | 0.87 |
| Ancillary Nursing Personnel | 15.2 | 38.1 | 0.40 | 37.3 | 0.41 | 19.1 | 0.79 | 13.2 | 1.15 |
| All Other Personnel | 180.7 | 466.7 | 0.39 | 374.4 | 0.48 | 204.1 | 0.88 | 220.1 | 0.82 |
| Total FTEs | 296.5 | 758.0 | 0.39 | 626.9 | 0.47 | 333.9 | 0.89 | 354.4 | 0.84 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 25.2 | 12.5 | 2.02 | 14.6 | 1.72 | 10.5 | 2.39 | 32.8 | 0.77 |
| Nurses, Licensed | 81.0 | 156.2 | 0.52 | 143.7 | 0.56 | 126.3 | 0.64 | 86.6 | 0.93 |
| Ancillary Nursing Personnel | 16.0 | 25.4 | 0.63 | 27.5 | 0.58 | 23.6 | 0.68 | 13.0 | 1.23 |
| All Other Personnel | 190.5 | 311.0 | 0.61 | 275.6 | 0.69 | 252.2 | 0.76 | 216.9 | 0.88 |
| Total FTEs | 312.7 | 505.0 | 0.62 | 461.4 | 0.68 | 412.6 | 0.76 | 349.4 | 0.90 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|-----|
| Beds Set Up & Staffed | 24 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 5 |
| Discharges | 1,019 | Preferred Provider Organization (PPO) | Yes | Discharges | 32 | Total Births | 178 |
| Inpatient Days | 4,375 | | | Inpatient Days | 219 | Newborn Days | 313 |

002 Aspirus Langlade Hospital
Antigo, WI 54409

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 14 | 760 | 3,706 | 72.5% | 10.2 | 4.9 |
| Orthopedic | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 6 | 189 | 319 | 14.6% | 0.9 | 1.7 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 4 | 92 | 350 | 24.0% | 1.0 | 3.8 |
| Cardiac Intensive Unit | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 22 | 2 | 23.9 | Surgical Personnel | 2 | 3 | 5.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 11 | 3 | 18.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 5 | 1 | 7.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 3 | 3 | 4.2 |
| Registered Nurses | 41 | 29 | 75.8 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 2 | 3.2 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 1 | 3 | 2.2 |
| Ancillary Nursing Personnel | 6 | 10 | 15.2 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 2 | 0.8 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 12 | 21 | 30.3 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 37 | 36 | 73.9 |
| Pharmacy Personnel | 2 | 8 | 10.1 | | | | |
| Clinical Laboratory Personnel | 13 | 3 | 15.8 | | | | |
| | | | | Total | 160 | 131 | 296.5 |

002 Aspirus Langlade Hospital

Antigo, WI 54409

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$131,618,729 | 52.4% | 47.3% | 1.11 | 50.9% | 1.03 | 49.6% | 1.06 | 52.3% | 1.00 |
| Medical Assistance | \$35,837,885 | 14.3% | 14.4% | 0.99 | 13.5% | 1.06 | 14.0% | 1.02 | 15.0% | 0.95 |
| Commercial | \$67,692,442 | 27.0% | 32.9% | 0.82 | 29.7% | 0.91 | 32.3% | 0.84 | 26.9% | 1.00 |
| All Other | \$15,834,476 | 6.3% | 5.4% | 1.17 | 5.9% | 1.06 | 4.2% | 1.52 | 5.8% | 1.08 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$83,977,257 | 33.5% | 36.1% | 0.93 | 36.5% | 0.92 | 35.7% | 0.94 | 32.7% | 1.02 |
| Medical Assistance | \$26,605,231 | 10.6% | 11.3% | 0.94 | 10.6% | 1.00 | 10.9% | 0.97 | 10.7% | 0.99 |
| Commercial | \$18,563,823 | 7.4% | 14.8% | 0.50 | 9.7% | 0.76 | 12.5% | 0.59 | 6.4% | 1.15 |
| Charity Care | \$1,804,370 | 0.7% | 0.7% | 0.99 | 0.6% | 1.15 | 0.8% | 0.89 | 1.0% | 0.73 |
| Bad Debt | \$1,058,524 | 0.4% | 0.9% | 0.48 | 0.6% | 0.71 | 1.2% | 0.34 | 0.5% | 0.85 |
| All Other | \$9,180,287 | 3.7% | 3.0% | 1.20 | 3.8% | 0.95 | 2.4% | 1.51 | 3.4% | 1.08 |
| Total Deductions | \$141,189,492 | 56.3% | 66.8% | 0.84 | 62.0% | 0.91 | 63.6% | 0.88 | 54.7% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 7.8% | 5.7% | 1.36 | 3.6% | 2.16 | 3.6% | 2.20 | 13.2% | 0.60 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 210.1% | N/A | N/A | N/A | N/A | 46.1% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$44,049,922 | 44.6% | 41.8% | 1.07 | 40.5% | 1.10 | 45.9% | 0.97 | 46.4% | 0.96 |
| Supplies & Services | \$49,188,867 | 49.8% | 52.2% | 0.95 | 55.0% | 0.91 | 47.4% | 1.05 | 47.5% | 1.05 |
| Capital Component | \$5,616,165 | 5.7% | 6.0% | 0.95 | 4.5% | 1.25 | 6.6% | 0.86 | 6.1% | 0.93 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 17.0% | 5.7% | 2.99 | 1.2% | 14.11 | 9.4% | 1.80 | 21.7% | 0.78 | |
| Total Hospital Net Income (%) | 3.5% | 3.5% | 0.99 | -1.1% | N/A | 6.9% | 0.51 | 34.0% | 0.10 | |
| Return on Equity (%) | 1.2% | 1.4% | 0.86 | -0.3% | N/A | 3.4% | 0.36 | 16.9% | 0.07 | |
| Current Ratio | 11.6 | 3.9 | 2.99 | 1.8 | 6.46 | 12.0 | 0.97 | 7.3 | 1.59 | |
| Days in Net Patient Accounts Receivable | 61.5 | 91.7 | 0.67 | 167.5 | 0.37 | 51.1 | 1.20 | 50.4 | 1.22 | |
| Average Payment Period | 49.3 | 91.7 | 0.54 | 183.9 | 0.27 | 42.5 | 1.16 | 72.1 | 0.68 | |
| Equity Financing (%) | 87.8% | 59.1% | 1.48 | 42.4% | 2.07 | 70.3% | 1.25 | 84.8% | 1.04 | |
| Long-Term Debt to Equity Ratio | 0.1 | 0.4 | 0.20 | 1.0 | 0.09 | 0.1 | 0.86 | 0.1 | 0.96 | |
| Times Interest Earned | 4.9 | 5.7 | 0.85 | -1.5 | N/A | 10.4 | 0.47 | 53.2 | 0.09 | |
| Total Asset Turnover | 0.4 | 0.4 | 0.98 | 0.3 | 1.60 | 0.5 | 0.81 | 0.4 | 0.98 | |
| Average Age of Plant (Years) | 13.4 | 18.1 | 0.74 | 31.9 | 0.42 | 11.6 | 1.16 | 12.1 | 1.11 | |
| Increase (Decrease) Total Net Patient Revenue | 2.0% | 3.5% | 0.55 | 7.4% | 0.26 | 3.2% | 0.60 | 6.1% | 0.32 | |
| Outpatient Gross Revenue (% of Total GPR) | 87.6% | 66.2% | 1.32 | 71.7% | 1.22 | 79.4% | 1.10 | 87.9% | 1.00 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$19,734 | \$19,849 | 0.99 | \$17,658 | 1.12 | \$11,983 | 1.65 | \$13,971 | 1.41 | |
| Inpatient Net Revenue per Day | \$4,550 | \$3,697 | 1.23 | \$3,312 | 1.37 | \$2,623 | 1.73 | \$3,848 | 1.18 | |
| Outpatient Net Revenue per Visit | \$1,430 | \$819 | 1.75 | \$1,126 | 1.27 | \$907 | 1.58 | \$1,087 | 1.32 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$250,983,531 | Cash & Cash Equivalents | \$111,876,046 | Current Liabilities | \$12,752,125 |
| Less Deductions | \$141,189,492 | Net Patient Receivables | \$18,496,469 | Long-Term Debt | \$21,783,114 |
| Net Patient Revenue | \$109,794,039 | Other Receivables | \$5,952,357 | Other Liabilities | \$1,079,973 |
| Plus Other Revenue | \$9,337,813 | | | Subtotal | \$35,615,212 |
| Total Revenue | \$119,131,852 | Land, Buildings & Equipment (Net) | \$42,235,099 | Unrestricted Fund Balance | \$255,775,023 |
| Less Expenses | \$98,854,954 | Other Assets | \$112,830,265 | Restricted Fund Balance | \$440,344 |
| Non-Operating Gains/Losses | -\$16,723,984 | | | Total Liabilities & Fund Balance | \$291,390,235 |
| Net Income | \$3,552,914 | Total Assets | \$291,390,236 | | |

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

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

County: **Outagamie**
 Analysis Area: **Lake Winnebago (3)**
 Volume Group: **7**

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 73.8% | 60.7% | 1.22 | 54.5% | 1.35 | 74.8% | 0.99 | 63.1% | 1.17 |
| Obstetrics | 28.8% | 37.3% | 0.77 | 24.1% | 0.31 | 51.0% | 0.56 | 34.4% | 0.84 |
| Pediatrics | 12.7% | 67.4% | 0.19 | 27.0% | 0.47 | 58.9% | 0.22 | 10.0% | 1.26 |
| Total Hospital | 60.2% | 61.9% | 0.97 | 49.9% | 1.21 | 73.0% | 0.82 | 59.3% | 1.02 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 44.3 | 27.3 | 1.62 | 24.1 | 1.84 | 108.7 | 0.41 | 37.8 | 1.17 |
| Obstetrics | 7.5 | 4.7 | 1.58 | 3.8 | 1.96 | 14.4 | 0.52 | 7.6 | 0.99 |
| Pediatrics | 1.1 | 1.7 | 0.66 | 0.4 | 2.93 | 5.5 | 0.66 | 0.9 | 1.26 |
| Total Hospital | 104.1 | 50.5 | 2.06 | 36.8 | 2.83 | 214.4 | 0.49 | 97.2 | 1.07 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.1 | 4.9 | 1.03 | 4.4 | 1.15 | 5.4 | 0.94 | 4.5 | 1.12 |
| Obstetrics | 2.3 | 2.4 | 0.96 | 2.2 | 1.03 | 2.5 | 0.91 | 2.3 | 1.01 |
| Pediatrics | 2.6 | 4.0 | 0.64 | 2.5 | 1.01 | 4.6 | 0.56 | 2.6 | 0.97 |
| Total Hospital | 4.8 | 5.3 | 0.92 | 4.5 | 1.08 | 5.8 | 0.83 | 4.6 | 1.06 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,828 | 990 | 1.85 | 983 | 1.86 | 3,804 | 0.48 | 1,826 | 1.00 |
| Outpatient | 12,364 | 4,017 | 3.08 | 5,820 | 2.12 | 11,772 | 1.05 | 11,735 | 1.05 |
| Inpatient as % of All Surgeries | 12.9% | 19.8% | 0.65 | 14.4% | 0.89 | 24.4% | 0.53 | 13.5% | 0.96 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 279,409 | 141,022 | 1.98 | 100,022 | 2.79 | 460,116 | 0.61 | 295,655 | 0.95 |
| Emergency Visits | 30,335 | 17,305 | 1.75 | 15,835 | 1.92 | 43,288 | 0.70 | 27,595 | 1.10 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 28.0 | 18.8 | 1.49 | 12.5 | 2.24 | 61.8 | 0.45 | 31.6 | 0.89 |
| Nurses, Licensed | 347.6 | 234.4 | 1.48 | 175.4 | 1.98 | 855.9 | 0.41 | 357.4 | 0.97 |
| Ancillary Nursing Personnel | 2.4 | 38.1 | 0.06 | 8.4 | 0.28 | 143.5 | 0.02 | 3.8 | 0.62 |
| All Other Personnel | 406.9 | 466.7 | 0.87 | 288.1 | 1.41 | 1,747.7 | 0.23 | 413.9 | 0.98 |
| Total FTEs | 784.9 | 758.0 | 1.04 | 484.4 | 1.62 | 2,808.9 | 0.28 | 806.7 | 0.97 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 9.1 | 12.5 | 0.72 | 9.6 | 0.94 | 11.2 | 0.81 | 11.1 | 0.82 |
| Nurses, Licensed | 112.5 | 156.2 | 0.72 | 135.1 | 0.83 | 155.4 | 0.72 | 125.4 | 0.90 |
| Ancillary Nursing Personnel | 0.8 | 25.4 | 0.03 | 6.4 | 0.12 | 26.1 | 0.03 | 1.3 | 0.58 |
| All Other Personnel | 131.6 | 311.0 | 0.42 | 221.8 | 0.59 | 317.4 | 0.41 | 145.2 | 0.91 |
| Total FTEs | 253.9 | 505.0 | 0.50 | 372.9 | 0.68 | 510.1 | 0.50 | 283.0 | 0.90 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 173 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 27 |
| Discharges | 7,855 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,177 |
| Inpatient Days | 38,000 | | | Inpatient Days | 0 | Newborn Days | 1,921 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 60 | 3,197 | 16,160 | 73.8% | 44.3 | 5.1 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 1 | 9 | 163 | 417 | 12.7% | 1.1 | 2.6 |
| Obstetrics | 1 | 26 | 1,182 | 2,734 | 28.8% | 7.5 | 2.3 |
| Psychiatric | 1 | 33 | 1,710 | 7,220 | 59.9% | 19.8 | 4.2 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 30 | 1,450 | 8,551 | 78.1% | 23.4 | 5.9 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 15 | 153 | 2,918 | 53.3% | 8.0 | 19.1 |
| Other Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 28 | 1 | 28.0 | Surgical Personnel | 28 | 18 | 37.2 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 23 | 38 | 35.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 10 | 5 | 11.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 5 | 13 | 8.8 |
| Registered Nurses | 239 | 226 | 345.3 | Occupational Therapy Assistants/Aides | 3 | 7 | 3.5 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 24 | 11 | 27.8 |
| Licensed Practical Nurses | 1 | 4 | 2.3 | Physical Therapy Assistants/Aides | 3 | 2 | 3.0 |
| Ancillary Nursing Personnel | 0 | 10 | 2.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 3 | 1 | 3.9 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 117 | 123 | 156.7 |
| Health Info Mgmt-Administrators/Technicians | 1 | 0 | 1.0 | All Other Personnel | 28 | 14 | 34.9 |
| Pharmacy Personnel | 31 | 7 | 32.9 | | | | |
| Clinical Laboratory Personnel | 38 | 10 | 39.9 | | | | |
| | | | | Total | 588 | 501 | 784.9 |

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

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$366,566,087 | 49.4% | 47.3% | 1.05 | 49.2% | 1.00 | 47.4% | 1.04 | 50.0% | 0.99 |
| Medical Assistance | \$91,760,025 | 12.4% | 14.4% | 0.86 | 11.5% | 1.08 | 13.1% | 0.94 | 12.3% | 1.01 |
| Commercial | \$245,164,138 | 33.0% | 32.9% | 1.00 | 35.7% | 0.93 | 33.3% | 0.99 | 33.5% | 0.99 |
| All Other | \$38,536,044 | 5.2% | 5.4% | 0.96 | 3.6% | 1.43 | 6.2% | 0.84 | 4.2% | 1.23 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$257,032,809 | 34.6% | 36.1% | 0.96 | 35.4% | 0.98 | 37.0% | 0.94 | 34.8% | 0.99 |
| Medical Assistance | \$59,894,336 | 8.1% | 11.3% | 0.72 | 9.0% | 0.89 | 10.4% | 0.77 | 7.4% | 1.10 |
| Commercial | \$91,993,854 | 12.4% | 14.8% | 0.84 | 14.6% | 0.85 | 15.9% | 0.78 | 11.9% | 1.04 |
| Charity Care | \$5,408,358 | 0.7% | 0.7% | 1.00 | 0.6% | 1.14 | 0.7% | 0.97 | 1.0% | 0.76 |
| Bad Debt | \$9,558,125 | 1.3% | 0.9% | 1.47 | 1.3% | 1.00 | 0.8% | 1.71 | 1.2% | 1.10 |
| All Other | \$32,685,229 | 4.4% | 3.0% | 1.45 | 2.4% | 1.86 | 3.3% | 1.34 | 3.4% | 1.29 |
| Total Deductions | \$456,572,711 | 61.5% | 66.8% | 0.92 | 63.4% | 0.97 | 68.2% | 0.90 | 59.7% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.3% | 5.7% | 0.05 | | 2.8% | 0.10 | 6.3% | 0.04 | 0.6% | 0.49 |
| Net Gains/Losses as % of Net Income | 9.1% | N/A | N/A | | 12.3% | 0.74 | N/A | N/A | 10.4% | 0.88 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$84,970,377 | 33.1% | 41.8% | 0.79 | 36.0% | 0.92 | 40.1% | 0.82 | 32.2% | 1.03 |
| Supplies & Services | \$159,457,985 | 62.1% | 52.2% | 1.19 | 57.6% | 1.08 | 54.5% | 1.14 | 62.5% | 0.99 |
| Capital Component | \$12,220,864 | 4.8% | 6.0% | 0.79 | 6.4% | 0.74 | 5.4% | 0.88 | 5.3% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 10.3% | 5.7% | 1.81 | | 13.7% | 0.76 | 4.7% | 2.20 | 14.1% | 0.73 |
| Total Hospital Net Income (%) | 11.3% | 3.5% | 3.22 | | 15.3% | 0.73 | 2.5% | 4.56 | 15.5% | 0.72 |
| Return on Equity (%) | 16.5% | 1.4% | 11.57 | | 10.4% | 1.59 | 1.7% | 9.68 | 20.1% | 0.82 |
| Current Ratio | 2.2 | 3.9 | 0.57 | | 21.6 | 0.10 | 5.3 | 0.42 | 1.6 | 1.42 |
| Days in Net Patient Accounts Receivable | 47.9 | 91.7 | 0.52 | | 51.2 | 0.94 | 59.1 | 0.81 | 51.1 | 0.94 |
| Average Payment Period | 34.9 | 91.7 | 0.38 | | 20.4 | 1.71 | 47.4 | 0.74 | 65.8 | 0.53 |
| Equity Financing (%) | 71.1% | 59.1% | 1.20 | | 86.3% | 0.82 | 68.4% | 1.04 | 65.1% | 1.09 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | | 0.1 | N/A | 0.2 | N/A | 0.0 | N/A |
| Times Interest Earned | 0.0 | 5.7 | N/A | | 38.3 | N/A | 5.2 | N/A | 0.0 | N/A |
| Total Asset Turnover | 1.4 | 0.4 | 3.47 | | 0.7 | 2.18 | 0.7 | 2.06 | 1.3 | 1.14 |
| Average Age of Plant (Years) | 10.0 | 18.1 | 0.55 | | 8.4 | 1.19 | 13.2 | 0.76 | 8.8 | 1.14 |
| Increase (Decrease) Total Net Patient Revenue | 5.2% | 3.5% | 1.48 | | 0.5% | 10.62 | 4.6% | 1.14 | 14.2% | 0.37 |
| Outpatient Gross Revenue (% of Total GPR) | 66.6% | 66.2% | 1.01 | | 71.7% | 0.93 | 61.1% | 1.09 | 66.0% | 1.01 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$14,438 | \$19,849 | 0.73 | | \$13,523 | 1.07 | \$23,038 | 0.63 | \$14,175 | 1.02 |
| Inpatient Net Revenue per Day | \$3,012 | \$3,697 | 0.81 | | \$2,966 | 1.02 | \$3,969 | 0.76 | \$3,103 | 0.97 |
| Outpatient Net Revenue per Visit | \$586 | \$819 | 0.72 | | \$832 | 0.70 | \$910 | 0.64 | \$523 | 1.12 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$742,026,295 | Cash & Cash Equivalents | \$4,843 | Current Liabilities | \$23,522,136 |
| Less Deductions | \$456,572,711 | Net Patient Receivables | \$37,455,107 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$285,453,584 | Other Receivables | \$998,354 | Other Liabilities | \$33,616,454 |
| Plus Other Revenue | \$784,120 | | | Subtotal | \$57,138,590 |
| Total Revenue | \$286,237,704 | Land, Buildings & Equipment (Net) | \$138,486,727 | Unrestricted Fund Balance | \$140,482,703 |
| Less Expenses | \$256,649,226 | Other Assets | \$20,676,262 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$2,956,435 | | | Total Liabilities & Fund Balance | \$197,621,293 |
| Net Income | \$32,544,913 | Total Assets | \$197,621,293 | | |

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

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

County: Outagamie
 Analysis Area: Lake Winnebago (3)
 Volume Group: 7

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 56.2% | 60.7% | 0.93 | 54.5% | 1.03 | 74.8% | 0.75 | 64.1% | 0.88 |
| Obstetrics | 20.7% | 37.3% | 0.55 | 24.1% | 0.20 | 51.0% | 0.40 | 20.7% | 1.00 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 48.8% | 61.9% | 0.79 | 49.9% | 0.98 | 73.0% | 0.67 | 55.0% | 0.89 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 62.4 | 27.3 | 2.29 | 24.1 | 2.59 | 108.7 | 0.57 | 71.2 | 0.88 |
| Obstetrics | 4.8 | 4.7 | 1.00 | 3.8 | 1.24 | 14.4 | 0.33 | 4.8 | 1.00 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 76.2 | 50.5 | 1.51 | 36.8 | 2.07 | 214.4 | 0.36 | 85.8 | 0.89 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.0 | 4.9 | 0.81 | 4.4 | 0.91 | 5.4 | 0.75 | 4.1 | 0.97 |
| Obstetrics | 2.1 | 2.4 | 0.86 | 2.2 | 0.92 | 2.5 | 0.82 | 2.0 | 1.04 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 4.0 | 5.3 | 0.75 | 4.5 | 0.88 | 5.8 | 0.68 | 4.1 | 0.96 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,701 | 990 | 2.73 | 983 | 2.75 | 3,804 | 0.71 | 2,909 | 0.93 |
| Outpatient | 19,663 | 4,017 | 4.90 | 5,820 | 3.38 | 11,772 | 1.67 | 20,029 | 0.98 |
| Inpatient as % of All Surgeries | 12.1% | 19.8% | 0.61 | 14.4% | 0.84 | 24.4% | 0.49 | 12.7% | 0.95 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 157,923 | 141,022 | 1.12 | 100,022 | 1.58 | 460,116 | 0.34 | 162,953 | 0.97 |
| Emergency Visits | 32,639 | 17,305 | 1.89 | 15,835 | 2.06 | 43,288 | 0.75 | 31,738 | 1.03 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 37.0 | 18.8 | 1.97 | 12.5 | 2.96 | 61.8 | 0.60 | 48.0 | 0.77 |
| Nurses, Licensed | 362.9 | 234.4 | 1.55 | 175.4 | 2.07 | 855.9 | 0.42 | 414.1 | 0.88 |
| Ancillary Nursing Personnel | 14.4 | 38.1 | 0.38 | 8.4 | 1.72 | 143.5 | 0.10 | 22.7 | 0.64 |
| All Other Personnel | 566.9 | 466.7 | 1.21 | 288.1 | 1.97 | 1,747.7 | 0.32 | 611.4 | 0.93 |
| Total FTEs | 981.2 | 758.0 | 1.29 | 484.4 | 2.03 | 2,808.9 | 0.35 | 1,096.1 | 0.90 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 14.3 | 12.5 | 1.14 | 9.6 | 1.48 | 11.2 | 1.27 | 16.8 | 0.85 |
| Nurses, Licensed | 140.1 | 156.2 | 0.90 | 135.1 | 1.04 | 155.4 | 0.90 | 144.6 | 0.97 |
| Ancillary Nursing Personnel | 5.6 | 25.4 | 0.22 | 6.4 | 0.86 | 26.1 | 0.21 | 7.9 | 0.70 |
| All Other Personnel | 218.8 | 311.0 | 0.70 | 221.8 | 0.99 | 317.4 | 0.69 | 213.6 | 1.02 |
| Total FTEs | 378.7 | 505.0 | 0.75 | 372.9 | 1.02 | 510.1 | 0.74 | 382.9 | 0.99 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 156 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 18 |
| Discharges | 7,036 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 815 |
| Inpatient Days | 27,813 | | | Inpatient Days | 0 | Newborn Days | 1,461 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 111 | 5,708 | 22,767 | 56.2% | 62.4 | 4.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 141 | 253 | 0.0% | 0.7 | 1.8 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 23 | 838 | 1,734 | 20.7% | 4.8 | 2.1 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 22 | 349 | 3,059 | 38.1% | 8.4 | 8.8 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 37 | 0 | 37.0 | Surgical Personnel | 40 | 9 | 42.9 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 63 | 14 | 67.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 21 | 4 | 21.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 4 | 4.3 |
| Registered Nurses | 285 | 157 | 343.0 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 9 | 1 | 9.1 |
| Licensed Practical Nurses | 16 | 9 | 19.9 | Physical Therapy Assistants/Aides | 0 | 1 | 0.5 |
| Ancillary Nursing Personnel | 5 | 47 | 14.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 12 | 7 | 15.3 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 8 | 0 | 8.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 89 | 38 | 99.9 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 214 | 65 | 237.1 |
| Pharmacy Personnel | 30 | 12 | 34.4 | | | | |
| Clinical Laboratory Personnel | 22 | 4 | 24.4 | | | | |
| | | | | Total | 854 | 373 | 981.2 |

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

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 7 | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|----------|--------------------|----------|-------------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$445,300,186 | 51.3% | 47.3% | 1.09 | 49.2% | 1.04 | 47.4% | 1.08 | 50.8% | 1.01 |
| Medical Assistance | \$66,823,917 | 7.7% | 14.4% | 0.54 | 11.5% | 0.67 | 13.1% | 0.59 | 7.6% | 1.01 |
| Commercial | \$341,766,813 | 39.4% | 32.9% | 1.20 | 35.7% | 1.10 | 33.3% | 1.18 | 40.0% | 0.98 |
| All Other | \$13,840,271 | 1.6% | 5.4% | 0.29 | 3.6% | 0.44 | 6.2% | 0.26 | 1.6% | 1.01 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$319,185,789 | 36.8% | 36.1% | 1.02 | 35.4% | 1.04 | 37.0% | 0.99 | 35.5% | 1.04 |
| Medical Assistance | \$53,744,914 | 6.2% | 11.3% | 0.55 | 9.0% | 0.69 | 10.4% | 0.59 | 5.7% | 1.08 |
| Commercial | \$149,438,109 | 17.2% | 14.8% | 1.17 | 14.6% | 1.18 | 15.9% | 1.08 | 17.0% | 1.02 |
| Charity Care | \$5,604,941 | 0.6% | 0.7% | 0.89 | 0.6% | 1.01 | 0.7% | 0.86 | 0.5% | 1.35 |
| Bad Debt | \$8,345,695 | 1.0% | 0.9% | 1.10 | 1.3% | 0.74 | 0.8% | 1.27 | 0.9% | 1.08 |
| All Other | \$6,051,681 | 0.7% | 3.0% | 0.23 | 2.4% | 0.30 | 3.3% | 0.21 | 0.7% | 1.04 |
| Total Deductions | \$542,371,129 | 62.5% | 66.8% | 0.94 | 63.4% | 0.99 | 68.2% | 0.92 | 60.2% | 1.04 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 2.5% | 5.7% | 0.44 | 2.8% | 0.90 | 6.3% | 0.40 | 2.9% | 0.87 |
| Net Gains/Losses as % of Net Income | | 0.0% | N/A | N/A | 12.3% | 0.00 | N/A | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$98,820,471 | 33.6% | 41.8% | 0.80 | 36.0% | 0.93 | 40.1% | 0.84 | 36.2% | 0.93 |
| Supplies & Services | \$178,831,230 | 60.8% | 52.2% | 1.16 | 57.6% | 1.06 | 54.5% | 1.12 | 58.5% | 1.04 |
| Capital Component | \$16,631,144 | 5.7% | 6.0% | 0.94 | 6.4% | 0.88 | 5.4% | 1.05 | 5.3% | 1.06 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 11.8% | 5.7% | 2.07 | 13.7% | 0.86 | 4.7% | 2.52 | 15.0% | 0.79 |
| Total Hospital Net Income (%) | | 11.8% | 3.5% | 3.38 | 15.3% | 0.77 | 2.5% | 4.78 | 15.0% | 0.79 |
| Return on Equity (%) | | 11.7% | 1.4% | 8.26 | 10.4% | 1.13 | 1.7% | 6.91 | 18.8% | 0.62 |
| Current Ratio | | 31.6 | 3.9 | 8.12 | 21.6 | 1.46 | 5.3 | 5.97 | 26.6 | 1.19 |
| Days in Net Patient Accounts Receivable | | 55.0 | 91.7 | 0.60 | 51.2 | 1.07 | 59.1 | 0.93 | 48.8 | 1.13 |
| Average Payment Period | | 6.9 | 91.7 | 0.08 | 20.4 | 0.34 | 47.4 | 0.15 | 8.8 | 0.78 |
| Equity Financing (%) | | 98.3% | 59.1% | 1.66 | 86.3% | 1.14 | 68.4% | 1.44 | 94.7% | 1.04 |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | 0.00 | 0.1 | 0.02 | 0.2 | 0.00 | 0.0 | 0.04 |
| Times Interest Earned | | 0.0 | 5.7 | N/A | 38.3 | N/A | 5.2 | N/A | 0.0 | N/A |
| Total Asset Turnover | | 1.0 | 0.4 | 2.38 | 0.7 | 1.50 | 0.7 | 1.41 | 1.3 | 0.79 |
| Average Age of Plant (Years) | | 8.3 | 18.1 | 0.46 | 8.4 | 0.99 | 13.2 | 0.63 | 7.6 | 1.10 |
| Increase (Decrease) Total Net Patient Revenue | | -4.3% | 3.5% | N/A | 0.5% | N/A | 4.6% | N/A | 13.0% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 70.8% | 66.2% | 1.07 | 71.7% | 0.99 | 61.1% | 1.16 | 70.0% | 1.01 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,825 | | \$19,849 | 0.65 | \$13,523 | 0.95 | \$23,038 | 0.56 | \$12,684 | 1.01 |
| Inpatient Net Revenue per Day | \$3,266 | | \$3,697 | 0.88 | \$2,966 | 1.10 | \$3,969 | 0.82 | \$3,081 | 1.06 |
| Outpatient Net Revenue per Visit | \$1,278 | | \$819 | 1.56 | \$832 | 1.54 | \$910 | 1.40 | \$1,291 | 0.99 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$867,731,188 | Cash & Cash Equivalents | \$111,461,373 | Current Liabilities | \$5,287,996 |
| Less Deductions | \$542,371,129 | Net Patient Receivables | \$48,995,575 | Long-Term Debt | \$366,528 |
| Net Patient Revenue | \$325,360,059 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$8,343,694 | | | Subtotal | \$5,654,524 |
| Total Revenue | \$333,703,752 | Land, Buildings & Equipment (Net) | \$166,627,731 | | |
| Less Expenses | \$294,282,845 | Other Assets | \$8,496,314 | Unrestricted Fund Balance | \$329,926,469 |
| Non-Operating Gains/Losses | \$2,935 | | | Restricted Fund Balance | \$0 |
| Net Income | \$39,423,842 | Total Assets | \$335,580,993 | Total Liabilities & Fund Balance | \$335,580,993 |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 7 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 84.1% | 60.7% | 1.39 | 29.8% | 2.82 | 58.7% | 1.43 | 67.4% | 1.25 |
| Obstetrics | 27.6% | 37.3% | 0.74 | 23.9% | 0.06 | 29.8% | 0.93 | 29.7% | 0.93 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 74.6% | 61.9% | 1.21 | 32.0% | 2.33 | 59.2% | 1.26 | 65.3% | 1.14 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 16.8 | 27.3 | 0.62 | 5.9 | 2.86 | 18.7 | 0.90 | 13.5 | 1.25 |
| Obstetrics | 1.4 | 4.7 | 0.29 | 1.1 | 1.28 | 2.5 | 0.55 | 1.5 | 0.93 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 26.1 | 50.5 | 0.52 | 7.4 | 3.54 | 35.1 | 0.74 | 22.9 | 1.14 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.0 | 4.9 | 0.80 | 4.2 | 0.95 | 4.5 | 0.88 | 3.2 | 1.23 |
| Obstetrics | 2.3 | 2.4 | 0.95 | 2.2 | 1.03 | 2.2 | 1.04 | 2.3 | 0.99 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.6 | 5.3 | 0.87 | 4.4 | 1.05 | 4.6 | 0.99 | 4.1 | 1.11 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 223 | 990 | 0.23 | 57 | 3.92 | 526 | 0.42 | 305 | 0.73 |
| Outpatient | 2,204 | 4,017 | 0.55 | 1,029 | 2.14 | 3,165 | 0.70 | 1,875 | 1.18 |
| Inpatient as % of All Surgeries | 9.2% | 19.8% | 0.46 | 5.2% | 1.76 | 14.3% | 0.64 | 14.0% | 0.66 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 79,606 | 141,022 | 0.56 | 36,461 | 2.18 | 102,926 | 0.77 | 79,182 | 1.01 |
| Emergency Visits | 10,346 | 17,305 | 0.60 | 7,164 | 1.44 | 18,037 | 0.57 | 9,287 | 1.11 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.8 | 0.21 | 1.9 | 2.08 | 17.9 | 0.22 | 4.0 | 1.00 |
| Nurses, Licensed | 141.1 | 234.4 | 0.60 | 66.2 | 2.13 | 148.0 | 0.95 | 121.6 | 1.16 |
| Ancillary Nursing Personnel | 23.8 | 38.1 | 0.63 | 8.0 | 2.98 | 25.5 | 0.93 | 22.0 | 1.08 |
| All Other Personnel | 366.9 | 466.7 | 0.79 | 159.0 | 2.31 | 271.6 | 1.35 | 364.5 | 1.01 |
| Total FTEs | 535.9 | 758.0 | 0.71 | 235.1 | 2.28 | 463.0 | 1.16 | 512.1 | 1.05 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 2.6 | 12.5 | 0.21 | 3.4 | 0.77 | 13.6 | 0.19 | 3.4 | 0.78 |
| Nurses, Licensed | 92.6 | 156.2 | 0.59 | 117.1 | 0.79 | 112.9 | 0.82 | 102.2 | 0.91 |
| Ancillary Nursing Personnel | 15.6 | 25.4 | 0.62 | 14.2 | 1.10 | 19.5 | 0.80 | 18.5 | 0.85 |
| All Other Personnel | 240.8 | 311.0 | 0.77 | 281.4 | 0.86 | 207.1 | 1.16 | 306.2 | 0.79 |
| Total FTEs | 351.7 | 505.0 | 0.70 | 416.0 | 0.85 | 353.1 | 1.00 | 430.3 | 0.82 |

| | | | | | | | |
|------------------------|-------|-----------------------|----|---------------------------------------|---|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 35 | Health Maintenance | | Average Beds Used | 0 | Bassinets | 8 |
| Discharges | 2,071 | Organization (HMO) | No | Discharges | 0 | Total Births | 210 |
| Inpatient Days | 9,530 | Preferred Provider | | Inpatient Days | 0 | Newborn Days | 400 |
| | | Organization (PPO) | No | | | | |

006 Memorial Medical Center
Ashland, WI 54806

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 20 | 1,547 | 6,137 | 84.1% | 16.8 | 4.0 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 5 | 221 | 504 | 27.6% | 1.4 | 2.3 |
| Psychiatric | 1 | 10 | 524 | 2,889 | 79.2% | 7.9 | 5.5 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 0 | 4.0 | Surgical Personnel | 5 | 0 | 5.0 |
| Physicians & Dentists | 10 | 6 | 14.4 | Radiological Services Personnel | 17 | 0 | 17.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 5 | 3 | 5.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 2 | 3.3 |
| Registered Nurses | 103 | 44 | 121.5 | Occupational Therapy Assistants/Aides | 1 | 2 | 2.3 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 7 | 1 | 7.6 |
| Licensed Practical Nurses | 2 | 2 | 3.3 | Physical Therapy Assistants/Aides | 5 | 3 | 5.9 |
| Ancillary Nursing Personnel | 19 | 10 | 23.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 5 | 2 | 5.9 | Dietitians & Nutritionists | 1 | 1 | 1.2 |
| Nurse Practitioners | 8 | 2 | 8.9 | Psychologists | 2 | 0 | 2.0 |
| Certified Registered Nurse Anesthetists | 6 | 2 | 7.5 | Social Workers | 2 | 0 | 2.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 65 | 18 | 72.6 |
| Health Info Mgmt-Administrators/Technicians | 4 | 1 | 4.6 | All Other Personnel | 170 | 40 | 186.8 |
| Pharmacy Personnel | 7 | 1 | 7.6 | | | | |
| Clinical Laboratory Personnel | 9 | 2 | 9.9 | | | | |
| | | | | Total | 472 | 143 | 535.9 |

006 Memorial Medical Center

Ashland, WI 54806

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|----------|---------------|----------|--------------|-----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$138,773,022 | 51.9% | 47.3% | 1.10 | 50.8% | 1.02 | 50.2% | 1.03 | 50.9% | 1.02 |
| Medical Assistance | \$44,503,731 | 16.6% | 14.4% | 1.16 | 17.0% | 0.98 | 14.7% | 1.13 | 17.5% | 0.95 |
| Commercial | \$70,018,847 | 26.2% | 32.9% | 0.80 | 26.8% | 0.98 | 30.7% | 0.85 | 25.6% | 1.02 |
| All Other | \$14,048,644 | 5.3% | 5.4% | 0.97 | 5.4% | 0.97 | 4.4% | 1.19 | 6.0% | 0.87 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$75,721,222 | 28.3% | 36.1% | 0.78 | 27.6% | 1.03 | 37.5% | 0.76 | 28.8% | 0.98 |
| Medical Assistance | \$27,920,982 | 10.4% | 11.3% | 0.93 | 11.5% | 0.91 | 11.2% | 0.93 | 11.1% | 0.94 |
| Commercial | \$11,889,788 | 4.4% | 14.8% | 0.30 | 5.6% | 0.80 | 12.7% | 0.35 | 3.9% | 1.13 |
| Charity Care | \$779,105 | 0.3% | 0.7% | 0.40 | 0.5% | 0.55 | 0.8% | 0.35 | 0.3% | 1.03 |
| Bad Debt | \$3,703,182 | 1.4% | 0.9% | 1.58 | 1.7% | 0.84 | 1.0% | 1.39 | 1.3% | 1.04 |
| All Other | \$8,902,856 | 3.3% | 3.0% | 1.10 | 2.7% | 1.21 | 2.8% | 1.19 | 3.5% | 0.94 |
| Total Deductions | \$128,917,136 | 48.2% | 66.8% | 0.72 | 49.6% | 0.97 | 66.0% | 0.73 | 49.0% | 0.98 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.0% | | 5.7% | 0.17 | 2.1% | 0.49 | 3.3% | 0.30 | 1.0% | 1.04 |
| Net Gains/Losses as % of Net Income | N/A | | N/A | N/A | N/A | N/A | 14,078.6% | N/A | 65.7% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$59,347,943 | 46.7% | 41.8% | 1.12 | 51.1% | 0.91 | 41.0% | 1.14 | 48.4% | 0.97 |
| Supplies & Services | \$57,186,307 | 45.0% | 52.2% | 0.86 | 41.8% | 1.08 | 52.7% | 0.85 | 44.0% | 1.02 |
| Capital Component | \$10,625,236 | 8.4% | 6.0% | 1.39 | 7.1% | 1.18 | 6.3% | 1.33 | 7.6% | 1.10 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 9.1% | 5.7% | 1.59 | 9.7% | 0.94 | 2.9% | 3.14 | 8.0% | 1.14 |
| Total Hospital Net Income (%) | | 3.1% | 3.5% | 0.89 | 7.8% | 0.40 | 0.0% | N/A | 20.1% | 0.15 |
| Return on Equity (%) | | 1.8% | 1.4% | 1.29 | 0.8% | 2.20 | 0.0% | N/A | 12.4% | 0.15 |
| Current Ratio | | 10.4 | 3.9 | 2.68 | 2.0 | 5.13 | 3.2 | 3.26 | 5.5 | 1.88 |
| Days in Net Patient Accounts Receivable | | 50.1 | 91.7 | 0.55 | 350.9 | 0.14 | 88.3 | 0.57 | 59.3 | 0.84 |
| Average Payment Period | | 33.0 | 91.7 | 0.36 | 484.3 | 0.07 | 85.8 | 0.39 | 70.2 | 0.47 |
| Equity Financing (%) | | 79.5% | 59.1% | 1.34 | 44.7% | 1.78 | 60.3% | 1.32 | 74.2% | 1.07 |
| Long-Term Debt to Equity Ratio | | 0.2 | 0.4 | 0.40 | 0.9 | 0.19 | 0.4 | 0.41 | 0.2 | 0.84 |
| Times Interest Earned | | 6.1 | 5.7 | 1.06 | 15.8 | 0.38 | 1.0 | 6.23 | 92.4 | 0.07 |
| Total Asset Turnover | | 0.6 | 0.4 | 1.51 | 0.1 | 5.81 | 0.4 | 1.44 | 0.5 | 1.18 |
| Average Age of Plant (Years) | | 6.1 | 18.1 | 0.34 | 53.6 | 0.11 | 16.0 | 0.38 | 6.3 | 0.97 |
| Increase (Decrease) Total Net Patient Revenue | | 13.0% | 3.5% | 3.66 | 7.6% | 1.71 | 3.7% | 3.47 | 19.9% | 0.65 |
| Outpatient Gross Revenue (% of Total GPR) | | 83.7% | 66.2% | 1.26 | 87.2% | 0.96 | 73.1% | 1.14 | 82.1% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$16,225 | | \$19,849 | 0.82 | \$16,587 | 0.98 | \$13,245 | 1.22 | \$15,028 | 1.08 |
| Inpatient Net Revenue per Day | \$3,710 | | \$3,697 | 1.00 | \$3,340 | 1.11 | \$2,825 | 1.31 | \$3,891 | 0.95 |
| Outpatient Net Revenue per Visit | \$1,207 | | \$819 | 1.47 | \$1,067 | 1.13 | \$766 | 1.57 | \$1,079 | 1.12 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$267,344,245 | Cash & Cash Equivalents | \$86,802,978 | Current Liabilities | \$10,652,197 |
| Less Deductions | \$128,917,136 | Net Patient Receivables | \$18,993,744 | Long-Term Debt | \$29,552,982 |
| Net Patient Revenue | \$138,427,109 | Other Receivables | \$747,834 | Other Liabilities | \$5,150,000 |
| Plus Other Revenue | \$1,400,209 | | | Subtotal | \$45,355,179 |
| Total Revenue | \$139,827,317 | Land, Buildings & Equipment (Net) | \$88,702,871 | Unrestricted Fund Balance | \$176,114,347 |
| Less Expenses | \$127,159,486 | Other Assets | \$26,222,099 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$8,608,180 | | | Total Liabilities & Fund Balance | \$221,469,526 |
| Net Income | \$4,059,651 | Total Assets | \$221,469,526 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 64.8% | 60.7% | 1.07 | 51.4% | 1.26 | 37.9% | 1.71 | 36.6% | 1.77 |
| Obstetrics | 126.3% | 37.3% | 3.38 | 29.2% | 0.04 | 18.2% | 6.93 | 30.5% | 4.14 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 71.6% | 61.9% | 1.16 | 51.8% | 1.38 | 39.7% | 1.80 | 35.0% | 2.05 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 5.2 | 27.3 | 0.19 | 12.6 | 0.41 | 6.8 | 0.76 | 4.0 | 1.29 |
| Obstetrics | 1.3 | 4.7 | 0.27 | 2.0 | 0.62 | 0.9 | 1.48 | 1.2 | 1.04 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 6.4 | 50.5 | 0.13 | 19.0 | 0.34 | 9.8 | 0.66 | 5.2 | 1.23 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.6 | 4.9 | 0.92 | 4.5 | 1.02 | 3.7 | 1.22 | 4.2 | 1.09 |
| Obstetrics | 2.0 | 2.4 | 0.82 | 2.1 | 0.93 | 2.1 | 0.93 | 2.0 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.6 | 5.3 | 0.69 | 4.6 | 0.79 | 4.0 | 0.92 | 3.6 | 1.01 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 94 | 990 | 0.09 | 339 | 0.28 | 203 | 0.46 | 66 | 1.42 |
| Outpatient | 644 | 4,017 | 0.16 | 2,633 | 0.24 | 1,593 | 0.40 | 522 | 1.23 |
| Inpatient as % of All Surgeries | 12.7% | 19.8% | 0.64 | 11.4% | 1.12 | 11.3% | 1.13 | 11.2% | 1.13 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 78,847 | 141,022 | 0.56 | 82,166 | 0.96 | 64,671 | 1.22 | 69,637 | 1.13 |
| Emergency Visits | 4,642 | 17,305 | 0.27 | 8,774 | 0.53 | 8,798 | 0.53 | 4,203 | 1.10 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 15.0 | 18.8 | 0.80 | 10.2 | 1.48 | 11.5 | 1.31 | 11.8 | 1.27 |
| Nurses, Licensed | 70.3 | 234.4 | 0.30 | 129.2 | 0.54 | 81.9 | 0.86 | 71.6 | 0.98 |
| Ancillary Nursing Personnel | 15.8 | 38.1 | 0.41 | 20.8 | 0.76 | 11.6 | 1.36 | 17.7 | 0.89 |
| All Other Personnel | 194.2 | 466.7 | 0.42 | 279.2 | 0.70 | 181.7 | 1.07 | 199.6 | 0.97 |
| Total FTEs | 295.2 | 758.0 | 0.39 | 439.4 | 0.67 | 286.7 | 1.03 | 300.7 | 0.98 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 32.4 | 12.5 | 2.60 | 12.5 | 2.60 | 21.8 | 1.49 | 29.5 | 1.10 |
| Nurses, Licensed | 152.0 | 156.2 | 0.97 | 158.9 | 0.96 | 155.9 | 0.97 | 178.2 | 0.85 |
| Ancillary Nursing Personnel | 34.1 | 25.4 | 1.34 | 25.5 | 1.34 | 22.0 | 1.55 | 44.1 | 0.77 |
| All Other Personnel | 420.0 | 311.0 | 1.35 | 343.4 | 1.22 | 345.9 | 1.21 | 496.9 | 0.85 |
| Total FTEs | 638.5 | 505.0 | 1.26 | 540.3 | 1.18 | 545.6 | 1.17 | 748.6 | 0.85 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 9 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 6 |
| Discharges | 648 | Preferred Provider Organization (PPO) | No | Discharges | 26 | Total Births | 271 |
| Inpatient Days | 2,352 | | | Inpatient Days | 342 | Newborn Days | 348 |

007 Western Wisconsin Health
Baldwin, WI 54002

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 8 | 415 | 1,891 | 64.8% | 5.2 | 4.6 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 1 | 234 | 461 | 126.3% | 1.3 | 2.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 15 | 2 | 15.0 | Surgical Personnel | 4 | 3 | 6.2 |
| Physicians & Dentists | 14 | 6 | 17.6 | Radiological Services Personnel | 6 | 2 | 6.7 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 2 | 2.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 0 | 1.0 |
| Registered Nurses | 22 | 74 | 56.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 3 | 0 | 3.0 | Physical Therapists | 2 | 2 | 3.5 |
| Licensed Practical Nurses | 2 | 1 | 2.0 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 9 | 18 | 15.8 | Recreational Therapists | 3 | 4 | 5.4 |
| Physician Assistants | 1 | 1 | 1.8 | Dietitians & Nutritionists | 2 | 2 | 2.3 |
| Nurse Practitioners | 7 | 2 | 8.6 | Psychologists | 1 | 0 | 1.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 4 | 1 | 4.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 4 | 2 | 4.0 |
| Health Info Mgmt-Administrators/Technicians | 12 | 0 | 12.0 | All Other Personnel | 67 | 46 | 80.2 |
| Pharmacy Personnel | 2 | 6 | 4.3 | | | | |
| Clinical Laboratory Personnel | 12 | 5 | 13.5 | | | | |
| | | | | Total | 215 | 195 | 295.2 |

007 Western Wisconsin Health

Baldwin, WI 54002

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 5A Value | Ratio | 3 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$36,730,204 | 37.8% | 47.3% | 0.80 | 51.1% | 0.74 | 48.7% | 0.78 | 38.1% | 0.99 |
| Medical Assistance | \$17,859,051 | 18.4% | 14.4% | 1.28 | 12.0% | 1.53 | 12.5% | 1.48 | 16.0% | 1.14 |
| Commercial | \$40,380,120 | 41.5% | 32.9% | 1.26 | 32.3% | 1.29 | 35.0% | 1.19 | 44.2% | 0.94 |
| All Other | \$2,265,119 | 2.3% | 5.4% | 0.43 | 4.6% | 0.51 | 3.9% | 0.60 | 1.6% | 1.48 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$11,625,005 | 12.0% | 36.1% | 0.33 | 34.5% | 0.35 | 31.8% | 0.38 | 12.9% | 0.93 |
| Medical Assistance | \$9,628,709 | 9.9% | 11.3% | 0.88 | 8.8% | 1.13 | 9.0% | 1.11 | 9.7% | 1.02 |
| Commercial | \$12,933,211 | 13.3% | 14.8% | 0.90 | 10.3% | 1.29 | 14.1% | 0.94 | 12.5% | 1.07 |
| Charity Care | \$905,186 | 0.9% | 0.7% | 1.28 | 0.5% | 1.91 | 0.7% | 1.36 | 0.6% | 1.60 |
| Bad Debt | \$593,660 | 0.6% | 0.9% | 0.70 | 0.9% | 0.69 | 1.2% | 0.50 | 1.0% | 0.60 |
| All Other | -\$198,811 | -0.2% | 3.0% | N/A | 3.0% | N/A | 2.5% | N/A | -0.4% | 0.55 |
| Total Deductions | \$35,486,960 | 36.5% | 66.8% | 0.55 | 58.0% | 0.63 | 59.2% | 0.62 | 36.2% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 9.2% | 5.7% | 1.61 | 3.6% | 2.55 | 6.5% | 1.42 | 4.6% | 2.01 |
| Net Gains/Losses as % of Net Income | | N/A | N/A | N/A | 136.6% | N/A | N/A | N/A | 71.7% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$37,849,848 | 58.6% | 41.8% | 1.40 | 49.3% | 1.19 | 49.3% | 1.19 | 54.8% | 1.07 |
| Supplies & Services | \$22,767,208 | 35.3% | 52.2% | 0.68 | 45.8% | 0.77 | 43.7% | 0.81 | 37.9% | 0.93 |
| Capital Component | \$3,925,119 | 6.1% | 6.0% | 1.01 | 4.9% | 1.25 | 7.0% | 0.87 | 7.3% | 0.83 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 5.1% | 5.7% | 0.90 | 0.5% | 10.58 | 5.9% | 0.87 | 3.5% | 1.46 |
| Total Hospital Net Income (%) | | 4.4% | 3.5% | 1.26 | -1.3% | N/A | 2.8% | 1.60 | 11.4% | 0.39 |
| Return on Equity (%) | | 4.1% | 1.4% | 2.90 | -0.2% | N/A | 0.7% | 5.74 | 10.0% | 0.41 |
| Current Ratio | | 4.6 | 3.9 | 1.19 | 1.7 | 2.74 | 2.6 | 1.78 | 4.2 | 1.10 |
| Days in Net Patient Accounts Receivable | | 43.5 | 91.7 | 0.47 | 260.0 | 0.17 | 148.9 | 0.29 | 52.8 | 0.82 |
| Average Payment Period | | 32.3 | 91.7 | 0.35 | 309.6 | 0.10 | 167.7 | 0.19 | 40.4 | 0.80 |
| Equity Financing (%) | | 49.0% | 59.1% | 0.83 | 43.6% | 1.12 | 55.3% | 0.88 | 44.0% | 1.11 |
| Long-Term Debt to Equity Ratio | | 0.8 | 0.4 | 2.01 | 0.9 | 0.92 | 0.6 | 1.42 | 0.9 | 0.89 |
| Times Interest Earned | | 4.8 | 5.7 | 0.84 | -2.9 | N/A | 5.2 | 0.93 | 9.4 | 0.51 |
| Total Asset Turnover | | 0.9 | 0.4 | 2.26 | 0.2 | 5.95 | 0.3 | 3.49 | 0.8 | 1.18 |
| Average Age of Plant (Years) | | 7.4 | 18.1 | 0.41 | 52.7 | 0.14 | 22.7 | 0.32 | 7.3 | 1.02 |
| Increase (Decrease) Total Net Patient Revenue | | 28.7% | 3.5% | 8.10 | -1.2% | N/A | 5.0% | 5.71 | 17.3% | 1.65 |
| Outpatient Gross Revenue (% of Total GPR) | | 86.3% | 66.2% | 1.30 | 76.7% | 1.13 | 81.3% | 1.06 | 86.9% | 0.99 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,606 | | \$19,849 | 0.64 | \$16,058 | 0.79 | \$15,118 | 0.83 | \$13,152 | 0.96 |
| Inpatient Net Revenue per Day | \$3,203 | | \$3,697 | 0.87 | \$3,281 | 0.98 | \$3,557 | 0.90 | \$3,025 | 1.06 |
| Outpatient Net Revenue per Visit | \$645 | | \$819 | 0.79 | \$891 | 0.72 | \$717 | 0.90 | \$674 | 0.96 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$97,234,494 | Cash & Cash Equivalents | \$10,510,459 | Current Liabilities | \$5,447,385 |
| Less Deductions | \$35,486,960 | Net Patient Receivables | \$7,351,521 | Long-Term Debt | \$29,639,711 |
| Net Patient Revenue | \$61,747,534 | Other Receivables | \$953,557 | Other Liabilities | \$1,694,721 |
| Plus Other Revenue | \$6,272,820 | | | Subtotal | \$36,781,817 |
| Total Revenue | \$68,020,354 | Land, Buildings & Equipment (Net) | \$33,740,378 | Unrestricted Fund Balance | \$35,283,712 |
| Less Expenses | \$64,542,175 | Other Assets | \$19,509,614 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$503,261 | | | Total Liabilities & Fund Balance | \$72,065,529 |
| Net Income | \$2,974,918 | Total Assets | \$72,065,529 | | |

008 SSM Health St. Clare Hospital – Baraboo
 707 Fourteenth Street
 Baraboo, WI 53913
 608-356-1400

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 45.9% | 60.7% | 0.76 | 61.3% | 0.75 | 42.3% | 1.08 | 0.0% | N/A |
| Obstetrics | 10.7% | 37.3% | 0.29 | 37.3% | 0.03 | 19.5% | 0.55 | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 37.3% | 61.9% | 0.60 | 62.3% | 0.60 | 42.5% | 0.88 | 258.2% | 0.14 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 11.9 | 27.3 | 0.44 | 26.4 | 0.45 | 10.3 | 1.16 | 11.5 | 1.03 |
| Obstetrics | 1.2 | 4.7 | 0.25 | 4.3 | 0.27 | 1.2 | 0.96 | 1.0 | 1.17 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 16.0 | 50.5 | 0.32 | 54.9 | 0.29 | 16.0 | 1.00 | 15.5 | 1.04 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.8 | 4.9 | 0.78 | 4.9 | 0.78 | 4.0 | 0.95 | 3.5 | 1.09 |
| Obstetrics | 2.1 | 2.4 | 0.87 | 2.5 | 0.83 | 2.0 | 1.04 | 2.1 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 3.8 | 5.3 | 0.72 | 5.2 | 0.73 | 4.2 | 0.91 | 3.5 | 1.07 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 176 | 990 | 0.18 | 894 | 0.20 | 203 | 0.87 | 180 | 0.98 |
| Outpatient | 1,663 | 4,017 | 0.41 | 4,062 | 0.41 | 2,140 | 0.78 | 1,570 | 1.06 |
| Inpatient as % of All Surgeries | 9.6% | 19.8% | 0.48 | 18.0% | 0.53 | 8.7% | 1.11 | 10.3% | 0.93 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 84,186 | 141,022 | 0.60 | 182,049 | 0.46 | 62,243 | 1.35 | 83,308 | 1.01 |
| Emergency Visits | 20,302 | 17,305 | 1.17 | 17,809 | 1.14 | 12,695 | 1.60 | 21,188 | 0.96 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 13.5 | 18.8 | 0.72 | 18.6 | 0.72 | 8.5 | 1.58 | 9.3 | 1.45 |
| Nurses, Licensed | 94.7 | 234.4 | 0.40 | 274.7 | 0.34 | 102.2 | 0.93 | 66.0 | 1.44 |
| Ancillary Nursing Personnel | 0.0 | 38.1 | N/A | 35.1 | N/A | 19.1 | N/A | 0.0 | N/A |
| All Other Personnel | 181.4 | 466.7 | 0.39 | 644.0 | 0.28 | 204.1 | 0.89 | 131.4 | 1.38 |
| Total FTEs | 289.5 | 758.0 | 0.38 | 972.4 | 0.30 | 333.9 | 0.87 | 206.7 | 1.40 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 17.5 | 12.5 | 1.40 | 12.1 | 1.45 | 10.5 | 1.66 | 13.9 | 1.26 |
| Nurses, Licensed | 123.2 | 156.2 | 0.79 | 178.7 | 0.69 | 126.3 | 0.98 | 98.6 | 1.25 |
| Ancillary Nursing Personnel | 0.0 | 25.4 | N/A | 22.9 | N/A | 23.6 | N/A | 0.0 | N/A |
| All Other Personnel | 236.1 | 311.0 | 0.76 | 418.9 | 0.56 | 252.2 | 0.94 | 196.4 | 1.20 |
| Total FTEs | 376.8 | 505.0 | 0.75 | 632.6 | 0.60 | 412.6 | 0.91 | 308.9 | 1.22 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 43 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 10 |
| Discharges | 1,540 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 171 |
| Inpatient Days | 5,858 | | | Inpatient Days | 0 | Newborn Days | 308 |

008 SSM Health St. Clare Hospital – Baraboo
Baraboo, WI 53913

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 26 | 1,135 | 4,355 | 45.9% | 11.9 | 3.8 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 11 | 205 | 430 | 10.7% | 1.2 | 2.1 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 6 | 196 | 1,073 | 49.0% | 2.9 | 5.5 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 9 | 6 | 13.5 | Surgical Personnel | 4 | 2 | 5.4 |
| Physicians & Dentists | 2 | 4 | 4.7 | Radiological Services Personnel | 15 | 4 | 18.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 4 | 3 | 6.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 13 | 0 | 14.8 |
| Registered Nurses | 57 | 44 | 87.0 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 4 | 6 | 7.8 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 2 | 1 | 2.9 |
| Ancillary Nursing Personnel | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 1 | 0 | 1.0 | Dietitians & Nutritionists | 1 | 1 | 1.0 |
| Nurse Practitioners | 2 | 0 | 2.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 5 | 2 | 5.7 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 23 | 24 | 34.9 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 45 | 25 | 62.5 |
| Pharmacy Personnel | 5 | 2 | 6.4 | | | | |
| Clinical Laboratory Personnel | 9 | 5 | 13.1 | | | | |
| | | | | Total | 202 | 131 | 289.5 |

008 SSM Health St. Clare Hospital – Baraboo
Baraboo, WI 53913

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$131,223,096 | 52.5% | 47.3% | 1.11 | 42.3% | 1.24 | 49.6% | 1.06 | 51.9% | 1.01 |
| Medical Assistance | \$37,456,536 | 15.0% | 14.4% | 1.04 | 12.2% | 1.23 | 14.0% | 1.07 | 15.6% | 0.96 |
| Commercial | \$69,918,807 | 28.0% | 32.9% | 0.85 | 36.7% | 0.76 | 32.3% | 0.87 | 27.7% | 1.01 |
| All Other | \$11,341,631 | 4.5% | 5.4% | 0.84 | 8.8% | 0.52 | 4.2% | 1.09 | 4.7% | 0.96 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$103,924,175 | 41.6% | 36.1% | 1.15 | 32.5% | 1.28 | 35.7% | 1.16 | 42.2% | 0.99 |
| Medical Assistance | \$33,358,984 | 13.3% | 11.3% | 1.18 | 9.6% | 1.39 | 10.9% | 1.23 | 12.5% | 1.07 |
| Commercial | \$24,421,321 | 9.8% | 14.8% | 0.66 | 18.5% | 0.53 | 12.5% | 0.78 | 9.6% | 1.02 |
| Charity Care | \$863,970 | 0.3% | 0.7% | 0.48 | 0.6% | 0.57 | 0.8% | 0.43 | 0.8% | 0.45 |
| Bad Debt | \$4,801,959 | 1.9% | 0.9% | 2.19 | 0.9% | 2.04 | 1.2% | 1.56 | 2.2% | 0.86 |
| All Other | \$7,343,474 | 2.9% | 3.0% | 0.97 | 4.8% | 0.61 | 2.4% | 1.21 | 2.6% | 1.14 |
| Total Deductions | \$174,713,883 | 69.9% | 66.8% | 1.05 | 67.0% | 1.04 | 63.6% | 1.10 | 69.8% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.7% | 5.7% | 0.48 | | 4.8% | 0.57 | 3.6% | 0.77 | 4.6% | 0.60 |
| Net Gains/Losses as % of Net Income | 37.8% | N/A | N/A | | 5,067.6% | 0.01 | N/A | N/A | 38.2% | 0.99 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$29,318,590 | 45.2% | 41.8% | 1.08 | 43.9% | 1.03 | 45.9% | 0.98 | 46.2% | 0.98 |
| Supplies & Services | \$31,174,825 | 48.1% | 52.2% | 0.92 | 48.8% | 0.99 | 47.4% | 1.01 | 47.1% | 1.02 |
| Capital Component | \$4,364,464 | 6.7% | 6.0% | 1.12 | 7.3% | 0.93 | 6.6% | 1.02 | 6.7% | 1.01 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 16.2% | 5.7% | 2.83 | | 4.7% | 3.45 | 9.4% | 1.71 | 16.0% | 1.01 |
| Total Hospital Net Income (%) | 23.6% | 3.5% | 6.77 | | -0.1% | N/A | 6.9% | 3.45 | 23.5% | 1.00 |
| Return on Equity (%) | 9.0% | 1.4% | 6.32 | | 0.0% | N/A | 3.4% | 2.67 | 13.9% | 0.65 |
| Current Ratio | 26.4 | 3.9 | 6.79 | | 3.2 | 8.15 | 12.0 | 2.21 | -2.0 | N/A |
| Days in Net Patient Accounts Receivable | 46.8 | 91.7 | 0.51 | | 71.6 | 0.65 | 51.1 | 0.92 | 43.6 | 1.07 |
| Average Payment Period | 42.2 | 91.7 | 0.46 | | 90.2 | 0.47 | 42.5 | 0.99 | -31.7 | N/A |
| Equity Financing (%) | 62.8% | 59.1% | 1.06 | | 50.6% | 1.24 | 70.3% | 0.89 | 109.5% | 0.57 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | | 0.5 | N/A | 0.1 | N/A | 0.0 | N/A |
| Times Interest Earned | 0.0 | 5.7 | N/A | | 0.9 | N/A | 10.4 | N/A | 0.0 | N/A |
| Total Asset Turnover | 0.3 | 0.4 | 0.83 | | 0.4 | 0.78 | 0.5 | 0.68 | 0.5 | 0.64 |
| Average Age of Plant (Years) | 13.3 | 18.1 | 0.74 | | 15.8 | 0.85 | 11.6 | 1.15 | 13.3 | 1.00 |
| Increase (Decrease) Total Net Patient Revenue | 6.3% | 3.5% | 1.79 | | 5.2% | 1.21 | 3.2% | 1.95 | 18.2% | 0.35 |
| Outpatient Gross Revenue (% of Total GPR) | 79.1% | 66.2% | 1.19 | | 63.7% | 1.24 | 79.4% | 1.00 | 76.8% | 1.03 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$11,761 | \$19,849 | 0.59 | | \$21,625 | 0.54 | \$11,983 | 0.98 | \$13,454 | 0.87 |
| Inpatient Net Revenue per Day | \$3,093 | \$3,697 | 0.84 | | \$4,090 | 0.76 | \$2,623 | 1.18 | \$3,792 | 0.82 |
| Outpatient Net Revenue per Visit | \$593 | \$819 | 0.72 | | \$759 | 0.78 | \$907 | 0.65 | \$522 | 1.14 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$249,940,069 | Cash & Cash Equivalents | \$5,757 | Current Liabilities | \$7,055,056 |
| Less Deductions | \$174,713,883 | Net Patient Receivables | \$9,648,219 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$75,226,186 | Other Receivables | \$177,115 | Other Liabilities | \$76,027,101 |
| Plus Other Revenue | \$2,126,152 | | | Subtotal | \$83,082,157 |
| Total Revenue | \$77,352,338 | Land, Buildings & Equipment (Net) | \$30,055,158 | Unrestricted Fund Balance | \$140,095,420 |
| Less Expenses | \$64,857,879 | Other Assets | \$183,291,328 | Restricted Fund Balance | \$184,078 |
| Non-Operating Gains/Losses | \$7,581,653 | | | Total Liabilities & Fund Balance | \$223,177,577 |
| Net Income | \$20,076,112 | Total Assets | \$223,177,577 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 25.9% | 60.7% | 0.43 | 51.4% | 0.50 | 42.3% | 0.61 | 42.4% | 0.61 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | N/A | 19.5% | N/A | 20.1% | 0.00 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 28.9% | 61.9% | 0.47 | 51.8% | 0.56 | 42.5% | 0.68 | 38.1% | 0.76 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 5.4 | 27.3 | 0.20 | 12.6 | 0.43 | 10.3 | 0.53 | 7.2 | 0.75 |
| Obstetrics | 0.0 | 4.7 | N/A | 2.0 | N/A | 1.2 | N/A | 0.8 | 0.00 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 6.1 | 50.5 | 0.12 | 19.0 | 0.32 | 16.0 | 0.38 | 8.0 | 0.76 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.0 | 4.9 | 0.61 | 4.5 | 0.67 | 4.0 | 0.74 | 3.4 | 0.87 |
| Obstetrics | 2.1 | 2.4 | 0.88 | 2.1 | 0.99 | 2.0 | 1.05 | 1.9 | 1.11 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 2.9 | 5.3 | 0.54 | 4.6 | 0.62 | 4.2 | 0.69 | 3.2 | 0.90 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 56 | 990 | 0.06 | 339 | 0.17 | 203 | 0.28 | 70 | 0.80 |
| Outpatient | 597 | 4,017 | 0.15 | 2,633 | 0.23 | 2,140 | 0.28 | 685 | 0.87 |
| Inpatient as % of All Surgeries | 8.6% | 19.8% | 0.43 | 11.4% | 0.75 | 8.7% | 0.99 | 9.3% | 0.92 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 63,650 | 141,022 | 0.45 | 82,166 | 0.77 | 62,243 | 1.02 | 61,150 | 1.04 |
| Emergency Visits | 11,448 | 17,305 | 0.66 | 8,774 | 1.30 | 12,695 | 0.90 | 10,346 | 1.11 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.0 | 18.8 | 0.05 | 10.2 | 0.10 | 8.5 | 0.12 | 1.0 | 1.00 |
| Nurses, Licensed | 100.9 | 234.4 | 0.43 | 129.2 | 0.78 | 102.2 | 0.99 | 97.7 | 1.03 |
| Ancillary Nursing Personnel | 11.6 | 38.1 | 0.30 | 20.8 | 0.56 | 19.1 | 0.61 | 11.1 | 1.05 |
| All Other Personnel | 121.7 | 466.7 | 0.26 | 279.2 | 0.44 | 204.1 | 0.60 | 140.1 | 0.87 |
| Total FTEs | 235.1 | 758.0 | 0.31 | 439.4 | 0.54 | 333.9 | 0.70 | 249.9 | 0.94 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 1.9 | 12.5 | 0.15 | 12.5 | 0.15 | 10.5 | 0.18 | 1.9 | 1.02 |
| Nurses, Licensed | 194.9 | 156.2 | 1.25 | 158.9 | 1.23 | 126.3 | 1.54 | 186.1 | 1.05 |
| Ancillary Nursing Personnel | 22.4 | 25.4 | 0.88 | 25.5 | 0.88 | 23.6 | 0.95 | 21.1 | 1.06 |
| All Other Personnel | 235.2 | 311.0 | 0.76 | 343.4 | 0.68 | 252.2 | 0.93 | 266.6 | 0.88 |
| Total FTEs | 454.4 | 505.0 | 0.90 | 540.3 | 0.84 | 412.6 | 1.10 | 475.7 | 0.96 |

Total Hospital:
 Beds Set Up & Staffed 21
 Discharges 773
 Inpatient Days 2,212

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

Medicare-certified Swing Beds:
 Average Beds Used 6
 Discharges 175
 Inpatient Days 2,101

Newborn Nursery:
 Bassinets 0
 Total Births 104
 Newborn Days 171

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 21 | 664 | 1,982 | 25.9% | 5.4 | 3.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 109 | 230 | 0.0% | 0.6 | 2.1 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 1 | 0 | 1.0 | Surgical Personnel | 1 | 5 | 3.4 |
| Physicians & Dentists | 13 | 6 | 15.4 | Radiological Services Personnel | 11 | 8 | 16.9 |
| Medical & Dental Residents | 0 | 1 | 0.8 | Respiratory Therapists | 3 | 2 | 4.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 3 | 3.4 |
| Registered Nurses | 29 | 79 | 85.0 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.8 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 5 | 3 | 7.3 |
| Licensed Practical Nurses | 2 | 7 | 6.0 | Physical Therapy Assistants/Aides | 3 | 3 | 4.5 |
| Ancillary Nursing Personnel | 4 | 12 | 11.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 8 | 4 | 10.9 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 5 | 1 | 5.9 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 4 | 0 | 4.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 8 | 3 | 10.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 10 | 9 | 16.0 |
| Pharmacy Personnel | 5 | 1 | 5.9 | | | | |
| Clinical Laboratory Personnel | 7 | 5 | 10.5 | | | | |
| | | | | Total | 124 | 164 | 235.1 |

009 Mayo Clinic Health System - Northland in Barron

Barron, WI 54812

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|--------|---------------|----------|--------------|----------|------------------|----------|--------|
| | | Value | Ratio | 5A Value | Ratio | 4 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$108,491,772 | 56.3% | 47.3% | 1.19 | 51.1% | 1.10 | 49.6% | 1.14 | 53.8% | 1.05 |
| Medical Assistance | \$24,984,855 | 13.0% | 14.4% | 0.90 | 12.0% | 1.08 | 14.0% | 0.93 | 13.0% | 1.00 |
| Commercial | \$51,274,163 | 26.6% | 32.9% | 0.81 | 32.3% | 0.82 | 32.3% | 0.83 | 28.9% | 0.92 |
| All Other | \$7,831,288 | 4.1% | 5.4% | 0.75 | 4.6% | 0.88 | 4.2% | 0.98 | 4.3% | 0.95 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$67,342,418 | 35.0% | 36.1% | 0.97 | 34.5% | 1.01 | 35.7% | 0.98 | 32.1% | 1.09 |
| Medical Assistance | \$17,547,223 | 9.1% | 11.3% | 0.81 | 8.8% | 1.04 | 10.9% | 0.84 | 9.1% | 1.00 |
| Commercial | \$12,528,474 | 6.5% | 14.8% | 0.44 | 10.3% | 0.63 | 12.5% | 0.52 | 7.5% | 0.87 |
| Charity Care | \$1,428,177 | 0.7% | 0.7% | 1.02 | 0.5% | 1.52 | 0.8% | 0.92 | 1.0% | 0.78 |
| Bad Debt | \$2,743,571 | 1.4% | 0.9% | 1.63 | 0.9% | 1.61 | 1.2% | 1.16 | 2.0% | 0.70 |
| All Other | \$4,000,022 | 2.1% | 3.0% | 0.68 | 3.0% | 0.69 | 2.4% | 0.86 | 2.0% | 1.06 |
| Total Deductions | \$105,589,885 | 54.8% | 66.8% | 0.82 | 58.0% | 0.95 | 63.6% | 0.86 | 53.7% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.7% | 5.7% | 0.29 | | 3.6% | 0.46 | 3.6% | 0.47 | 1.7% | 0.98 |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | 136.6% | 0.00 | N/A | N/A | 0.0% | 118.61 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$36,120,469 | 46.5% | 41.8% | 1.11 | 49.3% | 0.94 | 45.9% | 1.01 | 46.8% | 0.99 |
| Supplies & Services | \$37,487,164 | 48.2% | 52.2% | 0.92 | 45.8% | 1.05 | 47.4% | 1.02 | 47.7% | 1.01 |
| Capital Component | \$4,147,879 | 5.3% | 6.0% | 0.89 | 4.9% | 1.10 | 6.6% | 0.81 | 5.5% | 0.97 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 12.1% | 5.7% | 2.12 | | 0.5% | 25.06 | 9.4% | 1.28 | 12.9% | 0.94 |
| Total Hospital Net Income (%) | 12.1% | 3.5% | 3.47 | | -1.3% | N/A | 6.9% | 1.77 | 12.9% | 0.94 |
| Return on Equity (%) | 19.6% | 1.4% | 13.79 | | -0.2% | N/A | 3.4% | 5.82 | 20.4% | 0.96 |
| Current Ratio | 6.8 | 3.9 | 1.74 | | 1.7 | 4.04 | 12.0 | 0.57 | 6.1 | 1.12 |
| Days in Net Patient Accounts Receivable | 45.8 | 91.7 | 0.50 | | 260.0 | 0.18 | 51.1 | 0.90 | 46.0 | 1.00 |
| Average Payment Period | 23.4 | 91.7 | 0.26 | | 309.6 | 0.08 | 42.5 | 0.55 | 26.6 | 0.88 |
| Equity Financing (%) | 76.7% | 59.1% | 1.30 | | 43.6% | 1.76 | 70.3% | 1.09 | 74.0% | 1.04 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | | 0.9 | N/A | 0.1 | N/A | 0.0 | N/A |
| Times Interest Earned | 3,502.6 | 5.7 | 612.62 | | -2.9 | N/A | 10.4 | 335.36 | 3,036.9 | 1.15 |
| Total Asset Turnover | 1.6 | 0.4 | 3.88 | | 0.2 | 10.22 | 0.5 | 3.20 | 1.6 | 1.03 |
| Average Age of Plant (Years) | 11.8 | 18.1 | 0.65 | | 52.7 | 0.22 | 11.6 | 1.02 | 9.6 | 1.23 |
| Increase (Decrease) Total Net Patient Revenue | -3.6% | 3.5% | N/A | | -1.2% | 2.91 | 3.2% | N/A | 25.7% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 88.2% | 66.2% | 1.33 | | 76.7% | 1.15 | 79.4% | 1.11 | 84.6% | 1.04 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$16,635 | \$19,849 | 0.84 | | \$16,058 | 1.04 | \$11,983 | 1.39 | \$18,121 | 0.92 |
| Inpatient Net Revenue per Day | \$3,413 | \$3,697 | 0.92 | | \$3,281 | 1.04 | \$2,623 | 1.30 | \$3,642 | 0.94 |
| Outpatient Net Revenue per Visit | \$978 | \$819 | 1.19 | | \$891 | 1.10 | \$907 | 1.08 | \$1,023 | 0.96 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$192,582,078 | Cash & Cash Equivalents | \$38,648 | Current Liabilities | \$4,795,123 |
| Less Deductions | \$105,589,885 | Net Patient Receivables | \$10,921,456 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$86,992,193 | Other Receivables | \$179,016 | Other Liabilities | \$7,914,252 |
| Plus Other Revenue | \$1,474,247 | | | Subtotal | \$12,709,375 |
| Total Revenue | \$88,466,440 | Land, Buildings & Equipment (Net) | \$18,614,792 | Unrestricted Fund Balance | \$41,875,404 |
| Less Expenses | \$77,755,512 | Other Assets | \$24,830,867 | Restricted Fund Balance | \$57,514 |
| Non-Operating Gains/Losses | \$429 | | | Total Liabilities & Fund Balance | \$54,584,779 |
| Net Income | \$10,711,357 | Total Assets | \$54,584,779 | | |

010 Marshfield Medical Center – Beaver Dam
 707 South University Avenue
 Beaver Dam, WI 53916
 920-887-7181

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 34.9% | 60.7% | 0.58 | 61.3% | 0.57 | 37.9% | 0.92 | 26.5% | 1.32 |
| Obstetrics | 10.6% | 37.3% | 0.28 | 37.3% | 0.03 | 18.2% | 0.58 | 25.1% | 0.42 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 25.9% | 61.9% | 0.42 | 62.3% | 0.42 | 39.7% | 0.65 | 25.7% | 1.01 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 8.7 | 27.3 | 0.32 | 26.4 | 0.33 | 6.8 | 1.29 | 9.6 | 0.91 |
| Obstetrics | 1.3 | 4.7 | 0.27 | 4.3 | 0.29 | 0.9 | 1.49 | 1.5 | 0.84 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 11.1 | 50.5 | 0.22 | 54.9 | 0.20 | 9.8 | 1.13 | 12.3 | 0.90 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.2 | 4.9 | 0.85 | 4.9 | 0.85 | 3.7 | 1.12 | 3.4 | 1.23 |
| Obstetrics | 2.9 | 2.4 | 1.22 | 2.5 | 1.17 | 2.1 | 1.39 | 2.4 | 1.25 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.8 | 5.3 | 1.09 | 5.2 | 1.11 | 4.0 | 1.46 | 3.5 | 1.64 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 204 | 990 | 0.21 | 894 | 0.23 | 203 | 1.01 | 303 | 0.67 |
| Outpatient | 1,755 | 4,017 | 0.44 | 4,062 | 0.43 | 1,593 | 1.10 | 1,453 | 1.21 |
| Inpatient as % of All Surgeries | 10.4% | 19.8% | 0.53 | 18.0% | 0.58 | 11.3% | 0.92 | 17.3% | 0.60 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 73,295 | 141,022 | 0.52 | 182,049 | 0.40 | 64,671 | 1.13 | 65,454 | 1.12 |
| Emergency Visits | 11,988 | 17,305 | 0.69 | 17,809 | 0.67 | 8,798 | 1.36 | 12,781 | 0.94 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.0 | 18.8 | 0.27 | 18.6 | 0.27 | 11.5 | 0.44 | 5.0 | 1.00 |
| Nurses, Licensed | 129.8 | 234.4 | 0.55 | 274.7 | 0.47 | 81.9 | 1.58 | 88.9 | 1.46 |
| Ancillary Nursing Personnel | 24.0 | 38.1 | 0.63 | 35.1 | 0.68 | 11.6 | 2.07 | 18.8 | 1.27 |
| All Other Personnel | 363.8 | 466.7 | 0.78 | 644.0 | 0.56 | 181.7 | 2.00 | 381.7 | 0.95 |
| Total FTEs | 522.6 | 758.0 | 0.69 | 972.4 | 0.54 | 286.7 | 1.82 | 494.4 | 1.06 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 9.6 | 12.5 | 0.77 | 12.1 | 0.79 | 21.8 | 0.44 | 8.6 | 1.11 |
| Nurses, Licensed | 248.5 | 156.2 | 1.59 | 178.7 | 1.39 | 155.9 | 1.59 | 153.2 | 1.62 |
| Ancillary Nursing Personnel | 45.9 | 25.4 | 1.81 | 22.9 | 2.01 | 22.0 | 2.09 | 32.4 | 1.42 |
| All Other Personnel | 696.9 | 311.0 | 2.24 | 418.9 | 1.66 | 345.9 | 2.01 | 657.4 | 1.06 |
| Total FTEs | 1,000.9 | 505.0 | 1.98 | 632.6 | 1.58 | 545.6 | 1.83 | 851.6 | 1.18 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 43 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 12 |
| Discharges | 706 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 189 |
| Inpatient Days | 4,062 | | | Inpatient Days | 0 | Newborn Days | 376 |

010 Marshfield Medical Center – Beaver Dam
 Beaver Dam, WI 53916

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 25 | 759 | 3,187 | 34.9% | 8.7 | 4.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 12 | 158 | 464 | 10.6% | 1.3 | 2.9 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 6 | 82 | 411 | 18.8% | 1.1 | 5.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 0 | 5.0 | Surgical Personnel | 7 | 5 | 8.1 |
| Physicians & Dentists | 22 | 9 | 23.3 | Radiological Services Personnel | 11 | 17 | 19.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 5 | 5 | 6.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 4 | 2.1 |
| Registered Nurses | 85 | 79 | 113.1 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 1 | 1 | 1.8 | Physical Therapists | 8 | 5 | 9.4 |
| Licensed Practical Nurses | 3 | 3 | 3.7 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 18 | 16 | 24.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 5 | 2 | 5.5 | Dietitians & Nutritionists | 2 | 1 | 2.0 |
| Nurse Practitioners | 5 | 3 | 6.2 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 4 | 2 | 5.1 | Social Workers | 1 | 1 | 1.9 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 99 | 40 | 111.1 |
| Health Info Mgmt-Administrators/Technicians | 1 | 0 | 1.0 | All Other Personnel | 109 | 86 | 139.3 |
| Pharmacy Personnel | 16 | 5 | 17.8 | | | | |
| Clinical Laboratory Personnel | 0 | 0 | 0.0 | | | | |
| | | | | Total | 422 | 289 | 522.6 |

010 Marshfield Medical Center – Beaver Dam

Beaver Dam, WI 53916

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|--------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$122,453,081 | 50.5% | 47.3% | 1.07 | 42.3% | 1.19 | 48.7% | 1.04 | 45.5% | 1.11 |
| Medical Assistance | \$33,342,819 | 13.7% | 14.4% | 0.96 | 12.2% | 1.13 | 12.5% | 1.10 | 14.2% | 0.97 |
| Commercial | \$77,181,442 | 31.8% | 32.9% | 0.97 | 36.7% | 0.87 | 35.0% | 0.91 | 35.4% | 0.90 |
| All Other | \$9,616,159 | 4.0% | 5.4% | 0.73 | 8.8% | 0.45 | 3.9% | 1.02 | 4.8% | 0.82 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$91,705,062 | 37.8% | 36.1% | 1.05 | 32.5% | 1.16 | 31.8% | 1.19 | 35.7% | 1.06 |
| Medical Assistance | \$25,368,619 | 10.5% | 11.3% | 0.93 | 9.6% | 1.09 | 9.0% | 1.17 | 12.2% | 0.85 |
| Commercial | \$46,178,381 | 19.0% | 14.8% | 1.29 | 18.5% | 1.03 | 14.1% | 1.35 | 18.2% | 1.05 |
| Charity Care | \$1,349,916 | 0.6% | 0.7% | 0.77 | 0.6% | 0.92 | 0.7% | 0.82 | 0.6% | 0.98 |
| Bad Debt | \$2,595,745 | 1.1% | 0.9% | 1.22 | 0.9% | 1.14 | 1.2% | 0.88 | 1.7% | 0.64 |
| All Other | \$5,735,912 | 2.4% | 3.0% | 0.78 | 4.8% | 0.49 | 2.5% | 0.95 | 0.3% | 9.29 |
| Total Deductions | \$172,933,635 | 71.3% | 66.8% | 1.07 | 67.0% | 1.06 | 59.2% | 1.20 | 68.6% | 1.04 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 5.0% | 5.7% | 0.87 | 4.8% | 1.05 | 6.5% | 0.77 | 10.8% | 0.46 | |
| Net Gains/Losses as % of Net Income | 24.8% | N/A | N/A | 5,067.6% | 0.00 | N/A | N/A | 259.2% | 0.10 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$50,673,237 | 48.2% | 41.8% | 1.15 | 43.9% | 1.10 | 49.3% | 0.98 | 44.9% | 1.07 |
| Supplies & Services | \$44,955,883 | 42.8% | 52.2% | 0.82 | 48.8% | 0.88 | 43.7% | 0.98 | 45.2% | 0.95 |
| Capital Component | \$9,473,416 | 9.0% | 6.0% | 1.50 | 7.3% | 1.24 | 7.0% | 1.29 | 9.9% | 0.91 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -43.3% | 5.7% | N/A | 4.7% | N/A | 5.9% | N/A | -5.1% | 8.49 | |
| Total Hospital Net Income (%) | -67.2% | 3.5% | N/A | -0.1% | 678.22 | 2.8% | N/A | 3.0% | N/A | |
| Return on Equity (%) | -1.4% | 1.4% | N/A | 0.0% | 32.97 | 0.7% | N/A | 1.5% | N/A | |
| Current Ratio | 1.5 | 3.9 | 0.39 | 3.2 | 0.47 | 2.6 | 0.58 | 3.1 | 0.48 | |
| Days in Net Patient Accounts Receivable | 1,733.1 | 91.7 | 18.90 | 71.6 | 24.20 | 148.9 | 11.64 | 58.5 | 29.64 | |
| Average Payment Period | 1,506.5 | 91.7 | 16.43 | 90.2 | 16.70 | 167.7 | 8.98 | 36.2 | 41.61 | |
| Equity Financing (%) | 37.8% | 59.1% | 0.64 | 50.6% | 0.75 | 55.3% | 0.68 | 66.4% | 0.57 | |
| Long-Term Debt to Equity Ratio | 1.2 | 0.4 | 2.86 | 0.5 | 2.58 | 0.6 | 2.02 | 0.4 | 2.96 | |
| Times Interest Earned | -45.5 | 5.7 | N/A | 0.9 | N/A | 5.2 | N/A | 4.0 | N/A | |
| Total Asset Turnover | 0.0 | 0.4 | 0.06 | 0.4 | 0.05 | 0.3 | 0.09 | 0.5 | 0.05 | |
| Average Age of Plant (Years) | 124.0 | 18.1 | 6.83 | 15.8 | 7.86 | 22.7 | 5.45 | 18.4 | 6.73 | |
| Increase (Decrease) Total Net Patient Revenue | -9.1% | 3.5% | N/A | 5.2% | N/A | 5.0% | N/A | 0.0% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 85.5% | 66.2% | 1.29 | 63.7% | 1.34 | 81.3% | 1.05 | 79.2% | 1.08 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$26,162 | \$19,849 | 1.32 | \$21,625 | 1.21 | \$15,118 | 1.73 | \$14,303 | 1.83 | |
| Inpatient Net Revenue per Day | \$6,692 | \$3,697 | 1.81 | \$4,090 | 1.64 | \$3,557 | 1.88 | \$4,159 | 1.61 | |
| Outpatient Net Revenue per Visit | \$631 | \$819 | 0.77 | \$759 | 0.83 | \$717 | 0.88 | \$798 | 0.79 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$242,593,501 | Cash & Cash Equivalents | \$25,498,240 | Current Liabilities | \$403,436,555 |
| Less Deductions | \$172,933,635 | Net Patient Receivables | \$330,761,573 | Long-Term Debt | \$1,376,262,435 |
| Net Patient Revenue | \$69,659,866 | Other Receivables | \$133,522,567 | Other Liabilities | \$116,079,447 |
| Plus Other Revenue | \$3,680,842 | | | Subtotal | \$1,895,778,437 |
| Total Revenue | \$73,340,708 | Land, Buildings & Equipment (Net) | \$1,150,751,072 | Unrestricted Fund Balance | \$1,152,913,143 |
| Less Expenses | \$105,102,536 | Other Assets | \$1,408,158,130 | Restricted Fund Balance | \$113,689,294 |
| Non-Operating Gains/Losses | -\$10,487,513 | | | Total Liabilities & Fund Balance | \$3,048,691,580 |
| Net Income | -\$42,249,341 | Total Assets | \$3,048,691,582 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 68.7% | 60.7% | 1.13 | 61.3% | 1.12 | 62.5% | 1.10 | 60.1% | 1.14 |
| Obstetrics | 19.1% | 37.3% | 0.51 | 37.3% | 0.08 | 29.3% | 0.65 | 19.2% | 0.99 |
| Pediatrics | 7.8% | 67.4% | 0.12 | 60.8% | 0.13 | 84.5% | 0.09 | 4.2% | 1.84 |
| Total Hospital | 50.1% | 61.9% | 0.81 | 62.3% | 0.80 | 58.2% | 0.86 | 48.6% | 1.03 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 16.5 | 27.3 | 0.60 | 26.4 | 0.63 | 36.5 | 0.45 | 14.4 | 1.14 |
| Obstetrics | 2.9 | 4.7 | 0.60 | 4.3 | 0.66 | 4.8 | 0.60 | 2.9 | 0.99 |
| Pediatrics | 0.2 | 1.7 | 0.09 | 2.4 | 0.06 | 4.5 | 0.09 | 0.1 | 1.84 |
| Total Hospital | 48.6 | 50.5 | 0.96 | 54.9 | 0.89 | 68.8 | 0.71 | 47.2 | 1.03 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.5 | 4.9 | 0.92 | 4.9 | 0.92 | 4.8 | 0.94 | 4.7 | 0.97 |
| Obstetrics | 2.3 | 2.4 | 0.96 | 2.5 | 0.92 | 2.4 | 0.96 | 2.2 | 1.03 |
| Pediatrics | 1.8 | 4.0 | 0.46 | 4.4 | 0.42 | 3.5 | 0.52 | 1.6 | 1.13 |
| Total Hospital | 4.3 | 5.3 | 0.82 | 5.2 | 0.84 | 5.0 | 0.87 | 4.4 | 0.99 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 847 | 990 | 0.86 | 894 | 0.95 | 1,312 | 0.65 | 991 | 0.85 |
| Outpatient | 3,789 | 4,017 | 0.94 | 4,062 | 0.93 | 5,549 | 0.68 | 3,666 | 1.03 |
| Inpatient as % of All Surgeries | 18.3% | 19.8% | 0.92 | 18.0% | 1.01 | 19.1% | 0.96 | 21.3% | 0.86 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 360,263 | 141,022 | 2.55 | 182,049 | 1.98 | 238,140 | 1.51 | 364,325 | 0.99 |
| Emergency Visits | 28,144 | 17,305 | 1.63 | 17,809 | 1.58 | 27,894 | 1.01 | 27,534 | 1.02 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 7.0 | 18.8 | 0.37 | 18.6 | 0.38 | 19.9 | 0.35 | 4.0 | 1.75 |
| Nurses, Licensed | 324.3 | 234.4 | 1.38 | 274.7 | 1.18 | 376.4 | 0.86 | 319.5 | 1.02 |
| Ancillary Nursing Personnel | 31.3 | 38.1 | 0.82 | 35.1 | 0.89 | 51.2 | 0.61 | 38.8 | 0.81 |
| All Other Personnel | 790.9 | 466.7 | 1.69 | 644.0 | 1.23 | 706.7 | 1.12 | 859.6 | 0.92 |
| Total FTEs | 1,153.4 | 758.0 | 1.52 | 972.4 | 1.19 | 1,154.3 | 1.00 | 1,221.8 | 0.94 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 3.2 | 12.5 | 0.26 | 12.1 | 0.27 | 9.1 | 0.35 | 2.1 | 1.56 |
| Nurses, Licensed | 149.4 | 156.2 | 0.96 | 178.7 | 0.84 | 172.3 | 0.87 | 164.6 | 0.91 |
| Ancillary Nursing Personnel | 14.4 | 25.4 | 0.57 | 22.9 | 0.63 | 23.4 | 0.61 | 20.0 | 0.72 |
| All Other Personnel | 364.3 | 311.0 | 1.17 | 418.9 | 0.87 | 323.5 | 1.13 | 442.9 | 0.82 |
| Total FTEs | 531.3 | 505.0 | 1.05 | 632.6 | 0.84 | 528.4 | 1.01 | 629.6 | 0.84 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 97 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 10 |
| Discharges | 4,093 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 347 |
| Inpatient Days | 17,741 | | | Inpatient Days | 0 | Newborn Days | 667 |

011 Beloit Health System
Beloit, WI 53511

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 24 | 1,329 | 6,019 | 68.7% | 16.5 | 4.5 |
| Orthopedic | 1 | 8 | 223 | 961 | 32.9% | 2.6 | 4.3 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 1 | 7 | 357 | 2,146 | 0.0% | 5.9 | 6.0 |
| Pediatric, acute | 2 | 2 | 31 | 57 | 7.8% | 0.2 | 1.8 |
| Obstetrics | 1 | 15 | 451 | 1,043 | 19.1% | 2.9 | 2.3 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 1 | 8 | 209 | 857 | 29.3% | 2.3 | 4.1 |
| Pediatric Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 10 | 58 | 449 | 12.3% | 1.2 | 7.7 |
| Step-Down (Special Care) | 1 | 23 | 1,435 | 6,209 | 74.0% | 17.0 | 4.3 |
| Neonatal Intensive/Intermediate Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 7 | 0 | 7.0 | Surgical Personnel | 6 | 4 | 8.3 |
| Physicians & Dentists | 72 | 12 | 77.0 | Radiological Services Personnel | 17 | 30 | 30.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 7 | 13 | 10.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 3 | 4 | 3.8 |
| Registered Nurses | 206 | 153 | 302.3 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.5 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 12 | 4 | 14.1 |
| Licensed Practical Nurses | 5 | 3 | 6.5 | Physical Therapy Assistants/Aides | 9 | 0 | 9.0 |
| Ancillary Nursing Personnel | 10 | 57 | 31.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 9 | 0 | 9.0 | Dietitians & Nutritionists | 1 | 6 | 1.8 |
| Nurse Practitioners | 15 | 1 | 15.5 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 10 | 5 | 14.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 116 | 96 | 146.5 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 296 | 160 | 373.5 |
| Pharmacy Personnel | 12 | 8 | 14.9 | | | | |
| Clinical Laboratory Personnel | 18 | 15 | 28.0 | | | | |
| | | | | Total | 870 | 597 | 1,153.4 |

011 Beloit Health System

Beloit, WI 53511

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|--------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$544,971,706 | 50.8% | 47.3% | 1.07 | 42.3% | 1.20 | 43.9% | 1.16 | 50.4% | 1.01 |
| Medical Assistance | \$200,337,019 | 18.7% | 14.4% | 1.30 | 12.2% | 1.53 | 19.1% | 0.98 | 18.3% | 1.02 |
| Commercial | \$313,804,779 | 29.2% | 32.9% | 0.89 | 36.7% | 0.80 | 32.6% | 0.90 | 29.8% | 0.98 |
| All Other | \$13,919,947 | 1.3% | 5.4% | 0.24 | 8.8% | 0.15 | 4.4% | 0.30 | 1.5% | 0.86 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$452,357,002 | 42.2% | 36.1% | 1.17 | 32.5% | 1.30 | 34.9% | 1.21 | 41.5% | 1.02 |
| Medical Assistance | \$178,495,155 | 16.6% | 11.3% | 1.48 | 9.6% | 1.73 | 14.9% | 1.12 | 15.8% | 1.06 |
| Commercial | \$163,860,577 | 15.3% | 14.8% | 1.03 | 18.5% | 0.83 | 13.7% | 1.12 | 15.8% | 0.96 |
| Charity Care | \$2,052,961 | 0.2% | 0.7% | 0.26 | 0.6% | 0.32 | 0.6% | 0.33 | 0.0% | 7.73 |
| Bad Debt | \$16,910,801 | 1.6% | 0.9% | 1.80 | 0.9% | 1.67 | 0.9% | 1.71 | 1.9% | 0.81 |
| All Other | \$9,743,963 | 0.9% | 3.0% | 0.30 | 4.8% | 0.19 | 2.7% | 0.33 | 1.1% | 0.86 |
| Total Deductions | \$823,420,459 | 76.7% | 66.8% | 1.15 | 67.0% | 1.15 | 67.7% | 1.13 | 76.1% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.1% | 5.7% | 0.55 | 4.8% | 0.66 | 6.5% | 0.48 | 2.7% | 1.15 | |
| Net Gains/Losses as % of Net Income | 105.4% | N/A | N/A | 5,067.6% | 0.02 | N/A | N/A | 83.6% | 1.26 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$140,672,331 | 54.7% | 41.8% | 1.31 | 43.9% | 1.25 | 42.9% | 1.28 | 53.6% | 1.02 |
| Supplies & Services | \$102,955,327 | 40.1% | 52.2% | 0.77 | 48.8% | 0.82 | 50.0% | 0.80 | 39.5% | 1.01 |
| Capital Component | \$13,431,610 | 5.2% | 6.0% | 0.87 | 7.3% | 0.72 | 7.1% | 0.73 | 6.9% | 0.76 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 0.3% | 5.7% | 0.04 | 4.7% | 0.05 | 8.3% | 0.03 | 0.9% | 0.28 | |
| Total Hospital Net Income (%) | -5.0% | 3.5% | N/A | -0.1% | 50.31 | 6.4% | N/A | 5.3% | N/A | |
| Return on Equity (%) | -4.4% | 1.4% | N/A | 0.0% | 104.45 | 1.6% | N/A | 4.5% | N/A | |
| Current Ratio | 2.1 | 3.9 | 0.55 | 3.2 | 0.66 | 4.0 | 0.53 | 1.8 | 1.21 | |
| Days in Net Patient Accounts Receivable | 46.7 | 91.7 | 0.51 | 71.6 | 0.65 | 126.5 | 0.37 | 60.2 | 0.78 | |
| Average Payment Period | 52.4 | 91.7 | 0.57 | 90.2 | 0.58 | 146.1 | 0.36 | 84.7 | 0.62 | |
| Equity Financing (%) | 59.5% | 59.1% | 1.01 | 50.6% | 1.18 | 57.6% | 1.03 | 54.7% | 1.09 | |
| Long-Term Debt to Equity Ratio | 0.4 | 0.4 | 0.94 | 0.5 | 0.85 | 0.5 | 0.86 | 0.4 | 1.00 | |
| Times Interest Earned | -2.9 | 5.7 | N/A | 0.9 | N/A | 6.7 | N/A | 5.4 | N/A | |
| Total Asset Turnover | 0.9 | 0.4 | 2.22 | 0.4 | 2.08 | 0.3 | 3.55 | 0.8 | 1.14 | |
| Average Age of Plant (Years) | 19.2 | 18.1 | 1.06 | 15.8 | 1.21 | 22.6 | 0.85 | 14.0 | 1.37 | |
| Increase (Decrease) Total Net Patient Revenue | -0.5% | 3.5% | N/A | 5.2% | N/A | -0.3% | 1.56 | 11.7% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 77.6% | 66.2% | 1.17 | 63.7% | 1.22 | 68.3% | 1.14 | 75.7% | 1.03 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,567 | \$19,849 | 0.63 | \$21,625 | 0.58 | \$18,944 | 0.66 | \$15,442 | 0.81 | |
| Inpatient Net Revenue per Day | \$2,899 | \$3,697 | 0.78 | \$4,090 | 0.71 | \$3,762 | 0.77 | \$3,526 | 0.82 | |
| Outpatient Net Revenue per Visit | \$554 | \$819 | 0.68 | \$759 | 0.73 | \$679 | 0.82 | \$537 | 1.03 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,073,033,453 | Cash & Cash Equivalents | \$31,489,284 | Current Liabilities | \$35,718,032 |
| Less Deductions | \$823,420,459 | Net Patient Receivables | \$31,959,003 | Long-Term Debt | \$64,892,856 |
| Net Patient Revenue | \$249,612,994 | Other Receivables | \$2,926,344 | Other Liabilities | \$11,916,773 |
| Plus Other Revenue | \$8,102,091 | | | Subtotal | \$112,527,661 |
| Total Revenue | \$257,715,083 | Land, Buildings & Equipment (Net) | \$117,741,280 | Unrestricted Fund Balance | \$165,517,487 |
| Less Expenses | \$257,059,268 | Other Assets | \$93,929,237 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$12,863,839 | Total Assets | \$278,045,148 | Total Liabilities & Fund Balance | \$278,045,148 |
| Net Income | -\$12,208,024 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 37.1% | 60.7% | 0.61 | 54.5% | 0.68 | 37.9% | 0.98 | 32.8% | 1.13 |
| Obstetrics | 17.5% | 37.3% | 0.47 | 24.1% | 0.02 | 18.2% | 0.96 | 17.9% | 0.98 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 43.4% | 61.9% | 0.70 | 49.9% | 0.87 | 39.7% | 1.09 | 38.1% | 1.14 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 6.3 | 27.3 | 0.23 | 24.1 | 0.26 | 6.8 | 0.93 | 5.6 | 1.13 |
| Obstetrics | 0.5 | 4.7 | 0.11 | 3.8 | 0.14 | 0.9 | 0.61 | 0.5 | 0.98 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 10.8 | 50.5 | 0.22 | 36.8 | 0.29 | 9.8 | 1.10 | 9.5 | 1.14 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.4 | 4.9 | 0.89 | 4.4 | 0.99 | 3.7 | 1.17 | 4.2 | 1.03 |
| Obstetrics | 2.0 | 2.4 | 0.85 | 2.2 | 0.91 | 2.1 | 0.97 | 1.9 | 1.05 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.1 | 5.3 | 0.78 | 4.5 | 0.92 | 4.0 | 1.05 | 4.0 | 1.02 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 329 | 990 | 0.33 | 983 | 0.33 | 203 | 1.62 | 373 | 0.88 |
| Outpatient | 3,147 | 4,017 | 0.78 | 5,820 | 0.54 | 1,593 | 1.98 | 3,469 | 0.91 |
| Inpatient as % of All Surgeries | 9.5% | 19.8% | 0.48 | 14.4% | 0.66 | 11.3% | 0.84 | 9.7% | 0.97 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 42,780 | 141,022 | 0.30 | 100,022 | 0.43 | 64,671 | 0.66 | 42,832 | 1.00 |
| Emergency Visits | 8,183 | 17,305 | 0.47 | 15,835 | 0.52 | 8,798 | 0.93 | 8,336 | 0.98 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 8.0 | 18.8 | 0.43 | 12.5 | 0.64 | 11.5 | 0.70 | 7.0 | 1.14 |
| Nurses, Licensed | 56.4 | 234.4 | 0.24 | 175.4 | 0.32 | 81.9 | 0.69 | 62.2 | 0.91 |
| Ancillary Nursing Personnel | 3.4 | 38.1 | 0.09 | 8.4 | 0.41 | 11.6 | 0.29 | 4.3 | 0.79 |
| All Other Personnel | 127.0 | 466.7 | 0.27 | 288.1 | 0.44 | 181.7 | 0.70 | 151.7 | 0.84 |
| Total FTEs | 194.8 | 758.0 | 0.26 | 484.4 | 0.40 | 286.7 | 0.68 | 225.2 | 0.87 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 14.2 | 12.5 | 1.13 | 9.6 | 1.47 | 21.8 | 0.65 | 13.1 | 1.08 |
| Nurses, Licensed | 100.0 | 156.2 | 0.64 | 135.1 | 0.74 | 155.9 | 0.64 | 116.6 | 0.86 |
| Ancillary Nursing Personnel | 6.0 | 25.4 | 0.24 | 6.4 | 0.94 | 22.0 | 0.27 | 8.1 | 0.75 |
| All Other Personnel | 225.1 | 311.0 | 0.72 | 221.8 | 1.01 | 345.9 | 0.65 | 284.7 | 0.79 |
| Total FTEs | 345.3 | 505.0 | 0.68 | 372.9 | 0.93 | 545.6 | 0.63 | 422.6 | 0.82 |

| | | | | | | | |
|------------------------|-------|-----------------------|-----|---------------------------------------|---|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 25 | Health Maintenance | | Average Beds Used | 0 | Bassinets | 6 |
| Discharges | 958 | Organization (HMO) | Yes | Discharges | 0 | Total Births | 95 |
| Inpatient Days | 3,960 | Preferred Provider | | Inpatient Days | 0 | Newborn Days | 173 |
| | | Organization (PPO) | Yes | | | | |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 17 | 527 | 2,302 | 37.1% | 6.3 | 4.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 20 | 49 | 0.0% | 0.1 | 2.5 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 3 | 94 | 192 | 17.5% | 0.5 | 2.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 5 | 317 | 1,417 | 77.6% | 3.9 | 4.5 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 8 | 0 | 8.0 | Surgical Personnel | 7 | 3 | 7.8 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 12 | 4 | 12.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 1 | 3.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 2.0 |
| Registered Nurses | 45 | 34 | 56.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 2 | 3.5 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 5 | 0 | 5.0 |
| Ancillary Nursing Personnel | 2 | 5 | 3.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 24 | 10 | 26.8 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 49 | 15 | 55.3 |
| Pharmacy Personnel | 5 | 1 | 5.5 | | | | |
| Clinical Laboratory Personnel | 5 | 1 | 5.1 | | | | |
| | | | | Total | 170 | 76 | 194.8 |

013 ThedaCare Medical Center - Berlin, Inc.

Berlin, WI 54923

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$84,543,882 | 53.9% | 47.3% | 1.14 | 49.2% | 1.10 | 48.7% | 1.11 | 54.1% | 1.00 |
| Medical Assistance | \$18,021,174 | 11.5% | 14.4% | 0.80 | 11.5% | 1.00 | 12.5% | 0.92 | 11.9% | 0.96 |
| Commercial | \$51,876,693 | 33.1% | 32.9% | 1.00 | 35.7% | 0.93 | 35.0% | 0.95 | 32.0% | 1.03 |
| All Other | \$2,465,581 | 1.6% | 5.4% | 0.29 | 3.6% | 0.43 | 3.9% | 0.40 | 2.0% | 0.79 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$59,258,736 | 37.8% | 36.1% | 1.05 | 35.4% | 1.07 | 31.8% | 1.19 | 37.6% | 1.00 |
| Medical Assistance | \$13,849,853 | 8.8% | 11.3% | 0.78 | 9.0% | 0.98 | 9.0% | 0.99 | 9.5% | 0.93 |
| Commercial | \$22,139,993 | 14.1% | 14.8% | 0.95 | 14.6% | 0.97 | 14.1% | 1.00 | 12.5% | 1.13 |
| Charity Care | \$1,179,852 | 0.8% | 0.7% | 1.04 | 0.6% | 1.17 | 0.7% | 1.10 | 0.6% | 1.25 |
| Bad Debt | \$2,382,290 | 1.5% | 0.9% | 1.73 | 1.3% | 1.18 | 1.2% | 1.25 | 2.4% | 0.64 |
| All Other | \$1,052,263 | 0.7% | 3.0% | 0.22 | 2.4% | 0.28 | 2.5% | 0.27 | 0.8% | 0.86 |
| Total Deductions | \$99,862,987 | 63.6% | 66.8% | 0.95 | 63.4% | 1.00 | 59.2% | 1.07 | 63.4% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.2% | 5.7% | 0.74 | 2.8% | 1.53 | 6.5% | 0.65 | 0.8% | 5.30 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 12.3% | N/A | N/A | N/A | 13.2% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$22,600,244 | 45.0% | 41.8% | 1.08 | 36.0% | 1.25 | 49.3% | 0.91 | 47.9% | 0.94 |
| Supplies & Services | \$23,407,866 | 46.6% | 52.2% | 0.89 | 57.6% | 0.81 | 43.7% | 1.07 | 44.1% | 1.06 |
| Capital Component | \$4,201,184 | 8.4% | 6.0% | 1.39 | 6.4% | 1.31 | 7.0% | 1.20 | 8.0% | 1.05 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 15.7% | 5.7% | 2.76 | 13.7% | 1.15 | 5.9% | 2.68 | 8.6% | 1.83 | |
| Total Hospital Net Income (%) | 15.7% | 3.5% | 4.50 | 15.3% | 1.03 | 2.8% | 5.71 | 9.7% | 1.61 | |
| Return on Equity (%) | 13.9% | 1.4% | 9.76 | 10.4% | 1.34 | 0.7% | 19.31 | 9.7% | 1.43 | |
| Current Ratio | 7.6 | 3.9 | 1.94 | 21.6 | 0.35 | 2.6 | 2.92 | 3.0 | 2.50 | |
| Days in Net Patient Accounts Receivable | 54.1 | 91.7 | 0.59 | 51.2 | 1.06 | 148.9 | 0.36 | 57.3 | 0.94 | |
| Average Payment Period | 24.6 | 91.7 | 0.27 | 20.4 | 1.21 | 167.7 | 0.15 | 26.8 | 0.92 | |
| Equity Financing (%) | 95.4% | 59.1% | 1.61 | 86.3% | 1.10 | 55.3% | 1.72 | 93.9% | 1.02 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.6 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 38.3 | N/A | 5.2 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 0.9 | 0.4 | 2.12 | 0.7 | 1.33 | 0.3 | 3.27 | 1.0 | 0.90 | |
| Average Age of Plant (Years) | 8.5 | 18.1 | 0.47 | 8.4 | 1.01 | 22.7 | 0.37 | 7.6 | 1.12 | |
| Increase (Decrease) Total Net Patient Revenue | 3.2% | 3.5% | 0.91 | 0.5% | 6.54 | 5.0% | 0.64 | 12.5% | 0.26 | |
| Outpatient Gross Revenue (% of Total GPR) | 80.9% | 66.2% | 1.22 | 71.7% | 1.13 | 81.3% | 1.00 | 82.1% | 0.99 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$10,957 | \$19,849 | 0.55 | \$13,523 | 0.81 | \$15,118 | 0.72 | \$11,245 | 0.97 | |
| Inpatient Net Revenue per Day | \$2,674 | \$3,697 | 0.72 | \$2,966 | 0.90 | \$3,557 | 0.75 | \$2,779 | 0.96 | |
| Outpatient Net Revenue per Visit | \$960 | \$819 | 1.17 | \$832 | 1.15 | \$717 | 1.34 | \$962 | 1.00 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$156,907,329 | Cash & Cash Equivalents | \$12,919,405 | Current Liabilities | \$3,118,655 |
| Less Deductions | \$99,862,987 | Net Patient Receivables | \$8,455,728 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$57,044,342 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$2,527,896 | | | Subtotal | \$3,118,655 |
| Total Revenue | \$59,572,237 | Land, Buildings & Equipment (Net) | \$43,813,364 | Unrestricted Fund Balance | \$64,277,918 |
| Less Expenses | \$50,209,294 | Other Assets | \$2,208,075 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$1,500 | Total Assets | \$67,396,572 | Total Liabilities & Fund Balance | \$67,396,573 |
| Net Income | \$9,361,443 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5B | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 30.4% | 60.7% | 0.50 | 48.3% | 0.63 | 37.9% | 0.80 | 26.8% | 1.14 |
| Obstetrics | 13.3% | 37.3% | 0.36 | 52.2% | 0.01 | 18.2% | 0.73 | 17.1% | 0.78 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 24.9% | 61.9% | 0.40 | 52.3% | 0.48 | 39.7% | 0.63 | 25.6% | 0.97 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 5.5 | 27.3 | 0.20 | 17.3 | 0.32 | 6.8 | 0.81 | 5.6 | 0.97 |
| Obstetrics | 0.7 | 4.7 | 0.14 | 4.4 | 0.15 | 0.9 | 0.78 | 0.7 | 0.97 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 6.2 | 50.5 | 0.12 | 28.6 | 0.22 | 9.8 | 0.63 | 6.4 | 0.97 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.4 | 4.9 | 0.89 | 3.9 | 1.12 | 3.7 | 1.18 | 3.8 | 1.17 |
| Obstetrics | 2.4 | 2.4 | 0.98 | 3.2 | 0.73 | 2.1 | 1.12 | 2.0 | 1.21 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.0 | 5.3 | 0.56 | 5.3 | 0.56 | 4.0 | 0.76 | 2.9 | 1.04 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 122 | 990 | 0.12 | 777 | 0.16 | 203 | 0.60 | 101 | 1.21 |
| Outpatient | 1,678 | 4,017 | 0.42 | 2,953 | 0.57 | 1,593 | 1.05 | 1,982 | 0.85 |
| Inpatient as % of All Surgeries | 6.8% | 19.8% | 0.34 | 20.8% | 0.33 | 11.3% | 0.60 | 4.8% | 1.40 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 9,375 | 141,022 | 0.07 | 139,670 | 0.07 | 64,671 | 0.14 | 10,783 | 0.87 |
| Emergency Visits | 7,817 | 17,305 | 0.45 | 15,081 | 0.52 | 8,798 | 0.89 | 9,471 | 0.83 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 24.0 | 18.8 | 1.28 | 12.1 | 1.99 | 11.5 | 2.10 | 26.7 | 0.90 |
| Nurses, Licensed | 75.0 | 234.4 | 0.32 | 149.1 | 0.50 | 81.9 | 0.92 | 71.3 | 1.05 |
| Ancillary Nursing Personnel | 16.7 | 38.1 | 0.44 | 20.6 | 0.81 | 11.6 | 1.44 | 27.5 | 0.61 |
| All Other Personnel | 171.4 | 466.7 | 0.37 | 402.4 | 0.43 | 181.7 | 0.94 | 188.3 | 0.91 |
| Total FTEs | 287.1 | 758.0 | 0.38 | 584.2 | 0.49 | 286.7 | 1.00 | 313.8 | 0.91 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 58.2 | 12.5 | 4.65 | 8.3 | 6.98 | 21.8 | 2.67 | 48.9 | 1.19 |
| Nurses, Licensed | 181.7 | 156.2 | 1.16 | 102.9 | 1.77 | 155.9 | 1.17 | 130.7 | 1.39 |
| Ancillary Nursing Personnel | 40.4 | 25.4 | 1.59 | 14.2 | 2.84 | 22.0 | 1.84 | 50.4 | 0.80 |
| All Other Personnel | 415.3 | 311.0 | 1.34 | 277.6 | 1.50 | 345.9 | 1.20 | 345.1 | 1.20 |
| Total FTEs | 695.6 | 505.0 | 1.38 | 403.1 | 1.73 | 545.6 | 1.27 | 575.2 | 1.21 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 760 | Preferred Provider Organization (PPO) | Yes | Discharges | 57 | Total Births | 96 |
| Inpatient Days | 2,268 | | | Inpatient Days | 754 | Newborn Days | 178 |

014 Black River Memorial Hospital
Black River Falls, WI 54615

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 18 | 454 | 1,999 | 30.4% | 5.5 | 4.4 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 1 | 8 | 26 | 7.1% | 0.1 | 3.3 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 1 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 5 | 103 | 243 | 13.3% | 0.7 | 2.4 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 24 | 0 | 24.0 | Surgical Personnel | 4 | 0 | 4.0 |
| Physicians & Dentists | 4 | 5 | 5.0 | Radiological Services Personnel | 8 | 3 | 10.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 8 | 2 | 9.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 1 | 1.8 |
| Registered Nurses | 55 | 25 | 71.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 4 | 0 | 4.0 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 2 | 1 | 2.9 |
| Ancillary Nursing Personnel | 12 | 7 | 16.7 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 1 | 2 | 1.7 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 1 | 4 | 2.3 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 3 | 0 | 3.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 12 | 14 | 21.3 |
| Health Info Mgmt-Administrators/Technicians | 3 | 0 | 3.0 | All Other Personnel | 81 | 12 | 91.3 |
| Pharmacy Personnel | 4 | 0 | 4.0 | | | | |
| Clinical Laboratory Personnel | 9 | 0 | 9.0 | | | | |
| | | | | Total | 238 | 76 | 287.1 |

014 Black River Memorial Hospital

Black River Falls, WI 54615

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|-------|
| | | Value | Ratio | 5B Value | Ratio | 3 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$42,442,549 | 46.0% | 47.3% | 0.97 | 46.5% | 0.99 | 48.7% | 0.95 | 43.6% | 1.05 |
| Medical Assistance | \$17,429,819 | 18.9% | 14.4% | 1.31 | 10.5% | 1.79 | 12.5% | 1.52 | 18.8% | 1.01 |
| Commercial | \$31,075,209 | 33.7% | 32.9% | 1.02 | 34.6% | 0.97 | 35.0% | 0.96 | 35.6% | 0.95 |
| All Other | \$1,293,222 | 1.4% | 5.4% | 0.26 | 8.4% | 0.17 | 3.9% | 0.36 | 2.0% | 0.72 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$14,370,547 | 15.6% | 36.1% | 0.43 | 33.5% | 0.47 | 31.8% | 0.49 | 17.2% | 0.91 |
| Medical Assistance | \$11,432,091 | 12.4% | 11.3% | 1.10 | 8.4% | 1.47 | 9.0% | 1.38 | 11.4% | 1.09 |
| Commercial | \$7,064,185 | 7.7% | 14.8% | 0.52 | 16.0% | 0.48 | 14.1% | 0.54 | 5.2% | 1.47 |
| Charity Care | \$974,798 | 1.1% | 0.7% | 1.46 | 0.5% | 2.04 | 0.7% | 1.55 | 1.6% | 0.66 |
| Bad Debt | \$2,059,989 | 2.2% | 0.9% | 2.55 | 0.8% | 2.67 | 1.2% | 1.84 | 3.4% | 0.66 |
| All Other | \$325,475 | 0.4% | 3.0% | 0.12 | 6.3% | 0.06 | 2.5% | 0.14 | 1.1% | 0.31 |
| Total Deductions | \$36,227,085 | 39.3% | 66.8% | 0.59 | 65.6% | 0.60 | 59.2% | 0.66 | 39.9% | 0.99 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 3.2% | 5.7% | 0.56 | 23.7% | 0.14 | 6.5% | 0.50 | 1.9% | 1.73 |
| Net Gains/Losses as % of Net Income | | 68.8% | N/A | N/A | 125.8% | 0.55 | N/A | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$32,798,816 | 55.3% | 41.8% | 1.32 | 53.3% | 1.04 | 49.3% | 1.12 | 61.3% | 0.90 |
| Supplies & Services | \$21,977,865 | 37.0% | 52.2% | 0.71 | 42.3% | 0.88 | 43.7% | 0.85 | 30.6% | 1.21 |
| Capital Component | \$4,569,543 | 7.7% | 6.0% | 1.28 | 4.4% | 1.76 | 7.0% | 1.10 | 8.1% | 0.95 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | -2.5% | 5.7% | N/A | 0.8% | N/A | 5.9% | N/A | -13.6% | 0.18 |
| Total Hospital Net Income (%) | | -8.5% | 3.5% | N/A | -3.1% | 2.78 | 2.8% | N/A | -0.5% | 16.36 |
| Return on Equity (%) | | -5.3% | 1.4% | N/A | -2.3% | 2.31 | 0.7% | N/A | -0.3% | 16.27 |
| Current Ratio | | 3.5 | 3.9 | 0.91 | 29.1 | 0.12 | 2.6 | 1.37 | 6.5 | 0.55 |
| Days in Net Patient Accounts Receivable | | 60.5 | 91.7 | 0.66 | 57.9 | 1.04 | 148.9 | 0.41 | 74.4 | 0.81 |
| Average Payment Period | | 58.5 | 91.7 | 0.64 | 11.8 | 4.98 | 167.7 | 0.35 | 46.9 | 1.25 |
| Equity Financing (%) | | 67.5% | 59.1% | 1.14 | 87.6% | 0.77 | 55.3% | 1.22 | 68.1% | 0.99 |
| Long-Term Debt to Equity Ratio | | 0.3 | 0.4 | 0.79 | 0.1 | 4.93 | 0.6 | 0.56 | 0.3 | 1.03 |
| Times Interest Earned | | -5.6 | 5.7 | N/A | -6.2 | 0.90 | 5.2 | N/A | 0.6 | N/A |
| Total Asset Turnover | | 0.7 | 0.4 | 1.57 | 0.8 | 0.85 | 0.3 | 2.43 | 0.6 | 1.19 |
| Average Age of Plant (Years) | | 12.3 | 18.1 | 0.68 | 9.7 | 1.27 | 22.7 | 0.54 | 10.6 | 1.16 |
| Increase (Decrease) Total Net Patient Revenue | | 1.9% | 3.5% | 0.55 | 3.0% | 0.64 | 5.0% | 0.39 | -13.7% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 84.1% | 66.2% | 1.27 | 82.1% | 1.02 | 81.3% | 1.03 | 83.0% | 1.01 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$18,414 | | \$19,849 | 0.93 | \$19,610 | 0.94 | \$15,118 | 1.22 | \$18,071 | 1.02 |
| Inpatient Net Revenue per Day | \$4,268 | | \$3,697 | 1.15 | \$3,774 | 1.13 | \$3,557 | 1.20 | \$3,604 | 1.18 |
| Outpatient Net Revenue per Visit | \$2,461 | | \$819 | 3.00 | \$837 | 2.94 | \$717 | 3.43 | \$1,936 | 1.27 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$92,240,799 | Cash & Cash Equivalents | \$20,420,762 | Current Liabilities | \$8,964,256 |
| Less Deductions | \$36,227,085 | Net Patient Receivables | \$9,277,330 | Long-Term Debt | \$19,588,766 |
| Net Patient Revenue | \$56,013,714 | Other Receivables | \$782,856 | Other Liabilities | \$92,056 |
| Plus Other Revenue | \$1,874,228 | | | Subtotal | \$28,645,078 |
| Total Revenue | \$57,887,942 | Land, Buildings & Equipment (Net) | \$28,604,784 | Unrestricted Fund Balance | \$59,562,033 |
| Less Expenses | \$59,346,224 | Other Assets | \$29,121,379 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$3,210,664 | | | Total Liabilities & Fund Balance | \$88,207,111 |
| Net Income | -\$4,668,946 | Total Assets | \$88,207,111 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 17.6% | 60.7% | 0.29 | 51.4% | 0.34 | 15.0% | 1.17 | 17.9% | 0.98 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 17.6% | 61.9% | 0.28 | 51.8% | 0.34 | 19.9% | 0.88 | 17.9% | 0.98 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.4 | 27.3 | 0.05 | 12.6 | 0.11 | 2.6 | 0.55 | 2.7 | 0.52 |
| Obstetrics | 0.0 | 4.7 | N/A | 2.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 1.4 | 50.5 | 0.03 | 19.0 | 0.07 | 3.5 | 0.40 | 2.7 | 0.52 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.1 | 4.9 | 0.63 | 4.5 | 0.70 | 3.9 | 0.79 | 3.8 | 0.81 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.1 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 3.1 | 5.3 | 0.59 | 4.6 | 0.68 | 4.8 | 0.64 | 3.8 | 0.81 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 339 | N/A | 64 | N/A | 0 | N/A |
| Outpatient | 0 | 4,017 | N/A | 2,633 | N/A | 1,572 | N/A | 0 | N/A |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 11.4% | N/A | 3.9% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 46,793 | 141,022 | 0.33 | 82,166 | 0.57 | 20,590 | 2.27 | 40,796 | 1.15 |
| Emergency Visits | 3,680 | 17,305 | 0.21 | 8,774 | 0.42 | 4,256 | 0.86 | 3,146 | 1.17 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.0 | 18.8 | N/A | 10.2 | N/A | 3.1 | N/A | 0.0 | N/A |
| Nurses, Licensed | 51.4 | 234.4 | 0.22 | 129.2 | 0.40 | 36.9 | 1.39 | 64.1 | 0.80 |
| Ancillary Nursing Personnel | 10.6 | 38.1 | 0.28 | 20.8 | 0.51 | 6.4 | 1.66 | 15.4 | 0.69 |
| All Other Personnel | 88.8 | 466.7 | 0.19 | 279.2 | 0.32 | 63.8 | 1.39 | 94.7 | 0.94 |
| Total FTEs | 150.8 | 758.0 | 0.20 | 439.4 | 0.34 | 110.2 | 1.37 | 174.2 | 0.87 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.0 | 12.5 | N/A | 12.5 | N/A | 16.5 | N/A | 0.0 | N/A |
| Nurses, Licensed | 539.2 | 156.2 | 3.45 | 158.9 | 3.39 | 195.6 | 2.76 | 557.2 | 0.97 |
| Ancillary Nursing Personnel | 111.5 | 25.4 | 4.40 | 25.5 | 4.37 | 33.9 | 3.29 | 133.9 | 0.83 |
| All Other Personnel | 932.1 | 311.0 | 3.00 | 343.4 | 2.71 | 338.7 | 2.75 | 823.5 | 1.13 |
| Total FTEs | 1,582.8 | 505.0 | 3.13 | 540.3 | 2.93 | 584.8 | 2.71 | 1,514.6 | 1.05 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-------|-------------------------|---|
| Beds Set Up & Staffed | 8 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 9 | Bassinets | 0 |
| Discharges | 165 | Preferred Provider Organization (PPO) | Yes | Discharges | 146 | Total Births | 0 |
| Inpatient Days | 513 | | | Inpatient Days | 3,298 | Newborn Days | 0 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 8 | 165 | 513 | 17.6% | 1.4 | 3.1 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 0 | 0 | 0.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 9 | 4 | 11.5 | Radiological Services Personnel | 0 | 9 | 6.5 |
| Medical & Dental Residents | 0 | 1 | 0.8 | Respiratory Therapists | 2 | 6 | 6.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 2 | 2.4 |
| Registered Nurses | 16 | 40 | 44.0 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.8 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 5 | 6.1 |
| Licensed Practical Nurses | 3 | 4 | 5.4 | Physical Therapy Assistants/Aides | 2 | 6 | 5.7 |
| Ancillary Nursing Personnel | 5 | 13 | 10.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 4 | 3 | 6.1 | Dietitians & Nutritionists | 0 | 1 | 0.6 |
| Nurse Practitioners | 2 | 0 | 2.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 11 | 4 | 13.3 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 9 | 4 | 11.6 |
| Pharmacy Personnel | 1 | 0 | 1.0 | | | | |
| Clinical Laboratory Personnel | 8 | 2 | 8.9 | | | | |
| | | | | Total | 82 | 107 | 150.8 |

015 Mayo Clinic Health System - Chippewa Valley in Bloomer

Bloomer, WI 54724

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 5A Value | Ratio | 1 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$37,911,167 | 54.3% | 47.3% | 1.15 | 51.1% | 1.06 | 47.0% | 1.16 | 57.5% | 0.95 |
| Medical Assistance | \$7,268,107 | 10.4% | 14.4% | 0.72 | 12.0% | 0.87 | 13.0% | 0.80 | 8.5% | 1.23 |
| Commercial | \$22,877,998 | 32.8% | 32.9% | 1.00 | 32.3% | 1.01 | 36.0% | 0.91 | 31.2% | 1.05 |
| All Other | \$1,740,472 | 2.5% | 5.4% | 0.46 | 4.6% | 0.54 | 4.0% | 0.62 | 2.8% | 0.88 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$16,165,916 | 23.2% | 36.1% | 0.64 | 34.5% | 0.67 | 26.2% | 0.88 | 21.0% | 1.10 |
| Medical Assistance | \$4,866,619 | 7.0% | 11.3% | 0.62 | 8.8% | 0.80 | 9.3% | 0.75 | 5.8% | 1.20 |
| Commercial | \$5,855,322 | 8.4% | 14.8% | 0.57 | 10.3% | 0.81 | 11.3% | 0.74 | 8.3% | 1.01 |
| Charity Care | \$1,247,558 | 1.8% | 0.7% | 2.46 | 0.5% | 3.67 | 0.7% | 2.57 | 1.2% | 1.45 |
| Bad Debt | \$1,057,447 | 1.5% | 0.9% | 1.73 | 0.9% | 1.71 | 1.5% | 0.98 | 1.8% | 0.85 |
| All Other | \$740,992 | 1.1% | 3.0% | 0.35 | 3.0% | 0.35 | 2.2% | 0.47 | 0.9% | 1.14 |
| Total Deductions | \$29,933,854 | 42.9% | 66.8% | 0.64 | 58.0% | 0.74 | 51.3% | 0.84 | 39.0% | 1.10 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.2% | 5.7% | 0.04 | | 3.6% | 0.06 | 4.8% | 0.04 | 0.2% | 0.94 |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | 136.6% | N/A | 11.4% | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$21,398,531 | 56.5% | 41.8% | 1.35 | 49.3% | 1.15 | 49.1% | 1.15 | 58.5% | 0.97 |
| Supplies & Services | \$15,260,956 | 40.3% | 52.2% | 0.77 | 45.8% | 0.88 | 43.7% | 0.92 | 38.3% | 1.05 |
| Capital Component | \$1,217,305 | 3.2% | 6.0% | 0.54 | 4.9% | 0.66 | 7.2% | 0.45 | 3.2% | 1.00 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 5.2% | 5.7% | 0.91 | 0.5% | 10.72 | 6.2% | 0.84 | 6.0% | 0.86 |
| Total Hospital Net Income (%) | | 5.2% | 3.5% | 1.48 | -1.3% | N/A | 6.9% | 0.75 | 6.0% | 0.86 |
| Return on Equity (%) | | 12.0% | 1.4% | 8.47 | -0.2% | N/A | 7.1% | 1.69 | 13.2% | 0.91 |
| Current Ratio | | 11.0 | 3.9 | 2.83 | 1.7 | 6.55 | 3.3 | 3.36 | 6.0 | 1.82 |
| Days in Net Patient Accounts Receivable | | 42.7 | 91.7 | 0.47 | 260.0 | 0.16 | 58.5 | 0.73 | 43.8 | 0.97 |
| Average Payment Period | | 9.1 | 91.7 | 0.10 | 309.6 | 0.03 | 38.2 | 0.24 | 19.1 | 0.47 |
| Equity Financing (%) | | 69.6% | 59.1% | 1.18 | 43.6% | 1.60 | 49.5% | 1.41 | 62.6% | 1.11 |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.9 | N/A | 0.8 | N/A | 0.0 | N/A |
| Times Interest Earned | | 2,444.3 | 5.7 | 427.51 | -2.9 | N/A | 6.4 | 380.27 | 1,522.2 | 1.61 |
| Total Asset Turnover | | 2.3 | 0.4 | 5.57 | 0.2 | 14.66 | 1.0 | 2.26 | 2.2 | 1.06 |
| Average Age of Plant (Years) | | 15.8 | 18.1 | 0.87 | 52.7 | 0.30 | 7.1 | 2.23 | 14.2 | 1.11 |
| Increase (Decrease) Total Net Patient Revenue | | -4.9% | 3.5% | N/A | -1.2% | 3.95 | 8.5% | N/A | 15.9% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 85.1% | 66.2% | 1.29 | 76.7% | 1.11 | 81.4% | 1.05 | 76.6% | 1.11 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$32,682 | \$19,849 | 1.65 | | \$16,058 | 2.04 | \$19,261 | 1.70 | \$28,004 | 1.17 |
| Inpatient Net Revenue per Day | \$2,397 | \$3,697 | 0.65 | | \$3,281 | 0.73 | \$2,916 | 0.82 | \$2,700 | 0.89 |
| Outpatient Net Revenue per Visit | \$592 | \$819 | 0.72 | | \$891 | 0.66 | \$812 | 0.73 | \$611 | 0.97 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$69,797,744 | Cash & Cash Equivalents | \$7 | Current Liabilities | \$910,211 |
| Less Deductions | \$29,933,854 | Net Patient Receivables | \$4,661,527 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$39,863,890 | Other Receivables | \$16,720 | Other Liabilities | \$4,308,461 |
| Plus Other Revenue | \$82,354 | | | Subtotal | \$5,218,672 |
| Total Revenue | \$39,946,244 | Land, Buildings & Equipment (Net) | \$7,079,029 | Unrestricted Fund Balance | \$11,957,963 |
| Less Expenses | \$37,876,792 | Other Assets | \$5,419,352 | Restricted Fund Balance | \$58,545 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$17,176,635 | Total Liabilities & Fund Balance | \$17,176,635 |
| Net Income | \$2,069,452 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|-----------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 29.9% | 60.7% | 0.49 | 61.3% | 0.49 | 20.4% | 1.46 | 26.3% | 1.14 |
| Obstetrics | 0.0% | 37.3% | N/A | 37.3% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 16.2% | 61.9% | 0.26 | 62.3% | 0.26 | 21.1% | 0.77 | 14.9% | 1.09 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.2 | 27.3 | 0.04 | 26.4 | 0.05 | 3.3 | 0.37 | 1.1 | 1.14 |
| Obstetrics | 0.0 | 4.7 | N/A | 4.3 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 1.3 | 50.5 | 0.03 | 54.9 | 0.02 | 3.9 | 0.34 | 1.2 | 1.09 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.0 | 4.9 | 0.61 | 4.9 | 0.61 | 4.1 | 0.73 | 2.6 | 1.15 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.5 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.1 | 5.3 | 0.58 | 5.2 | 0.59 | 3.5 | 0.88 | 3.3 | 0.95 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 3 | 990 | 0.00 | 894 | 0.00 | 181 | 0.02 | 5 | 0.60 |
| Outpatient | 134 | 4,017 | 0.03 | 4,062 | 0.03 | 1,361 | 0.10 | 128 | 1.05 |
| Inpatient as % of All Surgeries | 2.2% | 19.8% | 0.11 | 18.0% | 0.12 | 11.7% | 0.19 | 3.8% | 0.58 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 33,350 | 141,022 | 0.24 | 182,049 | 0.18 | 43,437 | 0.77 | 32,996 | 1.01 |
| Emergency Visits | 5,023 | 17,305 | 0.29 | 17,809 | 0.28 | 4,927 | 1.02 | 4,540 | 1.11 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.8 | 0.21 | 18.6 | 0.22 | 7.3 | 0.55 | 3.0 | 1.33 |
| Nurses, Licensed | 38.8 | 234.4 | 0.17 | 274.7 | 0.14 | 46.6 | 0.83 | 32.9 | 1.18 |
| Ancillary Nursing Personnel | 5.3 | 38.1 | 0.14 | 35.1 | 0.15 | 9.1 | 0.58 | 4.8 | 1.10 |
| All Other Personnel | 90.7 | 466.7 | 0.19 | 644.0 | 0.14 | 110.7 | 0.82 | 87.4 | 1.04 |
| Total FTEs | 138.8 | 758.0 | 0.18 | 972.4 | 0.14 | 173.6 | 0.80 | 128.1 | 1.08 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 17.0 | 12.5 | 1.36 | 12.1 | 1.40 | 33.5 | 0.51 | 15.5 | 1.10 |
| Nurses, Licensed | 164.8 | 156.2 | 1.05 | 178.7 | 0.92 | 213.4 | 0.77 | 169.9 | 0.97 |
| Ancillary Nursing Personnel | 22.5 | 25.4 | 0.89 | 22.9 | 0.98 | 41.6 | 0.54 | 25.0 | 0.90 |
| All Other Personnel | 385.1 | 311.0 | 1.24 | 418.9 | 0.92 | 507.2 | 0.76 | 451.6 | 0.85 |
| Total FTEs | 589.4 | 505.0 | 1.17 | 632.6 | 0.93 | 795.7 | 0.74 | 661.9 | 0.89 |

| | | | | | | | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 8 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 3 | Bassinets | 0 |
| Discharges | 154 | Preferred Provider Organization (PPO) | Yes | Discharges | 51 | Total Births | 0 |
| Inpatient Days | 474 | | | Inpatient Days | 736 | Newborn Days | 0 |

016 Gundersen Boscobel Area Hospital and Clinics
Boscobel, WI 53805

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 4 | 146 | 436 | 29.9% | 1.2 | 3.0 |
| Orthopedic | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 1 | 2 | 1 | 4 | 0.5% | 0.0 | 4.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 1 | 2 | 6 | 34 | 0.0% | 0.1 | 5.7 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 0 | 4.0 | Surgical Personnel | 0 | 2 | 1.1 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 5 | 1 | 5.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 0 | 1.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 1 | 0.8 |
| Registered Nurses | 15 | 27 | 35.0 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.7 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 2 | 4.6 |
| Licensed Practical Nurses | 0 | 1 | 0.8 | Physical Therapy Assistants/Aides | 0 | 1 | 1.0 |
| Ancillary Nursing Personnel | 0 | 7 | 5.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 0 | 3.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 3 | 0 | 3.0 | Psychologists | 0 | 1 | 0.7 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 1 | 0 | 1.0 |
| Health Info Mgmt-Administrators/Technicians | 4 | 1 | 4.8 | All Other Personnel | 37 | 14 | 45.0 |
| Pharmacy Personnel | 2 | 2 | 3.7 | | | | |
| Clinical Laboratory Personnel | 7 | 1 | 8.0 | | | | |
| | | | | Total | 95 | 62 | 138.8 |

016 Gundersen Boscobel Area Hospital and Clinics

Boscobel, WI 53805

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|--------------------|----------|--------------------|----------|------------------|----------|------|
| | | Value | Ratio | Value ¹ | Ratio | Value ² | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$25,618,766 | 46.4% | 47.3% | 0.98 | 42.3% | 1.10 | 47.2% | 0.98 | 44.8% | 1.04 |
| Medical Assistance | \$9,367,530 | 17.0% | 14.4% | 1.18 | 12.2% | 1.39 | 12.9% | 1.32 | 15.7% | 1.08 |
| Commercial | \$16,734,088 | 30.3% | 32.9% | 0.92 | 36.7% | 0.83 | 35.1% | 0.86 | 34.0% | 0.89 |
| All Other | \$3,440,856 | 6.2% | 5.4% | 1.15 | 8.8% | 0.71 | 4.8% | 1.29 | 5.4% | 1.15 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$11,052,870 | 20.0% | 36.1% | 0.55 | 32.5% | 0.62 | 29.4% | 0.68 | 21.4% | 0.94 |
| Medical Assistance | \$5,828,066 | 10.6% | 11.3% | 0.94 | 9.6% | 1.10 | 9.6% | 1.10 | 11.3% | 0.93 |
| Commercial | \$8,982,300 | 16.3% | 14.8% | 1.10 | 18.5% | 0.88 | 13.1% | 1.24 | 14.4% | 1.13 |
| Charity Care | \$270,810 | 0.5% | 0.7% | 0.68 | 0.6% | 0.81 | 0.6% | 0.82 | 0.4% | 1.11 |
| Bad Debt | \$967,187 | 1.8% | 0.9% | 2.00 | 0.9% | 1.86 | 1.1% | 1.53 | 0.9% | 2.03 |
| All Other | \$1,578,171 | 2.9% | 3.0% | 0.94 | 4.8% | 0.59 | 3.3% | 0.87 | 5.2% | 0.55 |
| Total Deductions | \$28,679,404 | 52.0% | 66.8% | 0.78 | 67.0% | 0.78 | 57.1% | 0.91 | 53.6% | 0.97 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 5.0% | 5.7% | 0.87 | | 4.8% | 1.05 | 4.1% | 1.21 | 5.0% | 1.01 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | 5,067.6% | N/A | N/A | N/A | 5.4% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$14,472,919 | 56.8% | 41.8% | 1.36 | 43.9% | 1.29 | 46.6% | 1.22 | 52.0% | 1.09 |
| Supplies & Services | \$9,907,834 | 38.9% | 52.2% | 0.74 | 48.8% | 0.80 | 47.2% | 0.82 | 42.7% | 0.91 |
| Capital Component | \$1,114,304 | 4.4% | 6.0% | 0.73 | 7.3% | 0.60 | 6.2% | 0.70 | 5.3% | 0.83 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 8.6% | 5.7% | 1.50 | | 4.7% | 1.83 | 11.8% | 0.72 | 13.8% | 0.62 |
| Total Hospital Net Income (%) | 5.2% | 3.5% | 1.49 | | -0.1% | N/A | 11.1% | 0.47 | 14.4% | 0.36 |
| Return on Equity (%) | 4.5% | 1.4% | 3.18 | | 0.0% | N/A | 0.8% | 5.56 | 11.9% | 0.38 |
| Current Ratio | 12.4 | 3.9 | 3.18 | | 3.2 | 3.81 | 1.6 | 7.54 | 4.8 | 2.56 |
| Days in Net Patient Accounts Receivable | 28.6 | 91.7 | 0.31 | | 71.6 | 0.40 | 569.1 | 0.05 | 32.6 | 0.88 |
| Average Payment Period | 27.3 | 91.7 | 0.30 | | 90.2 | 0.30 | 772.8 | 0.04 | 86.0 | 0.32 |
| Equity Financing (%) | 91.3% | 59.1% | 1.54 | | 50.6% | 1.81 | 39.2% | 2.33 | 84.0% | 1.09 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.01 | | 0.5 | 0.01 | 1.1 | 0.00 | 0.0 | N/A |
| Times Interest Earned | 459.7 | 5.7 | 80.40 | | 0.9 | 506.96 | 17.1 | 26.93 | 59.5 | 7.73 |
| Total Asset Turnover | 0.9 | 0.4 | 2.16 | | 0.4 | 2.02 | 0.1 | 12.17 | 0.8 | 1.10 |
| Average Age of Plant (Years) | 16.9 | 18.1 | 0.93 | | 15.8 | 1.07 | 99.6 | 0.17 | 16.6 | 1.02 |
| Increase (Decrease) Total Net Patient Revenue | 3.1% | 3.5% | 0.87 | | 5.2% | 0.59 | 2.2% | 1.40 | 13.8% | 0.22 |
| Outpatient Gross Revenue (% of Total GPR) | 94.6% | 66.2% | 1.43 | | 63.7% | 1.48 | 81.7% | 1.16 | 95.0% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$8,604 | \$19,849 | 0.43 | | \$21,625 | 0.40 | \$21,242 | 0.41 | \$20,412 | 0.42 |
| Inpatient Net Revenue per Day | \$1,297 | \$3,697 | 0.35 | | \$4,090 | 0.32 | \$4,286 | 0.30 | \$3,939 | 0.33 |
| Outpatient Net Revenue per Visit | \$672 | \$819 | 0.82 | | \$759 | 0.88 | \$728 | 0.92 | \$601 | 1.12 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$55,161,240 | Cash & Cash Equivalents | \$12,683,077 | Current Liabilities | \$1,837,658 |
| Less Deductions | \$28,679,404 | Net Patient Receivables | \$2,074,898 | Long-Term Debt | \$146,082 |
| Net Patient Revenue | \$26,481,836 | Other Receivables | -\$158,683 | Other Liabilities | \$712,835 |
| Plus Other Revenue | \$1,399,604 | | | Subtotal | \$2,696,575 |
| Total Revenue | \$27,881,440 | Land, Buildings & Equipment (Net) | \$7,365,388 | Unrestricted Fund Balance | \$28,260,007 |
| Less Expenses | \$25,495,057 | Other Assets | \$8,991,902 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$985,104 | | | Total Liabilities & Fund Balance | \$30,956,582 |
| Net Income | \$1,401,279 | Total Assets | \$30,956,582 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 0.0% | 60.7% | N/A | 65.2% | N/A | 58.7% | N/A | 0.0% | N/A |
| Obstetrics | 36.0% | 37.3% | 0.96 | 38.4% | 0.07 | 29.8% | 1.21 | 152.3% | 0.24 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 91.1% | 61.9% | 1.47 | 65.0% | 1.40 | 59.2% | 1.54 | 109.8% | 0.83 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 27.3 | N/A | 30.6 | N/A | 18.7 | N/A | 0.0 | N/A |
| Obstetrics | 2.9 | 4.7 | 0.61 | 5.3 | 0.54 | 2.5 | 1.14 | 3.0 | 0.95 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 53.8 | 50.5 | 1.07 | 59.7 | 0.90 | 35.1 | 1.53 | 46.1 | 1.17 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 4.9 | N/A | 4.7 | N/A | 4.5 | N/A | 0.0 | N/A |
| Obstetrics | 2.3 | 2.4 | 0.96 | 2.3 | 0.99 | 2.2 | 1.05 | 2.3 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.3 | 5.3 | 1.00 | 4.9 | 1.08 | 4.6 | 1.14 | 4.7 | 1.12 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,331 | 990 | 1.34 | 1,096 | 1.21 | 526 | 2.53 | 1,348 | 0.99 |
| Outpatient | 4,944 | 4,017 | 1.23 | 4,105 | 1.20 | 3,165 | 1.56 | 3,602 | 1.37 |
| Inpatient as % of All Surgeries | 21.2% | 19.8% | 1.07 | 21.1% | 1.01 | 14.3% | 1.49 | 27.2% | 0.78 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 148,085 | 141,022 | 1.05 | 148,029 | 1.00 | 102,926 | 1.44 | 160,695 | 0.92 |
| Emergency Visits | 12,256 | 17,305 | 0.71 | 21,238 | 0.58 | 18,037 | 0.68 | 10,593 | 1.16 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 19.0 | 18.8 | 1.01 | 18.9 | 1.01 | 17.9 | 1.06 | 25.1 | 0.76 |
| Nurses, Licensed | 179.8 | 234.4 | 0.77 | 224.6 | 0.80 | 148.0 | 1.21 | 203.3 | 0.88 |
| Ancillary Nursing Personnel | 24.8 | 38.1 | 0.65 | 41.2 | 0.60 | 25.5 | 0.97 | 29.9 | 0.83 |
| All Other Personnel | 229.9 | 466.7 | 0.49 | 410.1 | 0.56 | 271.6 | 0.85 | 234.6 | 0.98 |
| Total FTEs | 453.5 | 758.0 | 0.60 | 694.8 | 0.65 | 463.0 | 0.98 | 492.9 | 0.92 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 11.2 | 12.5 | 0.90 | 10.6 | 1.06 | 13.6 | 0.82 | 16.8 | 0.67 |
| Nurses, Licensed | 106.0 | 156.2 | 0.68 | 125.5 | 0.84 | 112.9 | 0.94 | 136.1 | 0.78 |
| Ancillary Nursing Personnel | 14.6 | 25.4 | 0.58 | 23.0 | 0.63 | 19.5 | 0.75 | 20.1 | 0.73 |
| All Other Personnel | 135.6 | 311.0 | 0.44 | 229.1 | 0.59 | 207.1 | 0.65 | 157.1 | 0.86 |
| Total FTEs | 267.4 | 505.0 | 0.53 | 388.2 | 0.69 | 353.1 | 0.76 | 330.1 | 0.81 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 59 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 8 |
| Discharges | 3,719 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 370 |
| Inpatient Days | 19,626 | | | Inpatient Days | 0 | Newborn Days | 633 |

017 Ascension SE Wisconsin - Elmbrook Campus
 Brookfield, WI 53045

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 9 | 114 | 1,761 | 53.6% | 4.8 | 15.4 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 8 | 454 | 1,051 | 36.0% | 2.9 | 2.3 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 6 | 145 | 2,193 | 100.1% | 6.0 | 15.1 |
| Step-Down (Special Care) | 1 | 36 | 3,006 | 14,621 | 111.3% | 40.1 | 4.9 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 19 | 1 | 19.0 | Surgical Personnel | 29 | 17 | 35.8 |
| Physicians & Dentists | 0 | 1 | 0.0 | Radiological Services Personnel | 26 | 20 | 34.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 8 | 8 | 11.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 6 | 16 | 11.9 |
| Registered Nurses | 117 | 113 | 177.9 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 17 | 20 | 25.5 |
| Licensed Practical Nurses | 0 | 1 | 0.0 | Physical Therapy Assistants/Aides | 2 | 1 | 2.6 |
| Ancillary Nursing Personnel | 17 | 40 | 24.8 | Recreational Therapists | 0 | 1 | 0.7 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 3 | 1.9 |
| Clinical Nurse Specialists | 1 | 1 | 1.9 | All Other Health Professionals | 24 | 23 | 32.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 27 | 12 | 33.6 |
| Pharmacy Personnel | 9 | 9 | 14.6 | | | | |
| Clinical Laboratory Personnel | 5 | 19 | 14.2 | | | | |
| | | | | Total | 316 | 313 | 453.5 |

017 Ascension SE Wisconsin - Elmbrook Campus

Brookfield, WI 53045

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|-----------|------------------|----------|------|
| | | Value | Ratio | 2A Value | Ratio | 5 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$295,222,734 | 53.7% | 47.3% | 1.14 | 52.3% | 1.03 | 50.2% | 1.07 | 52.9% | 1.01 |
| Medical Assistance | \$50,574,461 | 9.2% | 14.4% | 0.64 | 11.4% | 0.81 | 14.7% | 0.62 | 9.3% | 0.99 |
| Commercial | \$184,128,895 | 33.5% | 32.9% | 1.02 | 33.6% | 1.00 | 30.7% | 1.09 | 34.2% | 0.98 |
| All Other | \$20,174,486 | 3.7% | 5.4% | 0.68 | 2.7% | 1.34 | 4.4% | 0.83 | 3.7% | 1.00 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$225,485,943 | 41.0% | 36.1% | 1.13 | 42.5% | 0.96 | 37.5% | 1.09 | 40.3% | 1.02 |
| Medical Assistance | \$45,782,093 | 8.3% | 11.3% | 0.74 | 9.4% | 0.89 | 11.2% | 0.74 | 8.3% | 1.00 |
| Commercial | \$84,057,357 | 15.3% | 14.8% | 1.03 | 15.7% | 0.97 | 12.7% | 1.21 | 15.4% | 0.99 |
| Charity Care | \$4,694,930 | 0.9% | 0.7% | 1.18 | 0.9% | 0.95 | 0.8% | 1.03 | 0.5% | 1.67 |
| Bad Debt | \$6,859,975 | 1.2% | 0.9% | 1.42 | 0.9% | 1.39 | 1.0% | 1.25 | 0.7% | 1.82 |
| All Other | \$14,565,883 | 2.6% | 3.0% | 0.87 | 1.4% | 1.91 | 2.8% | 0.94 | 2.9% | 0.90 |
| Total Deductions | \$381,446,179 | 69.3% | 66.8% | 1.04 | 70.8% | 0.98 | 66.0% | 1.05 | 68.1% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.8% | 5.7% | 0.14 | | 4.4% | 0.19 | 3.3% | 0.25 | 0.6% | 1.36 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | N/A | N/A | 14,078.6% | N/A | 58.1% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$53,417,897 | 33.1% | 41.8% | 0.79 | 38.5% | 0.86 | 41.0% | 0.81 | 32.9% | 1.01 |
| Supplies & Services | \$97,407,225 | 60.4% | 52.2% | 1.16 | 53.6% | 1.13 | 52.7% | 1.15 | 60.6% | 1.00 |
| Capital Component | \$10,321,117 | 6.4% | 6.0% | 1.07 | 7.9% | 0.81 | 6.3% | 1.02 | 6.6% | 0.98 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 5.2% | 5.7% | 0.92 | 8.7% | 0.60 | 2.9% | 1.82 | 7.0% | 0.75 |
| Total Hospital Net Income (%) | | 5.2% | 3.5% | 1.49 | 7.0% | 0.74 | 0.0% | N/A | 15.2% | 0.34 |
| Return on Equity (%) | | 6.1% | 1.4% | 4.29 | 4.4% | 1.40 | 0.0% | N/A | 17.0% | 0.36 |
| Current Ratio | | 4.2 | 3.9 | 1.09 | 10.2 | 0.41 | 3.2 | 1.33 | 6.7 | 0.64 |
| Days in Net Patient Accounts Receivable | | 50.3 | 91.7 | 0.55 | 51.6 | 0.97 | 88.3 | 0.57 | 52.4 | 0.96 |
| Average Payment Period | | 27.2 | 91.7 | 0.30 | 35.0 | 0.78 | 85.8 | 0.32 | 23.3 | 1.17 |
| Equity Financing (%) | | 78.8% | 59.1% | 1.33 | 80.3% | 0.98 | 60.3% | 1.31 | 83.4% | 0.94 |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.4 | N/A | 0.0 | N/A |
| Times Interest Earned | | 0.0 | 5.7 | N/A | 7.4 | N/A | 1.0 | N/A | 0.0 | N/A |
| Total Asset Turnover | | 1.2 | 0.4 | 2.82 | 0.6 | 1.85 | 0.4 | 2.67 | 1.0 | 1.15 |
| Average Age of Plant (Years) | | 6.7 | 18.1 | 0.37 | 11.7 | 0.57 | 16.0 | 0.42 | 5.5 | 1.21 |
| Increase (Decrease) Total Net Patient Revenue | | 1.3% | 3.5% | 0.36 | 1.1% | 1.13 | 3.7% | 0.34 | 6.5% | 0.20 |
| Outpatient Gross Revenue (% of Total GPR) | | 68.3% | 66.2% | 1.03 | 66.3% | 1.03 | 73.1% | 0.93 | 69.2% | 0.99 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,701 | \$19,849 | 0.79 | | \$15,486 | 1.01 | \$13,245 | 1.19 | \$15,184 | 1.03 |
| Inpatient Net Revenue per Day | \$2,974 | \$3,697 | 0.80 | | \$3,131 | 0.95 | \$2,825 | 1.05 | \$3,225 | 0.92 |
| Outpatient Net Revenue per Visit | \$730 | \$819 | 0.89 | | \$708 | 1.03 | \$766 | 0.95 | \$677 | 1.08 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$550,100,579 | Cash & Cash Equivalents | \$214,090 | Current Liabilities | \$11,417,410 |
| Less Deductions | \$381,446,179 | Net Patient Receivables | \$23,221,025 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$168,654,400 | Other Receivables | \$423,916 | Other Liabilities | \$19,321,387 |
| Plus Other Revenue | \$1,407,916 | | | Subtotal | \$30,738,797 |
| Total Revenue | \$170,062,315 | Land, Buildings & Equipment (Net) | \$93,507,038 | Unrestricted Fund Balance | \$113,920,096 |
| Less Expenses | \$161,146,239 | Other Assets | \$27,292,825 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$84,461 | Total Assets | \$144,658,894 | Total Liabilities & Fund Balance | \$144,658,893 |
| Net Income | \$8,831,615 | | | | |

018 Aurora Medical Center Burlington
 252 McHenry Street
 Burlington, WI 53105
 262-767-6000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 82.8% | 60.7% | 1.36 | 65.2% | 1.27 | 42.3% | 1.96 | 53.1% | 1.56 |
| Obstetrics | 0.0% | 37.3% | N/A | 38.4% | N/A | 19.5% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 82.7% | 61.9% | 1.34 | 65.0% | 1.27 | 42.5% | 1.95 | 57.9% | 1.43 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 19.0 | 27.3 | 0.70 | 30.6 | 0.62 | 10.3 | 1.85 | 16.5 | 1.16 |
| Obstetrics | 0.0 | 4.7 | N/A | 5.3 | N/A | 1.2 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 28.1 | 50.5 | 0.56 | 59.7 | 0.47 | 16.0 | 1.76 | 24.3 | 1.15 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.5 | 4.9 | 0.91 | 4.7 | 0.94 | 4.0 | 1.11 | 3.9 | 1.14 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.3 | N/A | 2.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 4.8 | 5.3 | 0.91 | 4.9 | 0.99 | 4.2 | 1.15 | 4.6 | 1.05 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 410 | 990 | 0.41 | 1,096 | 0.37 | 203 | 2.02 | 399 | 1.03 |
| Outpatient | 3,888 | 4,017 | 0.97 | 4,105 | 0.95 | 2,140 | 1.82 | 3,921 | 0.99 |
| Inpatient as % of All Surgeries | 9.5% | 19.8% | 0.48 | 21.1% | 0.45 | 8.7% | 1.10 | 9.2% | 1.03 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 85,612 | 141,022 | 0.61 | 148,029 | 0.58 | 62,243 | 1.38 | 86,960 | 0.98 |
| Emergency Visits | 13,787 | 17,305 | 0.80 | 21,238 | 0.65 | 12,695 | 1.09 | 14,048 | 0.98 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 7.0 | 18.8 | 0.37 | 18.9 | 0.37 | 8.5 | 0.82 | 10.0 | 0.70 |
| Nurses, Licensed | 102.7 | 234.4 | 0.44 | 224.6 | 0.46 | 102.2 | 1.00 | 168.4 | 0.61 |
| Ancillary Nursing Personnel | 33.0 | 38.1 | 0.87 | 41.2 | 0.80 | 19.1 | 1.73 | 41.3 | 0.80 |
| All Other Personnel | 205.9 | 466.7 | 0.44 | 410.1 | 0.50 | 204.1 | 1.01 | 318.2 | 0.65 |
| Total FTEs | 348.5 | 758.0 | 0.46 | 694.8 | 0.50 | 333.9 | 1.04 | 537.9 | 0.65 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 5.4 | 12.5 | 0.43 | 10.6 | 0.51 | 10.5 | 0.51 | 8.8 | 0.61 |
| Nurses, Licensed | 79.0 | 156.2 | 0.51 | 125.5 | 0.63 | 126.3 | 0.63 | 148.6 | 0.53 |
| Ancillary Nursing Personnel | 25.4 | 25.4 | 1.00 | 23.0 | 1.10 | 23.6 | 1.08 | 36.4 | 0.70 |
| All Other Personnel | 158.5 | 311.0 | 0.51 | 229.1 | 0.69 | 252.2 | 0.63 | 280.8 | 0.56 |
| Total FTEs | 268.4 | 505.0 | 0.53 | 388.2 | 0.69 | 412.6 | 0.65 | 474.6 | 0.57 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Beds Set Up & Staffed | 34 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 2,129 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 10,258 | | | Inpatient Days | 0 | Newborn Days | 0 |

018 Aurora Medical Center Burlington
Burlington, WI 53105

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 23 | 1,555 | 6,949 | 82.8% | 19.0 | 4.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 1 | 65 | 119 | 32.6% | 0.3 | 1.8 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 10 | 398 | 2,622 | 71.8% | 7.2 | 6.6 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 2 | 0 | 131 | 568 | 0.0% | 1.6 | 4.3 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 7 | 0 | 7.0 | Surgical Personnel | 2 | 0 | 2.0 |
| Physicians & Dentists | 13 | 15 | 15.5 | Radiological Services Personnel | 13 | 9 | 17.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 6 | 5 | 6.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 4 | 1.3 |
| Registered Nurses | 69 | 52 | 90.1 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 1 | 1.0 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 1 | 1 | 1.0 |
| Ancillary Nursing Personnel | 21 | 30 | 33.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 2 | 1 | 2.4 | Dietitians & Nutritionists | 0 | 2 | 1.3 |
| Nurse Practitioners | 5 | 1 | 5.8 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 4 | 1 | 4.8 | Social Workers | 0 | 2 | 1.0 |
| Clinical Nurse Specialists | 1 | 0 | 1.0 | All Other Health Professionals | 19 | 4 | 19.2 |
| Health Info Mgmt-Administrators/Technicians | 7 | 1 | 7.7 | All Other Personnel | 75 | 29 | 88.1 |
| Pharmacy Personnel | 7 | 5 | 8.9 | | | | |
| Clinical Laboratory Personnel | 18 | 12 | 23.4 | | | | |
| | | | | Total | 277 | 183 | 348.5 |

018 Aurora Medical Center Burlington

Burlington, WI 53105

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 4 | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------------|----------|-------------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$245,235,636 | 56.4% | 47.3% | 1.19 | 52.3% | 1.08 | 49.6% | 1.14 | 55.0% | 1.03 |
| Medical Assistance | \$42,438,315 | 9.8% | 14.4% | 0.68 | 11.4% | 0.86 | 14.0% | 0.70 | 10.1% | 0.97 |
| Commercial | \$129,138,164 | 29.7% | 32.9% | 0.90 | 33.6% | 0.89 | 32.3% | 0.92 | 31.7% | 0.94 |
| All Other | \$17,664,705 | 4.1% | 5.4% | 0.75 | 2.7% | 1.49 | 4.2% | 0.98 | 3.2% | 1.26 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$202,032,411 | 46.5% | 36.1% | 1.29 | 42.5% | 1.09 | 35.7% | 1.30 | 45.5% | 1.02 |
| Medical Assistance | \$36,985,583 | 8.5% | 11.3% | 0.75 | 9.4% | 0.91 | 10.9% | 0.78 | 8.8% | 0.97 |
| Commercial | \$59,111,607 | 13.6% | 14.8% | 0.92 | 15.7% | 0.86 | 12.5% | 1.09 | 14.1% | 0.97 |
| Charity Care | \$4,509,804 | 1.0% | 0.7% | 1.43 | 0.9% | 1.16 | 0.8% | 1.29 | 1.1% | 0.95 |
| Bad Debt | \$4,032,983 | 0.9% | 0.9% | 1.06 | 0.9% | 1.03 | 1.2% | 0.75 | 1.1% | 0.86 |
| All Other | \$8,972,021 | 2.1% | 3.0% | 0.68 | 1.4% | 1.49 | 2.4% | 0.85 | 1.5% | 1.38 |
| Total Deductions | \$315,644,409 | 72.6% | 66.8% | 1.09 | 70.8% | 1.03 | 63.6% | 1.14 | 72.1% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.4% | 5.7% | 0.24 | | 4.4% | 0.31 | 3.6% | 0.38 | 2.3% | 0.59 |
| Net Gains/Losses as % of Net Income | 0.2% | N/A | N/A | | N/A | N/A | N/A | N/A | 0.0% | 4.11 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$38,761,031 | 38.5% | 41.8% | 0.92 | 38.5% | 1.00 | 45.9% | 0.84 | 37.3% | 1.03 |
| Supplies & Services | \$52,936,812 | 52.6% | 52.2% | 1.01 | 53.6% | 0.98 | 47.4% | 1.11 | 51.7% | 1.02 |
| Capital Component | \$8,986,778 | 8.9% | 6.0% | 1.49 | 7.9% | 1.14 | 6.6% | 1.35 | 10.9% | 0.82 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 16.4% | 5.7% | 2.88 | | 8.7% | 1.88 | 9.4% | 1.74 | 21.1% | 0.78 |
| Total Hospital Net Income (%) | 16.4% | 3.5% | 4.71 | | 7.0% | 2.35 | 6.9% | 2.40 | 21.1% | 0.78 |
| Return on Equity (%) | 4.8% | 1.4% | 3.40 | | 4.4% | 1.11 | 3.4% | 1.44 | 7.6% | 0.64 |
| Current Ratio | 32.3 | 3.9 | 8.31 | | 10.2 | 3.16 | 12.0 | 2.70 | 16.8 | 1.92 |
| Days in Net Patient Accounts Receivable | 60.7 | 91.7 | 0.66 | | 51.6 | 1.18 | 51.1 | 1.19 | 54.7 | 1.11 |
| Average Payment Period | 33.8 | 91.7 | 0.37 | | 35.0 | 0.96 | 42.5 | 0.80 | 59.2 | 0.57 |
| Equity Financing (%) | 95.0% | 59.1% | 1.61 | | 80.3% | 1.18 | 70.3% | 1.35 | 95.7% | 0.99 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.00 | | 0.1 | 0.02 | 0.1 | 0.01 | 0.0 | N/A |
| Times Interest Earned | 10.5 | 5.7 | 1.84 | | 7.4 | 1.42 | 10.4 | 1.01 | 11.0 | 0.95 |
| Total Asset Turnover | 0.3 | 0.4 | 0.71 | | 0.6 | 0.46 | 0.5 | 0.58 | 0.4 | 0.82 |
| Average Age of Plant (Years) | 9.8 | 18.1 | 0.54 | | 11.7 | 0.84 | 11.6 | 0.85 | 8.2 | 1.19 |
| Increase (Decrease) Total Net Patient Revenue | 2.9% | 3.5% | 0.81 | | 1.1% | 2.55 | 3.2% | 0.88 | 19.5% | 0.15 |
| Outpatient Gross Revenue (% of Total GPR) | 76.6% | 66.2% | 1.16 | | 66.3% | 1.16 | 79.4% | 0.96 | 77.9% | 0.98 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,973 | \$19,849 | 0.70 | | \$15,486 | 0.90 | \$11,983 | 1.17 | \$13,614 | 1.03 |
| Inpatient Net Revenue per Day | \$2,679 | \$3,697 | 0.72 | | \$3,131 | 0.86 | \$2,623 | 1.02 | \$2,882 | 0.93 |
| Outpatient Net Revenue per Visit | \$937 | \$819 | 1.14 | | \$708 | 1.32 | \$907 | 1.03 | \$927 | 1.01 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$434,476,819 | Cash & Cash Equivalents | \$242,596,824 | Current Liabilities | \$8,690,869 |
| Less Deductions | \$315,644,409 | Net Patient Receivables | \$19,750,171 | Long-Term Debt | \$447,981 |
| Net Patient Revenue | \$118,832,410 | Other Receivables | \$60,591 | Other Liabilities | \$11,185,327 |
| Plus Other Revenue | \$1,636,350 | | | Subtotal | \$20,324,177 |
| Total Revenue | \$120,468,759 | Land, Buildings & Equipment (Net) | \$128,410,074 | Unrestricted Fund Balance | \$389,231,655 |
| Less Expenses | \$100,684,621 | Other Assets | \$18,738,169 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$35,417 | | | Total Liabilities & Fund Balance | \$409,555,832 |
| Net Income | \$19,819,555 | Total Assets | \$409,555,829 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 15.8% | 60.7% | 0.26 | 54.5% | 0.29 | 37.9% | 0.42 | 14.3% | 1.10 |
| Obstetrics | 0.0% | 37.3% | N/A | 24.1% | N/A | 18.2% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 15.8% | 61.9% | 0.25 | 49.9% | 0.32 | 39.7% | 0.40 | 14.3% | 1.10 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.9 | 27.3 | 0.07 | 24.1 | 0.08 | 6.8 | 0.28 | 2.1 | 0.88 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.8 | N/A | 0.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 1.9 | 50.5 | 0.04 | 36.8 | 0.05 | 9.8 | 0.19 | 2.1 | 0.88 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 2.9 | 4.9 | 0.60 | 4.4 | 0.67 | 3.7 | 0.79 | 3.5 | 0.84 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 2.1 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.1 | 5.3 | 0.40 | 4.5 | 0.47 | 4.0 | 0.53 | 2.6 | 0.81 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 26 | 990 | 0.03 | 983 | 0.03 | 203 | 0.13 | 41 | 0.63 |
| Outpatient | 1,075 | 4,017 | 0.27 | 5,820 | 0.18 | 1,593 | 0.67 | 1,038 | 1.04 |
| Inpatient as % of All Surgeries | 2.4% | 19.8% | 0.12 | 14.4% | 0.16 | 11.3% | 0.21 | 3.8% | 0.62 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 77,071 | 141,022 | 0.55 | 100,022 | 0.77 | 64,671 | 1.19 | 64,346 | 1.20 |
| Emergency Visits | 5,073 | 17,305 | 0.29 | 15,835 | 0.32 | 8,798 | 0.58 | 4,032 | 1.26 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 3.0 | 18.8 | 0.16 | 12.5 | 0.24 | 11.5 | 0.26 | 4.0 | 0.75 |
| Nurses, Licensed | 29.2 | 234.4 | 0.12 | 175.4 | 0.17 | 81.9 | 0.36 | 29.5 | 0.99 |
| Ancillary Nursing Personnel | 1.0 | 38.1 | 0.03 | 8.4 | 0.12 | 11.6 | 0.09 | 1.0 | 1.00 |
| All Other Personnel | 52.5 | 466.7 | 0.11 | 288.1 | 0.18 | 181.7 | 0.29 | 63.4 | 0.83 |
| Total FTEs | 85.7 | 758.0 | 0.11 | 484.4 | 0.18 | 286.7 | 0.30 | 97.9 | 0.88 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 10.8 | 12.5 | 0.87 | 9.6 | 1.12 | 21.8 | 0.50 | 15.4 | 0.70 |
| Nurses, Licensed | 105.4 | 156.2 | 0.67 | 135.1 | 0.78 | 155.9 | 0.68 | 113.6 | 0.93 |
| Ancillary Nursing Personnel | 3.6 | 25.4 | 0.14 | 6.4 | 0.56 | 22.0 | 0.16 | 3.9 | 0.94 |
| All Other Personnel | 189.6 | 311.0 | 0.61 | 221.8 | 0.85 | 345.9 | 0.55 | 244.6 | 0.77 |
| Total FTEs | 309.4 | 505.0 | 0.61 | 372.9 | 0.83 | 545.6 | 0.57 | 377.5 | 0.82 |

| | | | | | | | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 12 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 10 | Bassinets | 0 |
| Discharges | 328 | Preferred Provider Organization (PPO) | Yes | Discharges | 77 | Total Births | 0 |
| Inpatient Days | 690 | | | Inpatient Days | 842 | Newborn Days | 0 |

019 Ascension Calumet Hospital
Chilton, WI 53014

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 12 | 234 | 690 | 15.8% | 1.9 | 2.9 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 3 | 0 | 3.0 | Surgical Personnel | 2 | 2 | 2.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 6 | 1 | 6.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 1 | 1.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 1 | 1.5 |
| Registered Nurses | 18 | 19 | 25.2 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 1 | 2.0 |
| Licensed Practical Nurses | 4 | 0 | 4.0 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 1 | 1 | 1.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 8 | 9 | 9.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 6 | 2 | 7.4 |
| Pharmacy Personnel | 1 | 0 | 1.0 | | | | |
| Clinical Laboratory Personnel | 7 | 1 | 7.6 | | | | |
| | | | | Total | 73 | 40 | 85.7 |

019 Ascension Calumet Hospital

Chilton, WI 53014

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$37,658,644 | 54.6% | 47.3% | 1.15 | 49.2% | 1.11 | 48.7% | 1.12 | 57.2% | 0.95 |
| Medical Assistance | \$6,116,297 | 8.9% | 14.4% | 0.62 | 11.5% | 0.77 | 12.5% | 0.71 | 7.7% | 1.15 |
| Commercial | \$22,716,235 | 32.9% | 32.9% | 1.00 | 35.7% | 0.92 | 35.0% | 0.94 | 31.6% | 1.04 |
| All Other | \$2,495,905 | 3.6% | 5.4% | 0.67 | 3.6% | 1.00 | 3.9% | 0.93 | 3.5% | 1.03 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$18,697,288 | 27.1% | 36.1% | 0.75 | 35.4% | 0.76 | 31.8% | 0.85 | 26.5% | 1.02 |
| Medical Assistance | \$4,615,844 | 6.7% | 11.3% | 0.59 | 9.0% | 0.74 | 9.0% | 0.75 | 5.8% | 1.16 |
| Commercial | \$6,523,502 | 9.5% | 14.8% | 0.64 | 14.6% | 0.65 | 14.1% | 0.67 | 8.3% | 1.14 |
| Charity Care | \$667,939 | 1.0% | 0.7% | 1.33 | 0.6% | 1.51 | 0.7% | 1.42 | 1.2% | 0.82 |
| Bad Debt | \$1,414,400 | 2.1% | 0.9% | 2.34 | 1.3% | 1.59 | 1.2% | 1.69 | 1.8% | 1.13 |
| All Other | \$2,290,345 | 3.3% | 3.0% | 1.09 | 2.4% | 1.40 | 2.5% | 1.33 | 3.3% | 1.01 |
| Total Deductions | \$34,209,318 | 49.6% | 66.8% | 0.74 | 63.4% | 0.78 | 59.2% | 0.84 | 46.9% | 1.06 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.2% | 5.7% | 0.38 | 2.8% | 0.79 | 6.5% | 0.34 | 1.5% | 1.43 | |
| Net Gains/Losses as % of Net Income | 14.0% | N/A | N/A | 12.3% | 1.13 | N/A | N/A | 32.7% | 0.43 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$9,720,613 | 31.8% | 41.8% | 0.76 | 36.0% | 0.88 | 49.3% | 0.65 | 30.7% | 1.04 |
| Supplies & Services | \$19,347,651 | 63.4% | 52.2% | 1.21 | 57.6% | 1.10 | 43.7% | 1.45 | 64.1% | 0.99 |
| Capital Component | \$1,453,035 | 4.8% | 6.0% | 0.79 | 6.4% | 0.74 | 7.0% | 0.68 | 5.2% | 0.91 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 14.2% | 5.7% | 2.48 | 13.7% | 1.03 | 5.9% | 2.41 | 7.7% | 1.85 | |
| Total Hospital Net Income (%) | 16.1% | 3.5% | 4.61 | 15.3% | 1.05 | 2.8% | 5.84 | 11.0% | 1.46 | |
| Return on Equity (%) | 28.8% | 1.4% | 20.27 | 10.4% | 2.78 | 0.7% | 40.09 | 17.7% | 1.63 | |
| Current Ratio | 3.0 | 3.9 | 0.78 | 21.6 | 0.14 | 2.6 | 1.18 | 3.3 | 0.93 | |
| Days in Net Patient Accounts Receivable | 49.0 | 91.7 | 0.53 | 51.2 | 0.96 | 148.9 | 0.33 | 48.8 | 1.00 | |
| Average Payment Period | 26.4 | 91.7 | 0.29 | 20.4 | 1.29 | 167.7 | 0.16 | 27.2 | 0.97 | |
| Equity Financing (%) | 72.6% | 59.1% | 1.23 | 86.3% | 0.84 | 55.3% | 1.31 | 75.2% | 0.97 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.6 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 38.3 | N/A | 5.2 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 1.8 | 0.4 | 4.20 | 0.7 | 2.64 | 0.3 | 6.49 | 1.6 | 1.13 | |
| Average Age of Plant (Years) | 8.9 | 18.1 | 0.49 | 8.4 | 1.05 | 22.7 | 0.39 | 7.4 | 1.21 | |
| Increase (Decrease) Total Net Patient Revenue | 5.9% | 3.5% | 1.67 | 0.5% | 11.99 | 5.0% | 1.18 | 6.6% | 0.89 | |
| Outpatient Gross Revenue (% of Total GPR) | 92.9% | 66.2% | 1.40 | 71.7% | 1.30 | 81.3% | 1.14 | 92.3% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$11,981 | \$19,849 | 0.60 | \$13,523 | 0.89 | \$15,118 | 0.79 | \$12,731 | 0.94 | |
| Inpatient Net Revenue per Day | \$2,873 | \$3,697 | 0.78 | \$2,966 | 0.97 | \$3,557 | 0.81 | \$3,383 | 0.85 | |
| Outpatient Net Revenue per Visit | \$379 | \$819 | 0.46 | \$832 | 0.46 | \$717 | 0.53 | \$426 | 0.89 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$68,987,079 | Cash & Cash Equivalents | \$1,524 | Current Liabilities | \$2,112,605 |
| Less Deductions | \$34,209,318 | Net Patient Receivables | \$4,671,815 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$34,777,761 | Other Receivables | \$266,260 | Other Liabilities | \$3,435,785 |
| Plus Other Revenue | \$775,117 | | | Subtotal | \$5,548,390 |
| Total Revenue | \$35,552,878 | Land, Buildings & Equipment (Net) | \$13,822,144 | Unrestricted Fund Balance | \$14,724,470 |
| Less Expenses | \$30,521,299 | Other Assets | \$1,511,115 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$816,563 | | | Total Liabilities & Fund Balance | \$20,272,860 |
| Net Income | \$5,848,142 | Total Assets | \$20,272,858 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 35.1% | 60.7% | 0.58 | 51.4% | 0.68 | 42.3% | 0.83 | 28.2% | 1.24 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | N/A | 19.5% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 50.4% | 61.9% | 0.81 | 51.8% | 0.97 | 42.5% | 1.19 | 51.2% | 0.99 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 6.7 | 27.3 | 0.24 | 12.6 | 0.53 | 10.3 | 0.65 | 5.4 | 1.24 |
| Obstetrics | 0.0 | 4.7 | N/A | 2.0 | N/A | 1.2 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 28.7 | 50.5 | 0.57 | 19.0 | 1.51 | 16.0 | 1.80 | 29.2 | 0.99 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.7 | 4.9 | 0.75 | 4.5 | 0.82 | 4.0 | 0.92 | 3.3 | 1.13 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.1 | N/A | 2.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 5.3 | 5.3 | 1.00 | 4.6 | 1.16 | 4.2 | 1.27 | 5.0 | 1.06 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 36 | 990 | 0.04 | 339 | 0.11 | 203 | 0.18 | 58 | 0.62 |
| Outpatient | 655 | 4,017 | 0.16 | 2,633 | 0.25 | 2,140 | 0.31 | 598 | 1.10 |
| Inpatient as % of All Surgeries | 5.2% | 19.8% | 0.26 | 11.4% | 0.46 | 8.7% | 0.60 | 8.8% | 0.59 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 33,718 | 141,022 | 0.24 | 82,166 | 0.41 | 62,243 | 0.54 | 23,955 | 1.41 |
| Emergency Visits | 9,437 | 17,305 | 0.55 | 8,774 | 1.08 | 12,695 | 0.74 | 8,655 | 1.09 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 9.8 | 18.8 | 0.52 | 10.2 | 0.96 | 8.5 | 1.15 | 3.0 | 3.26 |
| Nurses, Licensed | 78.8 | 234.4 | 0.34 | 129.2 | 0.61 | 102.2 | 0.77 | 88.6 | 0.89 |
| Ancillary Nursing Personnel | 12.5 | 38.1 | 0.33 | 20.8 | 0.60 | 19.1 | 0.65 | 14.0 | 0.89 |
| All Other Personnel | 107.4 | 466.7 | 0.23 | 279.2 | 0.38 | 204.1 | 0.53 | 120.8 | 0.89 |
| Total FTEs | 208.5 | 758.0 | 0.28 | 439.4 | 0.47 | 333.9 | 0.62 | 226.4 | 0.92 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 8.8 | 12.5 | 0.71 | 12.5 | 0.71 | 10.5 | 0.84 | 2.7 | 3.24 |
| Nurses, Licensed | 71.2 | 156.2 | 0.46 | 158.9 | 0.45 | 126.3 | 0.56 | 80.7 | 0.88 |
| Ancillary Nursing Personnel | 11.3 | 25.4 | 0.45 | 25.5 | 0.44 | 23.6 | 0.48 | 12.7 | 0.89 |
| All Other Personnel | 97.1 | 311.0 | 0.31 | 343.4 | 0.28 | 252.2 | 0.38 | 109.9 | 0.88 |
| Total FTEs | 188.4 | 505.0 | 0.37 | 540.3 | 0.35 | 412.6 | 0.46 | 206.1 | 0.91 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 57 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 1,978 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 10,493 | | | Inpatient Days | 0 | Newborn Days | 0 |

020 St Joseph's Hospital
Chippewa Falls, WI 54729

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 19 | 660 | 2,433 | 35.1% | 6.7 | 3.7 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 1 | 38 | 1,320 | 8,060 | 58.1% | 22.1 | 6.1 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 6 | 15 | 9.8 | Surgical Personnel | 0 | 2 | 1.5 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 1 | 10 | 8.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 4 | 4.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 8 | 7.2 |
| Registered Nurses | 42 | 53 | 76.3 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 9 | 6 | 11.4 |
| Licensed Practical Nurses | 0 | 1 | 0.5 | Physical Therapy Assistants/Aides | 0 | 2 | 1.4 |
| Ancillary Nursing Personnel | 4 | 16 | 12.5 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 2 | 0 | 2.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 1 | 2.3 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 18 | 14 | 25.6 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 21 | 8 | 25.3 |
| Pharmacy Personnel | 5 | 5 | 8.7 | | | | |
| Clinical Laboratory Personnel | 6 | 5 | 7.5 | | | | |
| | | | | Total | 124 | 155 | 208.5 |

020 St Joseph's Hospital
Chippewa Falls, WI 54729

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 5A Value | Ratio | 4 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$49,270,247 | 44.2% | 47.3% | 0.94 | 51.1% | 0.87 | 49.6% | 0.89 | 46.0% | 0.96 |
| Medical Assistance | \$23,535,244 | 21.1% | 14.4% | 1.47 | 12.0% | 1.76 | 14.0% | 1.51 | 18.8% | 1.12 |
| Commercial | \$28,827,357 | 25.9% | 32.9% | 0.79 | 32.3% | 0.80 | 32.3% | 0.80 | 26.2% | 0.99 |
| All Other | \$9,753,702 | 8.8% | 5.4% | 1.62 | 4.6% | 1.90 | 4.2% | 2.11 | 9.0% | 0.97 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$31,836,975 | 28.6% | 36.1% | 0.79 | 34.5% | 0.83 | 35.7% | 0.80 | 29.8% | 0.96 |
| Medical Assistance | \$15,296,176 | 13.7% | 11.3% | 1.22 | 8.8% | 1.57 | 10.9% | 1.26 | 11.4% | 1.21 |
| Commercial | \$9,673,944 | 8.7% | 14.8% | 0.59 | 10.3% | 0.84 | 12.5% | 0.69 | 8.3% | 1.05 |
| Charity Care | \$811,457 | 0.7% | 0.7% | 1.00 | 0.5% | 1.50 | 0.8% | 0.91 | 0.6% | 1.16 |
| Bad Debt | \$1,243,130 | 1.1% | 0.9% | 1.27 | 0.9% | 1.26 | 1.2% | 0.91 | 1.3% | 0.85 |
| All Other | \$7,135,107 | 6.4% | 3.0% | 2.11 | 3.0% | 2.14 | 2.4% | 2.65 | 6.2% | 1.03 |
| Total Deductions | \$65,996,786 | 59.3% | 66.8% | 0.89 | 58.0% | 1.02 | 63.6% | 0.93 | 57.6% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 5.0% | 5.7% | 0.86 | 3.6% | 1.37 | 3.6% | 1.39 | 31.5% | 0.16 | |
| Net Gains/Losses as % of Net Income | 142.2% | N/A | N/A | 136.6% | 1.04 | N/A | N/A | 37.9% | 3.75 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$17,951,207 | 39.8% | 41.8% | 0.95 | 49.3% | 0.81 | 45.9% | 0.87 | 31.8% | 1.25 |
| Supplies & Services | \$23,658,229 | 52.4% | 52.2% | 1.00 | 45.8% | 1.14 | 47.4% | 1.11 | 58.5% | 0.90 |
| Capital Component | \$3,512,163 | 7.8% | 6.0% | 1.30 | 4.9% | 1.60 | 6.6% | 1.18 | 9.8% | 0.80 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 5.5% | 5.7% | 0.97 | 0.5% | 11.41 | 9.4% | 0.58 | 40.5% | 0.14 | |
| Total Hospital Net Income (%) | -16.0% | 3.5% | N/A | -1.3% | 11.93 | 6.9% | N/A | 52.3% | N/A | |
| Return on Equity (%) | -4.2% | 1.4% | N/A | -0.2% | 20.24 | 3.4% | N/A | 26.1% | N/A | |
| Current Ratio | 0.9 | 3.9 | 0.22 | 1.7 | 0.52 | 12.0 | 0.07 | 1.6 | 0.54 | |
| Days in Net Patient Accounts Receivable | 48.0 | 91.7 | 0.52 | 260.0 | 0.18 | 51.1 | 0.94 | 45.2 | 1.06 | |
| Average Payment Period | 87.8 | 91.7 | 0.96 | 309.6 | 0.28 | 42.5 | 2.07 | 151.1 | 0.58 | |
| Equity Financing (%) | 85.5% | 59.1% | 1.45 | 43.6% | 1.96 | 70.3% | 1.22 | 82.7% | 1.03 | |
| Long-Term Debt to Equity Ratio | 0.1 | 0.4 | 0.20 | 0.9 | 0.09 | 0.1 | 0.87 | 0.1 | 0.98 | |
| Times Interest Earned | -41.0 | 5.7 | N/A | -2.9 | 14.23 | 10.4 | N/A | 373.5 | N/A | |
| Total Asset Turnover | 0.3 | 0.4 | 0.78 | 0.2 | 2.05 | 0.5 | 0.64 | 0.4 | 0.81 | |
| Average Age of Plant (Years) | 20.8 | 18.1 | 1.15 | 52.7 | 0.40 | 11.6 | 1.80 | 20.1 | 1.04 | |
| Increase (Decrease) Total Net Patient Revenue | 3.9% | 3.5% | 1.10 | -1.2% | N/A | 3.2% | 1.19 | -14.4% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 74.0% | 66.2% | 1.12 | 76.7% | 0.97 | 79.4% | 0.93 | 73.4% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$7,275 | \$19,849 | 0.37 | \$16,058 | 0.45 | \$11,983 | 0.61 | \$6,713 | 1.08 | |
| Inpatient Net Revenue per Day | \$1,371 | \$3,697 | 0.37 | \$3,281 | 0.42 | \$2,623 | 0.52 | \$1,341 | 1.02 | |
| Outpatient Net Revenue per Visit | \$747 | \$819 | 0.91 | \$891 | 0.84 | \$907 | 0.82 | \$943 | 0.79 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$111,386,549 | Cash & Cash Equivalents | \$141,762 | Current Liabilities | \$10,292,882 |
| Less Deductions | \$65,996,786 | Net Patient Receivables | \$5,975,123 | Long-Term Debt | \$10,757,501 |
| Net Patient Revenue | \$45,389,763 | Other Receivables | \$243,274 | Other Liabilities | \$302,266 |
| Plus Other Revenue | \$2,363,870 | | | Subtotal | \$21,352,649 |
| Total Revenue | \$47,753,631 | Land, Buildings & Equipment (Net) | \$22,402,519 | Unrestricted Fund Balance | \$125,753,547 |
| Less Expenses | \$45,121,599 | Other Assets | \$118,343,518 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$8,868,704 | | | Total Liabilities & Fund Balance | \$147,106,196 |
| Net Income | -\$6,236,672 | Total Assets | \$147,106,196 | | |

022 Prairie Ridge Health
 1515 Park Avenue
 Columbus, WI 53925
 920-623-2200

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|-----------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 54.2% | 60.7% | 0.89 | 61.3% | 0.89 | 37.9% | 1.43 | 48.4% | 1.12 |
| Obstetrics | 21.9% | 37.3% | 0.59 | 37.3% | 0.02 | 18.2% | 1.20 | 18.6% | 1.18 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 39.1% | 61.9% | 0.63 | 62.3% | 0.63 | 39.7% | 0.98 | 37.4% | 1.05 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 7.6 | 27.3 | 0.28 | 26.4 | 0.29 | 6.8 | 1.12 | 6.8 | 1.12 |
| Obstetrics | 0.9 | 4.7 | 0.18 | 4.3 | 0.20 | 0.9 | 1.02 | 0.7 | 1.18 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 9.8 | 50.5 | 0.19 | 54.9 | 0.18 | 9.8 | 1.00 | 9.3 | 1.05 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.7 | 4.9 | 0.96 | 4.9 | 0.96 | 3.7 | 1.26 | 4.3 | 1.10 |
| Obstetrics | 2.3 | 2.4 | 0.93 | 2.5 | 0.89 | 2.1 | 1.07 | 2.2 | 1.03 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.6 | 5.3 | 0.67 | 5.2 | 0.69 | 4.0 | 0.90 | 3.2 | 1.10 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 345 | 990 | 0.35 | 894 | 0.39 | 203 | 1.70 | 357 | 0.97 |
| Outpatient | 906 | 4,017 | 0.23 | 4,062 | 0.22 | 1,593 | 0.57 | 839 | 1.08 |
| Inpatient as % of All Surgeries | 27.6% | 19.8% | 1.40 | 18.0% | 1.53 | 11.3% | 2.44 | 29.8% | 0.92 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 74,185 | 141,022 | 0.53 | 182,049 | 0.41 | 64,671 | 1.15 | 59,751 | 1.24 |
| Emergency Visits | 5,129 | 17,305 | 0.30 | 17,809 | 0.29 | 8,798 | 0.58 | 4,536 | 1.13 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 10.0 | 18.8 | 0.53 | 18.6 | 0.54 | 11.5 | 0.87 | 10.0 | 1.00 |
| Nurses, Licensed | 73.4 | 234.4 | 0.31 | 274.7 | 0.27 | 81.9 | 0.90 | 68.3 | 1.07 |
| Ancillary Nursing Personnel | 6.8 | 38.1 | 0.18 | 35.1 | 0.19 | 11.6 | 0.59 | 7.2 | 0.95 |
| All Other Personnel | 193.4 | 466.7 | 0.41 | 644.0 | 0.30 | 181.7 | 1.06 | 183.4 | 1.05 |
| Total FTEs | 283.6 | 758.0 | 0.37 | 972.4 | 0.29 | 286.7 | 0.99 | 268.9 | 1.05 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 22.7 | 12.5 | 1.82 | 12.1 | 1.88 | 21.8 | 1.04 | 27.4 | 0.83 |
| Nurses, Licensed | 166.6 | 156.2 | 1.07 | 178.7 | 0.93 | 155.9 | 1.07 | 187.3 | 0.89 |
| Ancillary Nursing Personnel | 15.5 | 25.4 | 0.61 | 22.9 | 0.68 | 22.0 | 0.70 | 19.7 | 0.78 |
| All Other Personnel | 439.0 | 311.0 | 1.41 | 418.9 | 1.05 | 345.9 | 1.27 | 502.9 | 0.87 |
| Total FTEs | 643.8 | 505.0 | 1.27 | 632.6 | 1.02 | 545.6 | 1.18 | 737.3 | 0.87 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|----|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 4 |
| Discharges | 1,002 | Preferred Provider Organization (PPO) | Yes | Discharges | 4 | Total Births | 140 |
| Inpatient Days | 3,569 | | | Inpatient Days | 53 | Newborn Days | 264 |

022 Prairie Ridge Health
Columbus, WI 53925

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 14 | 588 | 2,771 | 54.2% | 7.6 | 4.7 |
| Orthopedic | 1 | 3 | 177 | 213 | 19.5% | 0.6 | 1.2 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 4 | 142 | 320 | 21.9% | 0.9 | 2.3 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 4 | 95 | 265 | 18.2% | 0.7 | 2.8 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 10 | 0 | 10.0 | Surgical Personnel | 3 | 1 | 3.8 |
| Physicians & Dentists | 8 | 3 | 10.7 | Radiological Services Personnel | 7 | 8 | 12.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 6 | 3.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 3 | 2.3 |
| Registered Nurses | 31 | 59 | 64.1 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.7 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 5 | 7 | 10.3 |
| Licensed Practical Nurses | 3 | 3 | 4.7 | Physical Therapy Assistants/Aides | 0 | 2 | 1.4 |
| Ancillary Nursing Personnel | 4 | 5 | 6.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 0 | 3.0 | Dietitians & Nutritionists | 4 | 2 | 5.7 |
| Nurse Practitioners | 4 | 1 | 4.7 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 8 | 6 | 11.3 |
| Health Info Mgmt-Administrators/Technicians | 3 | 1 | 3.6 | All Other Personnel | 59 | 64 | 102.3 |
| Pharmacy Personnel | 3 | 4 | 4.4 | | | | |
| Clinical Laboratory Personnel | 6 | 6 | 9.3 | | | | |
| | | | | Total | 169 | 183 | 283.6 |

022 Prairie Ridge Health
Columbus, WI 53925

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|--------------------|-------|--------------------|-------|------------------|-------|------|
| | | Value | Ratio | Value ¹ | Ratio | Value ³ | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$73,451,749 | 45.0% | 47.3% | 0.95 | 42.3% | 1.06 | 48.7% | 0.92 | 47.3% | 0.95 |
| Medical Assistance | \$15,906,938 | 9.8% | 14.4% | 0.68 | 12.2% | 0.80 | 12.5% | 0.78 | 9.3% | 1.05 |
| Commercial | \$70,708,429 | 43.3% | 32.9% | 1.32 | 36.7% | 1.18 | 35.0% | 1.24 | 41.5% | 1.04 |
| All Other | \$3,072,941 | 1.9% | 5.4% | 0.35 | 8.8% | 0.21 | 3.9% | 0.48 | 1.9% | 1.00 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$46,313,324 | 28.4% | 36.1% | 0.79 | 32.5% | 0.87 | 31.8% | 0.89 | 29.2% | 0.97 |
| Medical Assistance | \$12,115,188 | 7.4% | 11.3% | 0.66 | 9.6% | 0.77 | 9.0% | 0.83 | 6.8% | 1.09 |
| Commercial | \$27,663,629 | 17.0% | 14.8% | 1.15 | 18.5% | 0.92 | 14.1% | 1.20 | 15.4% | 1.10 |
| Charity Care | \$913,736 | 0.6% | 0.7% | 0.77 | 0.6% | 0.93 | 0.7% | 0.82 | 0.6% | 0.94 |
| Bad Debt | \$1,172,134 | 0.7% | 0.9% | 0.82 | 0.9% | 0.76 | 1.2% | 0.59 | 1.0% | 0.73 |
| All Other | \$4,077,548 | 2.5% | 3.0% | 0.82 | 4.8% | 0.52 | 2.5% | 1.00 | 1.8% | 1.41 |
| Total Deductions | \$92,255,559 | 56.5% | 66.8% | 0.85 | 67.0% | 0.84 | 59.2% | 0.95 | 54.8% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.1% | 5.7% | 0.54 | 4.8% | 0.65 | 6.5% | 0.48 | 2.9% | 1.09 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 5,067.6% | N/A | N/A | N/A | N/A | 42.7% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$33,510,977 | 53.2% | 41.8% | 1.27 | 43.9% | 1.21 | 49.3% | 1.08 | 54.4% | 0.98 |
| Supplies & Services | \$23,964,601 | 38.1% | 52.2% | 0.73 | 48.8% | 0.78 | 43.7% | 0.87 | 36.0% | 1.06 |
| Capital Component | \$5,472,412 | 8.7% | 6.0% | 1.45 | 7.3% | 1.20 | 7.0% | 1.25 | 9.7% | 0.90 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 14.0% | 5.7% | 2.45 | 4.7% | 2.98 | 5.9% | 2.38 | 16.0% | 0.87 | |
| Total Hospital Net Income (%) | 9.6% | 3.5% | 2.75 | -0.1% | N/A | 2.8% | 3.48 | 24.9% | 0.38 | |
| Return on Equity (%) | 5.8% | 1.4% | 4.07 | 0.0% | N/A | 0.7% | 8.06 | 16.0% | 0.36 | |
| Current Ratio | 4.4 | 3.9 | 1.14 | 3.2 | 1.37 | 2.6 | 1.72 | 3.5 | 1.27 | |
| Days in Net Patient Accounts Receivable | 58.8 | 91.7 | 0.64 | 71.6 | 0.82 | 148.9 | 0.40 | 64.1 | 0.92 | |
| Average Payment Period | 65.0 | 91.7 | 0.71 | 90.2 | 0.72 | 167.7 | 0.39 | 84.0 | 0.77 | |
| Equity Financing (%) | 73.7% | 59.1% | 1.25 | 50.6% | 1.46 | 55.3% | 1.33 | 68.4% | 1.08 | |
| Long-Term Debt to Equity Ratio | 0.2 | 0.4 | 0.56 | 0.5 | 0.50 | 0.6 | 0.39 | 0.3 | 0.75 | |
| Times Interest Earned | 10.6 | 5.7 | 1.85 | 0.9 | 11.67 | 5.2 | 2.05 | 20.5 | 0.52 | |
| Total Asset Turnover | 0.6 | 0.4 | 1.52 | 0.4 | 1.43 | 0.3 | 2.35 | 0.6 | 1.10 | |
| Average Age of Plant (Years) | 10.4 | 18.1 | 0.57 | 15.8 | 0.66 | 22.7 | 0.46 | 10.5 | 0.98 | |
| Increase (Decrease) Total Net Patient Revenue | 11.2% | 3.5% | 3.16 | 5.2% | 2.15 | 5.0% | 2.23 | 31.7% | 0.35 | |
| Outpatient Gross Revenue (% of Total GPR) | 77.7% | 66.2% | 1.17 | 63.7% | 1.22 | 81.3% | 0.96 | 74.7% | 1.04 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$20,700 | \$19,849 | 1.04 | \$21,625 | 0.96 | \$15,118 | 1.37 | \$18,871 | 1.10 | |
| Inpatient Net Revenue per Day | \$5,727 | \$3,697 | 1.55 | \$4,090 | 1.40 | \$3,557 | 1.61 | \$5,873 | 0.98 | |
| Outpatient Net Revenue per Visit | \$646 | \$819 | 0.79 | \$759 | 0.85 | \$717 | 0.90 | \$702 | 0.92 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$163,140,057 | Cash & Cash Equivalents | \$31,517,192 | Current Liabilities | \$10,457,806 |
| Less Deductions | \$92,255,559 | Net Patient Receivables | \$11,423,152 | Long-Term Debt | \$19,771,048 |
| Net Patient Revenue | \$70,884,498 | Other Receivables | \$870,325 | Other Liabilities | \$0 |
| Plus Other Revenue | \$2,275,899 | | | Subtotal | \$30,228,854 |
| Total Revenue | \$73,160,400 | Land, Buildings & Equipment (Net) | \$42,399,912 | Unrestricted Fund Balance | \$84,900,075 |
| Less Expenses | \$62,947,990 | Other Assets | \$28,918,348 | Restricted Fund Balance | \$1,382,377 |
| Non-Operating Gains/Losses | -\$3,539,970 | | | Total Liabilities & Fund Balance | \$115,128,929 |
| Net Income | \$6,672,440 | Total Assets | \$115,128,929 | | |

182 Aurora St. Luke's South Shore
 5900 S Lake Dr
 Cudahy, WI 53110
 414-489-9000

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 4

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 44.3% | 60.7% | 0.73 | 71.4% | 0.62 | 42.3% | 1.05 | 45.5% | 0.97 |
| Obstetrics | 0.0% | 37.3% | N/A | 47.6% | N/A | 19.5% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 40.3% | 61.9% | 0.65 | 72.8% | 0.55 | 42.5% | 0.95 | 47.8% | 0.84 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 30.6 | 27.3 | 1.12 | 107.8 | 0.28 | 10.3 | 2.97 | 34.1 | 0.90 |
| Obstetrics | 0.0 | 4.7 | N/A | 17.5 | N/A | 1.2 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 47.2 | 50.5 | 0.93 | 161.9 | 0.29 | 16.0 | 2.95 | 52.6 | 0.90 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.2 | 4.9 | 1.05 | 5.8 | 0.89 | 4.0 | 1.29 | 5.1 | 1.02 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.6 | N/A | 2.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 5.2 | 5.3 | 0.99 | 6.4 | 0.82 | 4.2 | 1.25 | 5.2 | 1.01 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 359 | 990 | 0.36 | 2,650 | 0.14 | 203 | 1.77 | 365 | 0.98 |
| Outpatient | 1,528 | 4,017 | 0.38 | 4,920 | 0.31 | 2,140 | 0.71 | 1,377 | 1.11 |
| Inpatient as % of All Surgeries | 19.0% | 19.8% | 0.96 | 35.0% | 0.54 | 8.7% | 2.20 | 21.0% | 0.91 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 29,026 | 141,022 | 0.21 | 243,526 | 0.12 | 62,243 | 0.47 | 31,143 | 0.93 |
| Emergency Visits | 22,836 | 17,305 | 1.32 | 38,698 | 0.59 | 12,695 | 1.80 | 22,148 | 1.03 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 6.0 | 18.8 | 0.32 | 51.9 | 0.12 | 8.5 | 0.70 | 5.0 | 1.20 |
| Nurses, Licensed | 173.3 | 234.4 | 0.74 | 603.9 | 0.29 | 102.2 | 1.70 | 203.8 | 0.85 |
| Ancillary Nursing Personnel | 75.1 | 38.1 | 1.97 | 132.7 | 0.57 | 19.1 | 3.93 | 84.4 | 0.89 |
| All Other Personnel | 340.9 | 466.7 | 0.73 | 1,090.5 | 0.31 | 204.1 | 1.67 | 351.5 | 0.97 |
| Total FTEs | 595.2 | 758.0 | 0.79 | 1,879.0 | 0.32 | 333.9 | 1.78 | 644.7 | 0.92 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 3.9 | 12.5 | 0.31 | 14.6 | 0.27 | 10.5 | 0.37 | 3.3 | 1.18 |
| Nurses, Licensed | 111.8 | 156.2 | 0.72 | 169.6 | 0.66 | 126.3 | 0.89 | 134.2 | 0.83 |
| Ancillary Nursing Personnel | 48.4 | 25.4 | 1.91 | 37.3 | 1.30 | 23.6 | 2.05 | 55.6 | 0.87 |
| All Other Personnel | 220.0 | 311.0 | 0.71 | 306.3 | 0.72 | 252.2 | 0.87 | 231.5 | 0.95 |
| Total FTEs | 384.1 | 505.0 | 0.76 | 527.8 | 0.73 | 412.6 | 0.93 | 424.5 | 0.90 |

Total Hospital:
 Beds Set Up & Staffed 117
 Discharges 3,292
 Inpatient Days 17,213

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

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

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

182 Aurora St. Luke's South Shore
Cudahy, WI 53110

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 69 | 2,153 | 11,155 | 44.3% | 30.6 | 5.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 1 | 21 | 935 | 3,431 | 44.8% | 9.4 | 3.7 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 27 | 228 | 2,627 | 26.7% | 7.2 | 11.5 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 6 | 0 | 6.0 | Surgical Personnel | 11 | 6 | 13.1 |
| Physicians & Dentists | 29 | 12 | 30.5 | Radiological Services Personnel | 22 | 15 | 27.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 8 | 5 | 10.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 3 | 6 | 5.0 |
| Registered Nurses | 141 | 67 | 164.7 | Occupational Therapy Assistants/Aides | 0 | 3 | 1.3 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 7 | 5 | 8.5 |
| Licensed Practical Nurses | 3 | 2 | 3.6 | Physical Therapy Assistants/Aides | 0 | 3 | 1.8 |
| Ancillary Nursing Personnel | 45 | 85 | 75.1 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 4 | 0 | 4.0 | Dietitians & Nutritionists | 0 | 2 | 1.3 |
| Nurse Practitioners | 5 | 0 | 5.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 11 | 6 | 13.7 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 31 | 12 | 34.1 |
| Health Info Mgmt-Administrators/Technicians | 4 | 4 | 6.7 | All Other Personnel | 103 | 51 | 118.7 |
| Pharmacy Personnel | 21 | 5 | 22.6 | | | | |
| Clinical Laboratory Personnel | 19 | 10 | 23.4 | | | | |
| | | | | Total | 490 | 302 | 595.2 |

182 Aurora St. Luke's South Shore

Cudahy, WI 53110

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 4 | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------------|-------|-------------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$250,279,088 | 54.6% | 47.3% | 1.16 | 45.8% | 1.19 | 49.6% | 1.10 | 53.6% | 1.02 |
| Medical Assistance | \$88,803,714 | 19.4% | 14.4% | 1.35 | 21.1% | 0.92 | 14.0% | 1.38 | 18.5% | 1.04 |
| Commercial | \$107,393,415 | 23.4% | 32.9% | 0.71 | 29.3% | 0.80 | 32.3% | 0.73 | 25.3% | 0.93 |
| All Other | \$11,725,881 | 2.6% | 5.4% | 0.47 | 3.8% | 0.67 | 4.2% | 0.62 | 2.5% | 1.02 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$210,701,568 | 46.0% | 36.1% | 1.27 | 36.9% | 1.25 | 35.7% | 1.29 | 43.0% | 1.07 |
| Medical Assistance | \$77,802,651 | 17.0% | 11.3% | 1.51 | 16.3% | 1.04 | 10.9% | 1.56 | 16.7% | 1.02 |
| Commercial | \$49,145,872 | 10.7% | 14.8% | 0.73 | 14.0% | 0.77 | 12.5% | 0.86 | 12.4% | 0.86 |
| Charity Care | \$5,365,517 | 1.2% | 0.7% | 1.61 | 0.9% | 1.30 | 0.8% | 1.46 | 1.1% | 1.11 |
| Bad Debt | \$3,976,138 | 0.9% | 0.9% | 0.99 | 0.8% | 1.11 | 1.2% | 0.71 | 1.2% | 0.72 |
| All Other | \$4,801,325 | 1.0% | 3.0% | 0.34 | 1.4% | 0.76 | 2.4% | 0.43 | 0.8% | 1.23 |
| Total Deductions | \$351,793,071 | 76.8% | 66.8% | 1.15 | 70.2% | 1.09 | 63.6% | 1.21 | 75.2% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 2.2% | 5.7% | 0.39 | 4.9% | 0.46 | 3.6% | 0.62 | 2.7% | 0.81 |
| Net Gains/Losses as % of Net Income | | 0.0% | N/A | N/A | N/A | N/A | N/A | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$46,385,348 | 44.0% | 41.8% | 1.05 | 35.0% | 1.26 | 45.9% | 0.96 | 44.0% | 1.00 |
| Supplies & Services | \$55,312,686 | 52.4% | 52.2% | 1.00 | 59.6% | 0.88 | 47.4% | 1.11 | 52.1% | 1.01 |
| Capital Component | \$3,782,718 | 3.6% | 6.0% | 0.60 | 5.5% | 0.66 | 6.6% | 0.54 | 3.9% | 0.91 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 3.1% | 5.7% | 0.54 | 7.7% | 0.40 | 9.4% | 0.33 | 16.8% | 0.18 |
| Total Hospital Net Income (%) | | 3.1% | 3.5% | 0.88 | 6.7% | 0.46 | 6.9% | 0.45 | 16.8% | 0.18 |
| Return on Equity (%) | | 1.5% | 1.4% | 1.03 | 4.5% | 0.33 | 3.4% | 0.44 | 0.0% | N/A |
| Current Ratio | | 27.5 | 3.9 | 7.08 | 9.7 | 2.83 | 12.0 | 2.30 | 0.0 | N/A |
| Days in Net Patient Accounts Receivable | | 65.3 | 91.7 | 0.71 | 56.6 | 1.15 | 51.1 | 1.28 | 0.0 | N/A |
| Average Payment Period | | 25.8 | 91.7 | 0.28 | 36.1 | 0.71 | 42.5 | 0.61 | 0.0 | N/A |
| Equity Financing (%) | | 91.7% | 59.1% | 1.55 | 84.2% | 1.09 | 70.3% | 1.30 | 0.0% | N/A |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.1 | N/A | 0.0 | N/A |
| Times Interest Earned | | 6.2 | 5.7 | 1.09 | 10.0 | 0.62 | 10.4 | 0.59 | 25.8 | 0.24 |
| Total Asset Turnover | | 0.5 | 0.4 | 1.14 | 0.7 | 0.71 | 0.5 | 0.94 | 0.0 | N/A |
| Average Age of Plant (Years) | | 17.4 | 18.1 | 0.96 | 12.6 | 1.38 | 11.6 | 1.50 | 0.0 | N/A |
| Increase (Decrease) Total Net Patient Revenue | | -4.3% | 3.5% | N/A | 4.5% | N/A | 3.2% | N/A | 18.0% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 65.0% | 66.2% | 0.98 | 54.4% | 1.20 | 79.4% | 0.82 | 61.7% | 1.05 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$8,193 | \$19,849 | 0.41 | \$27,619 | 0.30 | \$11,983 | 0.68 | \$8,829 | 0.93 | |
| Inpatient Net Revenue per Day | \$1,361 | \$3,697 | 0.37 | \$4,320 | 0.32 | \$2,623 | 0.52 | \$1,545 | 0.88 | |
| Outpatient Net Revenue per Visit | \$1,608 | \$819 | 1.96 | \$896 | 1.79 | \$907 | 1.77 | \$1,572 | 1.02 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$458,202,097 | Cash & Cash Equivalents | \$161,995,765 | Current Liabilities | \$7,235,328 |
| Less Deductions | \$351,793,071 | Net Patient Receivables | \$19,033,804 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$106,409,026 | Other Receivables | \$704,347 | Other Liabilities | \$11,705,899 |
| Plus Other Revenue | \$2,421,558 | | | Subtotal | \$18,941,227 |
| Total Revenue | \$108,830,586 | Land, Buildings & Equipment (Net) | \$28,656,691 | Unrestricted Fund Balance | \$209,202,190 |
| Less Expenses | \$105,480,752 | Other Assets | \$17,752,809 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$228,143,416 | Total Liabilities & Fund Balance | \$228,143,417 |
| Net Income | \$3,349,834 | | | | |

024 Cumberland Healthcare
 1705 16th Ave
 Cumberland, WI 54829
 715-822-2741

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 20.9% | 60.7% | 0.34 | 51.4% | 0.41 | 20.4% | 1.02 | 24.4% | 0.86 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 20.9% | 61.9% | 0.34 | 51.8% | 0.40 | 21.1% | 0.99 | 22.2% | 0.94 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 3.3 | 27.3 | 0.12 | 12.6 | 0.27 | 3.3 | 1.03 | 2.4 | 1.37 |
| Obstetrics | 0.0 | 4.7 | N/A | 2.0 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.3 | 50.5 | 0.07 | 19.0 | 0.18 | 3.9 | 0.87 | 2.4 | 1.37 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.0 | 4.9 | 0.81 | 4.5 | 0.89 | 4.1 | 0.97 | 3.5 | 1.13 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.1 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.4 | 5.3 | 0.46 | 4.6 | 0.53 | 3.5 | 0.70 | 3.5 | 0.70 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 18 | 990 | 0.02 | 339 | 0.05 | 181 | 0.10 | 36 | 0.50 |
| Outpatient | 226 | 4,017 | 0.06 | 2,633 | 0.09 | 1,361 | 0.17 | 222 | 1.02 |
| Inpatient as % of All Surgeries | 7.4% | 19.8% | 0.37 | 11.4% | 0.65 | 11.7% | 0.63 | 14.0% | 0.53 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 13,208 | 141,022 | 0.09 | 82,166 | 0.16 | 43,437 | 0.30 | 12,920 | 1.02 |
| Emergency Visits | 3,061 | 17,305 | 0.18 | 8,774 | 0.35 | 4,927 | 0.62 | 2,444 | 1.25 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.0 | 18.8 | 0.05 | 10.2 | 0.10 | 7.3 | 0.14 | 1.0 | 1.00 |
| Nurses, Licensed | 45.0 | 234.4 | 0.19 | 129.2 | 0.35 | 46.6 | 0.97 | 45.7 | 0.99 |
| Ancillary Nursing Personnel | 15.6 | 38.1 | 0.41 | 20.8 | 0.75 | 9.1 | 1.72 | 13.8 | 1.13 |
| All Other Personnel | 114.8 | 466.7 | 0.25 | 279.2 | 0.41 | 110.7 | 1.04 | 116.8 | 0.98 |
| Total FTEs | 176.4 | 758.0 | 0.23 | 439.4 | 0.40 | 173.6 | 1.02 | 177.3 | 1.00 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 2.6 | 12.5 | 0.21 | 12.5 | 0.21 | 33.5 | 0.08 | 5.6 | 0.46 |
| Nurses, Licensed | 115.9 | 156.2 | 0.74 | 158.9 | 0.73 | 213.4 | 0.54 | 256.6 | 0.45 |
| Ancillary Nursing Personnel | 40.0 | 25.4 | 1.58 | 25.5 | 1.57 | 41.6 | 0.96 | 77.4 | 0.52 |
| All Other Personnel | 295.6 | 311.0 | 0.95 | 343.4 | 0.86 | 507.2 | 0.58 | 656.3 | 0.45 |
| Total FTEs | 454.1 | 505.0 | 0.90 | 540.3 | 0.84 | 795.7 | 0.57 | 995.9 | 0.46 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 16 | Health Maintenance Organization (HMO) | No | Average Beds Used | 2 | Bassinets | 0 |
| Discharges | 499 | Preferred Provider Organization (PPO) | Yes | Discharges | 41 | Total Births | 0 |
| Inpatient Days | 1,220 | | | Inpatient Days | 528 | Newborn Days | 0 |

024 Cumberland Healthcare
Cumberland, WI 54829

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 16 | 307 | 1,220 | 20.9% | 3.3 | 4.0 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 1 | 0 | 1.0 | Surgical Personnel | 2 | 1 | 3.1 |
| Physicians & Dentists | 4 | 0 | 4.0 | Radiological Services Personnel | 5 | 2 | 5.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 2 | 0.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 2.0 |
| Registered Nurses | 28 | 21 | 36.9 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 6 | 2 | 6.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 1 | 2 | 1.6 |
| Ancillary Nursing Personnel | 11 | 12 | 15.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 2 | 0 | 2.0 | Dietitians & Nutritionists | 0 | 1 | 0.0 |
| Nurse Practitioners | 7 | 0 | 7.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 2 | 1.1 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 18 | 16 | 21.9 |
| Health Info Mgmt-Administrators/Technicians | 4 | 0 | 4.0 | All Other Personnel | 33 | 2 | 33.6 |
| Pharmacy Personnel | 3 | 3 | 3.0 | | | | |
| Clinical Laboratory Personnel | 11 | 4 | 14.2 | | | | |
| | | | | Total | 151 | 70 | 176.4 |

024 Cumberland Healthcare

Cumberland, WI 54829

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 5A Value | Ratio | 2 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$29,159,484 | 52.3% | 47.3% | 1.11 | 51.1% | 1.02 | 47.2% | 1.11 | 57.0% | 0.92 |
| Medical Assistance | \$7,141,098 | 12.8% | 14.4% | 0.89 | 12.0% | 1.07 | 12.9% | 1.00 | 11.0% | 1.17 |
| Commercial | \$15,472,379 | 27.7% | 32.9% | 0.84 | 32.3% | 0.86 | 35.1% | 0.79 | 29.1% | 0.95 |
| All Other | \$3,992,697 | 7.2% | 5.4% | 1.32 | 4.6% | 1.55 | 4.8% | 1.48 | 3.0% | 2.39 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$13,068,117 | 23.4% | 36.1% | 0.65 | 34.5% | 0.68 | 29.4% | 0.80 | 30.0% | 0.78 |
| Medical Assistance | \$4,481,048 | 8.0% | 11.3% | 0.71 | 8.8% | 0.92 | 9.6% | 0.84 | 5.6% | 1.42 |
| Commercial | \$4,850,499 | 8.7% | 14.8% | 0.59 | 10.3% | 0.84 | 13.1% | 0.66 | 10.6% | 0.82 |
| Charity Care | \$84,736 | 0.2% | 0.7% | 0.21 | 0.5% | 0.31 | 0.6% | 0.25 | 0.2% | 0.69 |
| Bad Debt | \$894,923 | 1.6% | 0.9% | 1.83 | 0.9% | 1.81 | 1.1% | 1.40 | 1.8% | 0.88 |
| All Other | \$1,789,589 | 3.2% | 3.0% | 1.06 | 3.0% | 1.07 | 3.3% | 0.98 | 0.8% | 4.20 |
| Total Deductions | \$25,168,912 | 45.1% | 66.8% | 0.68 | 58.0% | 0.78 | 57.1% | 0.79 | 49.1% | 0.92 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.9% | 5.7% | 0.17 | | 3.6% | 0.26 | 4.1% | 0.23 | 1.3% | 0.74 |
| Net Gains/Losses as % of Net Income | 136.2% | N/A | N/A | | 136.6% | 1.00 | N/A | N/A | 94.9% | 1.44 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$16,395,374 | 52.3% | 41.8% | 1.25 | 49.3% | 1.06 | 46.6% | 1.12 | 58.7% | 0.89 |
| Supplies & Services | \$12,428,763 | 39.6% | 52.2% | 0.76 | 45.8% | 0.86 | 47.2% | 0.84 | 35.2% | 1.13 |
| Capital Component | \$2,536,466 | 8.1% | 6.0% | 1.35 | 4.9% | 1.67 | 6.2% | 1.30 | 6.1% | 1.33 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -1.5% | 5.7% | N/A | | 0.5% | N/A | 11.8% | N/A | 1.1% | N/A |
| Total Hospital Net Income (%) | 4.0% | 3.5% | 1.14 | | -1.3% | N/A | 11.1% | 0.36 | 18.4% | 0.22 |
| Return on Equity (%) | 2.7% | 1.4% | 1.90 | | -0.2% | N/A | 0.8% | 3.32 | 17.2% | 0.16 |
| Current Ratio | 3.5 | 3.9 | 0.90 | | 1.7 | 2.09 | 1.6 | 2.14 | 0.8 | 4.19 |
| Days in Net Patient Accounts Receivable | 64.7 | 91.7 | 0.71 | | 260.0 | 0.25 | 569.1 | 0.11 | 46.3 | 1.40 |
| Average Payment Period | 49.9 | 91.7 | 0.54 | | 309.6 | 0.16 | 772.8 | 0.06 | 110.3 | 0.45 |
| Equity Financing (%) | 0.0% | 59.1% | N/A | | 43.6% | N/A | 39.2% | N/A | 0.0% | N/A |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | | 0.9 | N/A | 1.1 | N/A | 0.0 | N/A |
| Times Interest Earned | 332.3 | 5.7 | 58.12 | | -2.9 | N/A | 17.1 | 19.46 | 65.0 | 5.11 |
| Total Asset Turnover | 0.6 | 0.4 | 1.54 | | 0.2 | 4.05 | 0.1 | 8.68 | 0.8 | 0.83 |
| Average Age of Plant (Years) | 8.6 | 18.1 | 0.47 | | 52.7 | 0.16 | 99.6 | 0.09 | 13.7 | 0.63 |
| Increase (Decrease) Total Net Patient Revenue | 26.4% | 3.5% | 7.45 | | -1.2% | N/A | 2.2% | 12.01 | 7.2% | 3.64 |
| Outpatient Gross Revenue (% of Total GPR) | 87.8% | 66.2% | 1.33 | | 76.7% | 1.15 | 81.7% | 1.07 | 86.3% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$6,836 | \$19,849 | 0.34 | | \$16,058 | 0.43 | \$21,242 | 0.32 | \$11,623 | 0.59 |
| Inpatient Net Revenue per Day | \$1,635 | \$3,697 | 0.44 | | \$3,281 | 0.50 | \$4,286 | 0.38 | \$2,096 | 0.78 |
| Outpatient Net Revenue per Visit | \$1,709 | \$819 | 2.09 | | \$891 | 1.92 | \$728 | 2.35 | \$1,513 | 1.13 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$55,765,656 | Cash & Cash Equivalents | \$912,777 | Current Liabilities | \$3,975,048 |
| Less Deductions | \$25,168,912 | Net Patient Receivables | \$5,424,708 | Long-Term Debt | \$20,859,155 |
| Net Patient Revenue | \$30,596,744 | Other Receivables | \$6,276,091 | Other Liabilities | \$23,250,587 |
| Plus Other Revenue | \$293,365 | | | Subtotal | \$48,084,790 |
| Total Revenue | \$30,890,112 | Land, Buildings & Equipment (Net) | \$28,155,233 | Unrestricted Fund Balance | \$0 |
| Less Expenses | \$31,360,603 | Other Assets | \$7,315,981 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$1,769,399 | | | Total Liabilities & Fund Balance | \$48,084,790 |
| Net Income | \$1,298,908 | Total Assets | \$48,084,790 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 7.2% | 60.7% | 0.12 | 61.3% | 0.12 | 15.0% | 0.48 | 6.9% | 1.04 |
| Obstetrics | 0.0% | 37.3% | N/A | 37.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 7.2% | 61.9% | 0.12 | 62.3% | 0.12 | 19.9% | 0.36 | 6.9% | 1.04 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.8 | 27.3 | 0.07 | 26.4 | 0.07 | 2.6 | 0.71 | 1.7 | 1.04 |
| Obstetrics | 0.0 | 4.7 | N/A | 4.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 1.8 | 50.5 | 0.04 | 54.9 | 0.03 | 3.5 | 0.51 | 1.7 | 1.04 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 2.5 | 4.9 | 0.52 | 4.9 | 0.52 | 3.9 | 0.65 | 2.8 | 0.92 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.5 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 2.5 | 5.3 | 0.48 | 5.2 | 0.49 | 4.8 | 0.53 | 2.8 | 0.92 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 75 | 990 | 0.08 | 894 | 0.08 | 64 | 1.17 | 57 | 1.32 |
| Outpatient | 450 | 4,017 | 0.11 | 4,062 | 0.11 | 1,572 | 0.29 | 514 | 0.88 |
| Inpatient as % of All Surgeries | 14.3% | 19.8% | 0.72 | 18.0% | 0.79 | 3.9% | 3.65 | 10.0% | 1.43 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 25,470 | 141,022 | 0.18 | 182,049 | 0.14 | 20,590 | 1.24 | 23,473 | 1.09 |
| Emergency Visits | 2,001 | 17,305 | 0.12 | 17,809 | 0.11 | 4,256 | 0.47 | 1,857 | 1.08 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.0 | 18.8 | 0.27 | 18.6 | 0.27 | 3.1 | 1.60 | 5.0 | 1.00 |
| Nurses, Licensed | 46.4 | 234.4 | 0.20 | 274.7 | 0.17 | 36.9 | 1.26 | 43.5 | 1.07 |
| Ancillary Nursing Personnel | 12.3 | 38.1 | 0.32 | 35.1 | 0.35 | 6.4 | 1.93 | 13.7 | 0.90 |
| All Other Personnel | 81.7 | 466.7 | 0.18 | 644.0 | 0.13 | 63.8 | 1.28 | 79.3 | 1.03 |
| Total FTEs | 145.4 | 758.0 | 0.19 | 972.4 | 0.15 | 110.2 | 1.32 | 141.5 | 1.03 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 45.0 | 12.5 | 3.60 | 12.1 | 3.72 | 16.5 | 2.72 | 45.3 | 0.99 |
| Nurses, Licensed | 417.4 | 156.2 | 2.67 | 178.7 | 2.34 | 195.6 | 2.13 | 394.2 | 1.06 |
| Ancillary Nursing Personnel | 110.7 | 25.4 | 4.36 | 22.9 | 4.84 | 33.9 | 3.27 | 123.9 | 0.89 |
| All Other Personnel | 735.6 | 311.0 | 2.37 | 418.9 | 1.76 | 338.7 | 2.17 | 718.3 | 1.02 |
| Total FTEs | 1,308.7 | 505.0 | 2.59 | 632.6 | 2.07 | 584.8 | 2.24 | 1,281.7 | 1.02 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 25 | Bassinets | 0 |
| Discharges | 259 | Preferred Provider Organization (PPO) | Yes | Discharges | 42 | Total Births | 0 |
| Inpatient Days | 660 | | | Inpatient Days | 372 | Newborn Days | 0 |

025 Memorial Hospital of Lafayette Co.
Darlington, WI 53530

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 25 | 259 | 660 | 7.2% | 1.8 | 2.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 0 | 5.0 | Surgical Personnel | 1 | 0 | 1.0 |
| Physicians & Dentists | 3 | 1 | 3.8 | Radiological Services Personnel | 4 | 1 | 4.4 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 0 | 3.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 40 | 2 | 41.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 0 | 1.0 |
| Licensed Practical Nurses | 2 | 0 | 2.0 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 11 | 2 | 12.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 5 | 1 | 5.8 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 3 | 0 | 3.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 1 | 0.6 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 38 | 2 | 39.1 |
| Health Info Mgmt-Administrators/Technicians | 7 | 0 | 7.0 | All Other Personnel | 0 | 0 | 0.0 |
| Pharmacy Personnel | 2 | 0 | 2.0 | | | | |
| Clinical Laboratory Personnel | 6 | 0 | 6.0 | | | | |
| | | | | Total | 139 | 10 | 145.4 |

025 Memorial Hospital of Lafayette Co.

Darlington, WI 53530

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|--------------------|--------|--------------------|-------|------------------|-------|------|
| | | Value | Ratio | Value ¹ | Ratio | Value ¹ | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$24,252,036 | 55.0% | 47.3% | 1.16 | 42.3% | 1.30 | 47.0% | 1.17 | 54.0% | 1.02 |
| Medical Assistance | \$3,968,515 | 9.0% | 14.4% | 0.63 | 12.2% | 0.74 | 13.0% | 0.69 | 8.6% | 1.04 |
| Commercial | \$15,483,555 | 35.1% | 32.9% | 1.07 | 36.7% | 0.96 | 36.0% | 0.98 | 36.2% | 0.97 |
| All Other | \$390,505 | 0.9% | 5.4% | 0.16 | 8.8% | 0.10 | 4.0% | 0.22 | 1.2% | 0.76 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$10,029,507 | 22.7% | 36.1% | 0.63 | 32.5% | 0.70 | 26.2% | 0.87 | 23.5% | 0.97 |
| Medical Assistance | \$2,171,997 | 4.9% | 11.3% | 0.44 | 9.6% | 0.51 | 9.3% | 0.53 | 4.4% | 1.12 |
| Commercial | \$5,734,811 | 13.0% | 14.8% | 0.88 | 18.5% | 0.70 | 11.3% | 1.15 | 16.0% | 0.81 |
| Charity Care | \$217,249 | 0.5% | 0.7% | 0.68 | 0.6% | 0.82 | 0.7% | 0.71 | 0.5% | 1.04 |
| Bad Debt | \$74,478 | 0.2% | 0.9% | 0.19 | 0.9% | 0.18 | 1.5% | 0.11 | 0.6% | 0.28 |
| All Other | \$156,448 | 0.4% | 3.0% | 0.12 | 4.8% | 0.07 | 2.2% | 0.16 | 0.3% | 1.05 |
| Total Deductions | \$18,384,490 | 41.7% | 66.8% | 0.62 | 67.0% | 0.62 | 51.3% | 0.81 | 45.3% | 0.92 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.1% | 5.7% | 0.54 | 4.8% | 0.64 | 4.8% | 0.65 | 2.8% | 1.11 | |
| Net Gains/Losses as % of Net Income | 8.3% | N/A | N/A | 5,067.6% | 0.00 | 11.4% | N/A | 99.7% | 0.08 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$12,009,723 | 47.1% | 41.8% | 1.13 | 43.9% | 1.07 | 49.1% | 0.96 | 50.6% | 0.93 |
| Supplies & Services | \$12,190,197 | 47.8% | 52.2% | 0.92 | 48.8% | 0.98 | 43.7% | 1.09 | 44.2% | 1.08 |
| Capital Component | \$1,311,962 | 5.1% | 6.0% | 0.86 | 7.3% | 0.71 | 7.2% | 0.72 | 5.3% | 0.98 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 3.8% | 5.7% | 0.67 | 4.7% | 0.82 | 6.2% | 0.62 | 0.1% | 72.83 | |
| Total Hospital Net Income (%) | 4.2% | 3.5% | 1.19 | -0.1% | N/A | 6.9% | 0.60 | 16.2% | 0.26 | |
| Return on Equity (%) | 5.5% | 1.4% | 3.89 | 0.0% | N/A | 7.1% | 0.77 | 21.1% | 0.26 | |
| Current Ratio | 2.5 | 3.9 | 0.64 | 3.2 | 0.77 | 3.3 | 0.76 | 5.8 | 0.42 | |
| Days in Net Patient Accounts Receivable | 48.2 | 91.7 | 0.53 | 71.6 | 0.67 | 58.5 | 0.82 | 49.9 | 0.97 | |
| Average Payment Period | 37.5 | 91.7 | 0.41 | 90.2 | 0.42 | 38.2 | 0.98 | 21.9 | 1.71 | |
| Equity Financing (%) | 76.4% | 59.1% | 1.29 | 50.6% | 1.51 | 49.5% | 1.54 | 85.2% | 0.90 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.5 | N/A | 0.8 | N/A | 0.0 | N/A | |
| Times Interest Earned | 91.2 | 5.7 | 15.95 | 0.9 | 100.56 | 6.4 | 14.19 | 119.1 | 0.77 | |
| Total Asset Turnover | 1.3 | 0.4 | 3.17 | 0.4 | 2.97 | 1.0 | 1.29 | 1.1 | 1.21 | |
| Average Age of Plant (Years) | 14.1 | 18.1 | 0.78 | 15.8 | 0.89 | 7.1 | 1.98 | 14.0 | 1.01 | |
| Increase (Decrease) Total Net Patient Revenue | 6.6% | 3.5% | 1.86 | 5.2% | 1.27 | 8.5% | 0.78 | 11.4% | 0.58 | |
| Outpatient Gross Revenue (% of Total GPR) | 83.7% | 66.2% | 1.26 | 63.7% | 1.31 | 81.4% | 1.03 | 84.3% | 0.99 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$17,170 | \$19,849 | 0.87 | \$21,625 | 0.79 | \$19,261 | 0.89 | \$18,903 | 0.91 | |
| Inpatient Net Revenue per Day | \$4,697 | \$3,697 | 1.27 | \$4,090 | 1.15 | \$2,916 | 1.61 | \$5,081 | 0.92 | |
| Outpatient Net Revenue per Visit | \$744 | \$819 | 0.91 | \$759 | 0.98 | \$812 | 0.92 | \$749 | 0.99 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$44,094,612 | Cash & Cash Equivalents | \$301,984 | Current Liabilities | \$2,520,812 |
| Less Deductions | \$18,384,490 | Net Patient Receivables | \$3,397,242 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$25,710,122 | Other Receivables | \$78,200 | Other Liabilities | \$2,204,214 |
| Plus Other Revenue | \$817,513 | | | Subtotal | \$4,725,026 |
| Total Revenue | \$26,527,634 | Land, Buildings & Equipment (Net) | \$9,489,038 | | |
| Less Expenses | \$25,511,882 | Other Assets | \$6,760,943 | Unrestricted Fund Balance | \$15,302,381 |
| Non-Operating Gains/Losses | \$91,703 | | | Restricted Fund Balance | \$0 |
| Net Income | \$1,107,455 | Total Assets | \$20,027,407 | Total Liabilities & Fund Balance | \$20,027,407 |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 38.6% | 60.7% | 0.64 | 61.3% | 0.63 | 42.3% | 0.91 | 39.3% | 0.98 |
| Obstetrics | 33.3% | 37.3% | 0.89 | 37.3% | 0.04 | 19.5% | 1.71 | 29.2% | 1.14 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 36.9% | 61.9% | 0.60 | 62.3% | 0.59 | 42.5% | 0.87 | 36.7% | 1.01 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 6.6 | 27.3 | 0.24 | 26.4 | 0.25 | 10.3 | 0.64 | 6.7 | 0.98 |
| Obstetrics | 1.7 | 4.7 | 0.35 | 4.3 | 0.38 | 1.2 | 1.35 | 1.5 | 1.14 |
| Pediatrics | 0.1 | 1.7 | 0.03 | 2.4 | 0.02 | 0.0 | 0.03 | 0.1 | 0.83 |
| Total Hospital | 9.2 | 50.5 | 0.18 | 54.9 | 0.17 | 16.0 | 0.58 | 9.2 | 1.01 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.2 | 4.9 | 0.85 | 4.9 | 0.85 | 4.0 | 1.04 | 4.4 | 0.95 |
| Obstetrics | 2.3 | 2.4 | 0.96 | 2.5 | 0.92 | 2.0 | 1.15 | 2.1 | 1.09 |
| Pediatrics | 1.9 | 4.0 | 0.47 | 4.4 | 0.43 | 1.9 | 1.00 | 1.8 | 1.07 |
| Total Hospital | 3.5 | 5.3 | 0.66 | 5.2 | 0.67 | 4.2 | 0.83 | 3.7 | 0.95 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 177 | 990 | 0.18 | 894 | 0.20 | 203 | 0.87 | 167 | 1.06 |
| Outpatient | 2,602 | 4,017 | 0.65 | 4,062 | 0.64 | 2,140 | 1.22 | 2,357 | 1.10 |
| Inpatient as % of All Surgeries | 6.4% | 19.8% | 0.32 | 18.0% | 0.35 | 8.7% | 0.74 | 6.6% | 0.96 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 85,474 | 141,022 | 0.61 | 182,049 | 0.47 | 62,243 | 1.37 | 75,214 | 1.14 |
| Emergency Visits | 8,008 | 17,305 | 0.46 | 17,809 | 0.45 | 12,695 | 0.63 | 6,774 | 1.18 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.8 | 0.21 | 18.6 | 0.22 | 8.5 | 0.47 | 4.0 | 1.00 |
| Nurses, Licensed | 86.7 | 234.4 | 0.37 | 274.7 | 0.32 | 102.2 | 0.85 | 86.5 | 1.00 |
| Ancillary Nursing Personnel | 10.1 | 38.1 | 0.26 | 35.1 | 0.29 | 19.1 | 0.53 | 13.0 | 0.78 |
| All Other Personnel | 248.8 | 466.7 | 0.53 | 644.0 | 0.39 | 204.1 | 1.22 | 254.2 | 0.98 |
| Total FTEs | 349.5 | 758.0 | 0.46 | 972.4 | 0.36 | 333.9 | 1.05 | 357.6 | 0.98 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.1 | 12.5 | 0.49 | 12.1 | 0.51 | 10.5 | 0.58 | 6.9 | 0.89 |
| Nurses, Licensed | 133.1 | 156.2 | 0.85 | 178.7 | 0.74 | 126.3 | 1.05 | 149.6 | 0.89 |
| Ancillary Nursing Personnel | 15.5 | 25.4 | 0.61 | 22.9 | 0.68 | 23.6 | 0.66 | 22.5 | 0.69 |
| All Other Personnel | 382.0 | 311.0 | 1.23 | 418.9 | 0.91 | 252.2 | 1.51 | 439.8 | 0.87 |
| Total FTEs | 536.7 | 505.0 | 1.06 | 632.6 | 0.85 | 412.6 | 1.30 | 618.9 | 0.87 |

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 971
 Inpatient Days 3,367

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 27
 Inpatient Days 156

Newborn Nursery:
 Bassinets 1
 Total Births 255
 Newborn Days 492

026 Upland Hills Health Inc
Dodgeville, WI 53533

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 17 | 570 | 2,393 | 38.6% | 6.6 | 4.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 14 | 66 | 0.0% | 0.2 | 4.7 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 10 | 19 | 0.0% | 0.1 | 1.9 |
| Obstetrics | 1 | 5 | 262 | 608 | 33.3% | 1.7 | 2.3 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 3 | 77 | 281 | 25.7% | 0.8 | 3.6 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 0 | 4.0 | Surgical Personnel | 0 | 2 | 1.2 |
| Physicians & Dentists | 11 | 7 | 14.9 | Radiological Services Personnel | 5 | 5 | 8.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 5 | 4.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 3 | 3.5 |
| Registered Nurses | 34 | 61 | 70.1 | Occupational Therapy Assistants/Aides | 0 | 4 | 2.1 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 7 | 6 | 11.1 |
| Licensed Practical Nurses | 5 | 7 | 9.8 | Physical Therapy Assistants/Aides | 2 | 2 | 3.1 |
| Ancillary Nursing Personnel | 2 | 15 | 10.1 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 2 | 0 | 2.0 | Dietitians & Nutritionists | 0 | 3 | 1.9 |
| Nurse Practitioners | 5 | 1 | 5.8 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 1 | 0 | 1.0 | Social Workers | 0 | 2 | 1.6 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 11 | 8 | 16.1 |
| Health Info Mgmt-Administrators/Technicians | 10 | 2 | 11.3 | All Other Personnel | 90 | 67 | 129.1 |
| Pharmacy Personnel | 6 | 2 | 7.7 | | | | |
| Clinical Laboratory Personnel | 13 | 8 | 17.9 | | | | |
| | | | | Total | 220 | 216 | 349.5 |

026 Upland Hills Health Inc
Dodgeville, WI 53533

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$63,290,595 | 33.1% | 47.3% | 0.70 | 42.3% | 0.78 | 49.6% | 0.67 | 32.0% | 1.03 |
| Medical Assistance | \$21,401,769 | 11.2% | 14.4% | 0.78 | 12.2% | 0.92 | 14.0% | 0.80 | 11.7% | 0.95 |
| Commercial | \$102,047,219 | 53.3% | 32.9% | 1.62 | 36.7% | 1.45 | 32.3% | 1.65 | 53.4% | 1.00 |
| All Other | \$4,708,388 | 2.5% | 5.4% | 0.45 | 8.8% | 0.28 | 4.2% | 0.59 | 2.9% | 0.86 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$52,012,827 | 27.2% | 36.1% | 0.75 | 32.5% | 0.84 | 35.7% | 0.76 | 23.7% | 1.15 |
| Medical Assistance | \$16,801,391 | 8.8% | 11.3% | 0.78 | 9.6% | 0.91 | 10.9% | 0.81 | 9.0% | 0.98 |
| Commercial | \$38,117,662 | 19.9% | 14.8% | 1.35 | 18.5% | 1.08 | 12.5% | 1.59 | 23.1% | 0.86 |
| Charity Care | \$1,458,956 | 0.8% | 0.7% | 1.05 | 0.6% | 1.26 | 0.8% | 0.95 | 0.4% | 2.14 |
| Bad Debt | \$1,542,235 | 0.8% | 0.9% | 0.92 | 0.9% | 0.85 | 1.2% | 0.66 | 0.9% | 0.89 |
| All Other | \$2,848,343 | 1.5% | 3.0% | 0.49 | 4.8% | 0.31 | 2.4% | 0.62 | 2.0% | 0.73 |
| Total Deductions | \$112,781,414 | 58.9% | 66.8% | 0.88 | 67.0% | 0.88 | 63.6% | 0.93 | 59.0% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.3% | 5.7% | 0.41 | 4.8% | 0.49 | 3.6% | 0.66 | 3.0% | 0.77 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 5,067.6% | N/A | N/A | N/A | N/A | 34.4% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$37,554,733 | 54.5% | 41.8% | 1.30 | 43.9% | 1.24 | 45.9% | 1.19 | 56.4% | 0.97 |
| Supplies & Services | \$24,364,197 | 35.4% | 52.2% | 0.68 | 48.8% | 0.72 | 47.4% | 0.75 | 32.3% | 1.10 |
| Capital Component | \$6,965,561 | 10.1% | 6.0% | 1.68 | 7.3% | 1.39 | 6.6% | 1.53 | 11.3% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 14.5% | 5.7% | 2.54 | 4.7% | 3.09 | 9.4% | 1.53 | 10.5% | 1.38 | |
| Total Hospital Net Income (%) | 12.6% | 3.5% | 3.60 | -0.1% | N/A | 6.9% | 1.83 | 15.2% | 0.83 | |
| Return on Equity (%) | 7.0% | 1.4% | 4.90 | 0.0% | N/A | 3.4% | 2.07 | 8.5% | 0.82 | |
| Current Ratio | 3.4 | 3.9 | 0.88 | 3.2 | 1.06 | 12.0 | 0.29 | 3.3 | 1.04 | |
| Days in Net Patient Accounts Receivable | 35.6 | 91.7 | 0.39 | 71.6 | 0.50 | 51.1 | 0.70 | 37.3 | 0.95 | |
| Average Payment Period | 58.4 | 91.7 | 0.64 | 90.2 | 0.65 | 42.5 | 1.37 | 71.1 | 0.82 | |
| Equity Financing (%) | 75.4% | 59.1% | 1.28 | 50.6% | 1.49 | 70.3% | 1.07 | 72.1% | 1.05 | |
| Long-Term Debt to Equity Ratio | 0.3 | 0.4 | 0.67 | 0.5 | 0.61 | 0.1 | 2.85 | 0.3 | 0.86 | |
| Times Interest Earned | 12.1 | 5.7 | 2.12 | 0.9 | 13.36 | 10.4 | 1.16 | 13.7 | 0.89 | |
| Total Asset Turnover | 0.6 | 0.4 | 1.36 | 0.4 | 1.27 | 0.5 | 1.12 | 0.5 | 1.07 | |
| Average Age of Plant (Years) | 10.3 | 18.1 | 0.57 | 15.8 | 0.65 | 11.6 | 0.89 | 9.0 | 1.15 | |
| Increase (Decrease) Total Net Patient Revenue | 13.4% | 3.5% | 3.79 | 5.2% | 2.57 | 3.2% | 4.12 | 18.4% | 0.73 | |
| Outpatient Gross Revenue (% of Total GPR) | 85.4% | 66.2% | 1.29 | 63.7% | 1.34 | 79.4% | 1.08 | 84.2% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$14,411 | \$19,849 | 0.73 | \$21,625 | 0.67 | \$11,983 | 1.20 | \$16,724 | 0.86 | |
| Inpatient Net Revenue per Day | \$3,944 | \$3,697 | 1.07 | \$4,090 | 0.96 | \$2,623 | 1.50 | \$4,414 | 0.89 | |
| Outpatient Net Revenue per Visit | \$703 | \$819 | 0.86 | \$759 | 0.93 | \$907 | 0.78 | \$672 | 1.05 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$191,447,971 | Cash & Cash Equivalents | \$22,078,714 | Current Liabilities | \$10,128,411 |
| Less Deductions | \$112,781,414 | Net Patient Receivables | \$7,673,940 | Long-Term Debt | \$30,092,112 |
| Net Patient Revenue | \$78,666,557 | Other Receivables | \$1,081,833 | Other Liabilities | \$0 |
| Plus Other Revenue | \$1,886,666 | | | Subtotal | \$40,220,523 |
| Total Revenue | \$80,553,223 | Land, Buildings & Equipment (Net) | \$47,974,248 | Unrestricted Fund Balance | \$107,164,314 |
| Less Expenses | \$68,884,491 | Other Assets | \$63,249,287 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$1,762,677 | | | Total Liabilities & Fund Balance | \$147,384,837 |
| Net Income | \$9,906,055 | Total Assets | \$142,058,022 | | |

027 AdventHealth Durand
 1220 Third Avenue, PO Box 224
 Durand, WI 54736
 715-672-4211

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 3.8% | 60.7% | 0.06 | 51.4% | 0.07 | 15.0% | 0.25 | 4.8% | 0.79 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 3.8% | 61.9% | 0.06 | 51.8% | 0.07 | 19.9% | 0.19 | 4.8% | 0.79 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.9 | 27.3 | 0.03 | 12.6 | 0.08 | 2.6 | 0.37 | 1.2 | 0.79 |
| Obstetrics | 0.0 | 4.7 | N/A | 2.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 0.9 | 50.5 | 0.02 | 19.0 | 0.05 | 3.5 | 0.27 | 1.2 | 0.79 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 2.6 | 4.9 | 0.53 | 4.5 | 0.58 | 3.9 | 0.66 | 3.4 | 0.76 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.1 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 2.7 | 5.3 | 0.50 | 4.6 | 0.58 | 4.8 | 0.55 | 3.4 | 0.79 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 339 | N/A | 64 | N/A | 0 | N/A |
| Outpatient | 197 | 4,017 | 0.05 | 2,633 | 0.07 | 1,572 | 0.13 | 188 | 1.05 |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 11.4% | N/A | 3.9% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 28,699 | 141,022 | 0.20 | 82,166 | 0.35 | 20,590 | 1.39 | 29,111 | 0.99 |
| Emergency Visits | 1,665 | 17,305 | 0.10 | 8,774 | 0.19 | 4,256 | 0.39 | 1,554 | 1.07 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.0 | 18.8 | 0.05 | 10.2 | 0.10 | 3.1 | 0.32 | 1.0 | 1.00 |
| Nurses, Licensed | 20.6 | 234.4 | 0.09 | 129.2 | 0.16 | 36.9 | 0.56 | 24.6 | 0.84 |
| Ancillary Nursing Personnel | 9.9 | 38.1 | 0.26 | 20.8 | 0.48 | 6.4 | 1.55 | 8.1 | 1.22 |
| All Other Personnel | 45.2 | 466.7 | 0.10 | 279.2 | 0.16 | 63.8 | 0.71 | 52.8 | 0.86 |
| Total FTEs | 76.6 | 758.0 | 0.10 | 439.4 | 0.17 | 110.2 | 0.70 | 86.5 | 0.89 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 11.4 | 12.5 | 0.91 | 12.5 | 0.91 | 16.5 | 0.69 | 11.3 | 1.01 |
| Nurses, Licensed | 235.0 | 156.2 | 1.50 | 158.9 | 1.48 | 195.6 | 1.20 | 277.0 | 0.85 |
| Ancillary Nursing Personnel | 113.1 | 25.4 | 4.46 | 25.5 | 4.43 | 33.9 | 3.34 | 91.2 | 1.24 |
| All Other Personnel | 515.8 | 311.0 | 1.66 | 343.4 | 1.50 | 338.7 | 1.52 | 595.2 | 0.87 |
| Total FTEs | 875.3 | 505.0 | 1.73 | 540.3 | 1.62 | 584.8 | 1.50 | 974.7 | 0.90 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 0 |
| Discharges | 130 | Preferred Provider Organization (PPO) | Yes | Discharges | 23 | Total Births | 0 |
| Inpatient Days | 345 | | | Inpatient Days | 186 | Newborn Days | 0 |

027 AdventHealth Durand
Durand, WI 54736

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 25 | 132 | 345 | 3.8% | 0.9 | 2.6 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 1 | 0 | 1.0 | Surgical Personnel | 1 | 0 | 1.0 |
| Physicians & Dentists | 2 | 0 | 2.0 | Radiological Services Personnel | 3 | 2 | 4.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 0 | 1.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 9 | 3 | 10.6 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 0 | 0 | 0.0 |
| Licensed Practical Nurses | 2 | 2 | 3.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 7 | 4 | 9.9 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 1 | 0.8 |
| Nurse Practitioners | 2 | 0 | 2.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 1 | 0 | 1.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 4 | 0 | 4.0 | All Other Health Professionals | 2 | 2 | 2.8 |
| Health Info Mgmt-Administrators/Technicians | 1 | 0 | 1.0 | All Other Personnel | 17 | 10 | 23.4 |
| Pharmacy Personnel | 1 | 1 | 1.4 | | | | |
| Clinical Laboratory Personnel | 4 | 2 | 5.6 | | | | |
| | | | | Total | 60 | 27 | 76.6 |

027 AdventHealth Durand

Durand, WI 54736

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|-------|
| | | Value | Ratio | 5A Value | Ratio | 1 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$17,869,376 | 66.3% | 47.3% | 1.40 | 51.1% | 1.30 | 47.0% | 1.41 | 60.2% | 1.10 |
| Medical Assistance | \$2,545,601 | 9.4% | 14.4% | 0.66 | 12.0% | 0.79 | 13.0% | 0.73 | 8.4% | 1.13 |
| Commercial | \$6,217,868 | 23.1% | 32.9% | 0.70 | 32.3% | 0.71 | 36.0% | 0.64 | 29.7% | 0.78 |
| All Other | \$324,070 | 1.2% | 5.4% | 0.22 | 4.6% | 0.26 | 4.0% | 0.30 | 1.7% | 0.71 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$7,506,783 | 27.8% | 36.1% | 0.77 | 34.5% | 0.81 | 26.2% | 1.06 | 25.6% | 1.09 |
| Medical Assistance | \$1,717,095 | 6.4% | 11.3% | 0.56 | 8.8% | 0.73 | 9.3% | 0.69 | 5.8% | 1.09 |
| Commercial | \$1,208,069 | 4.5% | 14.8% | 0.30 | 10.3% | 0.43 | 11.3% | 0.40 | 5.7% | 0.79 |
| Charity Care | \$165,431 | 0.6% | 0.7% | 0.85 | 0.5% | 1.26 | 0.7% | 0.88 | 0.5% | 1.20 |
| Bad Debt | \$481,750 | 1.8% | 0.9% | 2.04 | 0.9% | 2.02 | 1.5% | 1.15 | 1.8% | 0.99 |
| All Other | \$233,168 | 0.9% | 3.0% | 0.28 | 3.0% | 0.29 | 2.2% | 0.39 | 1.6% | 0.55 |
| Total Deductions | \$11,312,296 | 42.0% | 66.8% | 0.63 | 58.0% | 0.72 | 51.3% | 0.82 | 41.0% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 7.7% | 5.7% | 1.35 | 3.6% | 2.14 | 4.8% | 1.62 | 3.0% | 2.59 |
| Net Gains/Losses as % of Net Income | | 386.0% | N/A | N/A | 136.6% | 2.83 | 11.4% | N/A | 24.8% | 15.54 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$9,358,746 | 59.5% | 41.8% | 1.42 | 49.3% | 1.21 | 49.1% | 1.21 | 57.5% | 1.04 |
| Supplies & Services | \$5,943,933 | 37.8% | 52.2% | 0.72 | 45.8% | 0.82 | 43.7% | 0.87 | 39.3% | 0.96 |
| Capital Component | \$418,439 | 2.7% | 6.0% | 0.44 | 4.9% | 0.55 | 7.2% | 0.37 | 3.2% | 0.83 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 7.3% | 5.7% | 1.28 | 0.5% | 15.08 | 6.2% | 1.18 | 4.8% | 1.53 |
| Total Hospital Net Income (%) | | -2.8% | 3.5% | N/A | -1.3% | 2.10 | 6.9% | N/A | 6.2% | N/A |
| Return on Equity (%) | | -4.5% | 1.4% | N/A | -0.2% | 21.40 | 7.1% | N/A | 9.0% | N/A |
| Current Ratio | | 2.5 | 3.9 | 0.64 | 1.7 | 1.49 | 3.3 | 0.77 | 2.5 | 1.02 |
| Days in Net Patient Accounts Receivable | | 39.2 | 91.7 | 0.43 | 260.0 | 0.15 | 58.5 | 0.67 | 49.7 | 0.79 |
| Average Payment Period | | 76.6 | 91.7 | 0.84 | 309.6 | 0.25 | 38.2 | 2.00 | 97.5 | 0.79 |
| Equity Financing (%) | | 34.7% | 59.1% | 0.59 | 43.6% | 0.80 | 49.5% | 0.70 | 32.6% | 1.07 |
| Long-Term Debt to Equity Ratio | | 0.9 | 0.4 | 2.10 | 0.9 | 0.96 | 0.8 | 1.15 | 0.8 | 1.07 |
| Times Interest Earned | | -33.9 | 5.7 | N/A | -2.9 | 11.75 | 6.4 | N/A | 12.3 | N/A |
| Total Asset Turnover | | 1.8 | 0.4 | 4.22 | 0.2 | 11.10 | 1.0 | 1.71 | 1.4 | 1.24 |
| Average Age of Plant (Years) | | 2.5 | 18.1 | 0.14 | 52.7 | 0.05 | 7.1 | 0.34 | 1.9 | 1.26 |
| Increase (Decrease) Total Net Patient Revenue | | -5.0% | 3.5% | N/A | -1.2% | 3.98 | 8.5% | N/A | 20.0% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 89.2% | 66.2% | 1.35 | 76.7% | 1.16 | 81.4% | 1.10 | 86.5% | 1.03 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$22,217 | | \$19,849 | 1.12 | \$16,058 | 1.38 | \$19,261 | 1.15 | \$24,576 | 0.90 |
| Inpatient Net Revenue per Day | \$6,389 | | \$3,697 | 1.73 | \$3,281 | 1.95 | \$2,916 | 2.19 | \$5,050 | 1.27 |
| Outpatient Net Revenue per Visit | \$419 | | \$819 | 0.51 | \$891 | 0.47 | \$812 | 0.52 | \$421 | 1.00 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|-------------|----------------------------------|-------------|
| Gross Patient Revenue (GPR) | \$26,956,915 | Cash & Cash Equivalents | \$5,962,641 | Current Liabilities | \$3,233,540 |
| Less Deductions | \$11,312,296 | Net Patient Receivables | \$1,678,214 | Long-Term Debt | \$2,932,869 |
| Net Patient Revenue | \$15,644,619 | Other Receivables | \$84,613 | Other Liabilities | \$121,177 |
| Plus Other Revenue | \$1,311,963 | | | Subtotal | \$6,287,586 |
| Total Revenue | \$16,956,582 | Land, Buildings & Equipment (Net) | \$1,080,206 | | |
| Less Expenses | \$15,721,118 | Other Assets | \$826,190 | Unrestricted Fund Balance | \$3,344,278 |
| Non-Operating Gains/Losses | -\$1,667,376 | | | Restricted Fund Balance | \$0 |
| Net Income | -\$431,912 | Total Assets | \$9,631,864 | Total Liabilities & Fund Balance | \$9,631,864 |

028 Aspirus Eagle River Hospital
 201 E Hospital Road
 Eagle River, WI 54521
 715-479-7411

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

County: Vilas
 Analysis Area: North Central (6)
 Volume Group: 1

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 13.7% | 60.7% | 0.23 | 55.2% | 0.25 | 15.0% | 0.91 | 16.9% | 0.81 |
| Obstetrics | 0.0% | 37.3% | N/A | 32.6% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 13.7% | 61.9% | 0.22 | 62.1% | 0.22 | 19.9% | 0.69 | 16.9% | 0.81 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 3.7 | 27.3 | 0.14 | 17.1 | 0.22 | 2.6 | 1.44 | 2.2 | 1.68 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 3.7 | 50.5 | 0.07 | 38.1 | 0.10 | 3.5 | 1.04 | 2.2 | 1.68 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.7 | 4.9 | 0.95 | 5.2 | 0.89 | 3.9 | 1.18 | 3.6 | 1.28 |
| Obstetrics | 0.0 | 2.4 | N/A | 1.8 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.7 | 5.3 | 0.88 | 5.3 | 0.89 | 4.8 | 0.96 | 2.7 | 1.74 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 1,159 | N/A | 64 | N/A | 0 | N/A |
| Outpatient | 0 | 4,017 | N/A | 4,194 | N/A | 1,572 | N/A | 0 | N/A |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 21.6% | N/A | 3.9% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 14,280 | 141,022 | 0.10 | 96,566 | 0.15 | 20,590 | 0.69 | 25,285 | 0.56 |
| Emergency Visits | 5,376 | 17,305 | 0.31 | 13,569 | 0.40 | 4,256 | 1.26 | 4,945 | 1.09 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.8 | 0.21 | 19.9 | 0.20 | 3.1 | 1.28 | 1.0 | 4.00 |
| Nurses, Licensed | 22.9 | 234.4 | 0.10 | 195.2 | 0.12 | 36.9 | 0.62 | 16.2 | 1.41 |
| Ancillary Nursing Personnel | 7.8 | 38.1 | 0.20 | 37.3 | 0.21 | 6.4 | 1.22 | 1.0 | 7.78 |
| All Other Personnel | 27.1 | 466.7 | 0.06 | 374.4 | 0.07 | 63.8 | 0.42 | 22.7 | 1.19 |
| Total FTEs | 61.7 | 758.0 | 0.08 | 626.9 | 0.10 | 110.2 | 0.56 | 40.9 | 1.51 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 19.4 | 12.5 | 1.55 | 14.6 | 1.32 | 16.5 | 1.17 | 6.8 | 2.85 |
| Nurses, Licensed | 110.8 | 156.2 | 0.71 | 143.7 | 0.77 | 195.6 | 0.57 | 110.2 | 1.01 |
| Ancillary Nursing Personnel | 37.7 | 25.4 | 1.49 | 27.5 | 1.37 | 33.9 | 1.11 | 6.8 | 5.55 |
| All Other Personnel | 131.1 | 311.0 | 0.42 | 275.6 | 0.48 | 338.7 | 0.39 | 154.6 | 0.85 |
| Total FTEs | 299.0 | 505.0 | 0.59 | 461.4 | 0.65 | 584.8 | 0.51 | 278.3 | 1.07 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 27 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 0 |
| Discharges | 289 | Preferred Provider Organization (PPO) | Yes | Discharges | 81 | Total Births | 0 |
| Inpatient Days | 1,347 | | | Inpatient Days | 890 | Newborn Days | 0 |

028 Aspirus Eagle River Hospital
Eagle River, WI 54521

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 27 | 289 | 1,347 | 13.7% | 3.7 | 4.7 |
| Orthopedic | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 4 | 0 | 4.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 4 | 1 | 5.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 3 | 1.1 |
| Registered Nurses | 16 | 9 | 22.9 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.8 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 3 | 2.8 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 1 | 1.0 |
| Ancillary Nursing Personnel | 4 | 4 | 7.8 | Recreational Therapists | 1 | 0 | 1.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 1 | 1 | 2.1 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 7 | 1 | 8.6 |
| Pharmacy Personnel | 0 | 0 | 0.0 | | | | |
| Clinical Laboratory Personnel | 4 | 0 | 4.0 | | | | |
| | | | | Total | 44 | 24 | 61.7 |

028 Aspirus Eagle River Hospital
Eagle River, WI 54521

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$24,686,145 | 58.3% | 47.3% | 1.23 | 50.9% | 1.15 | 47.0% | 1.24 | 59.3% | 0.98 |
| Medical Assistance | \$5,484,685 | 13.0% | 14.4% | 0.90 | 13.5% | 0.96 | 13.0% | 1.00 | 13.2% | 0.99 |
| Commercial | \$9,592,479 | 22.7% | 32.9% | 0.69 | 29.7% | 0.76 | 36.0% | 0.63 | 20.9% | 1.09 |
| All Other | \$2,553,145 | 6.0% | 5.4% | 1.11 | 5.9% | 1.02 | 4.0% | 1.50 | 6.6% | 0.91 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$15,066,932 | 35.6% | 36.1% | 0.99 | 36.5% | 0.97 | 26.2% | 1.36 | 34.3% | 1.04 |
| Medical Assistance | \$4,056,316 | 9.6% | 11.3% | 0.85 | 10.6% | 0.90 | 9.3% | 1.03 | 9.7% | 0.99 |
| Commercial | \$2,759,854 | 6.5% | 14.8% | 0.44 | 9.7% | 0.67 | 11.3% | 0.58 | 4.5% | 1.44 |
| Charity Care | \$596,390 | 1.4% | 0.7% | 1.94 | 0.6% | 2.25 | 0.7% | 2.03 | 1.8% | 0.78 |
| Bad Debt | \$550,854 | 1.3% | 0.9% | 1.49 | 0.6% | 2.18 | 1.5% | 0.84 | 2.1% | 0.63 |
| All Other | \$1,718,515 | 4.1% | 3.0% | 1.34 | 3.8% | 1.06 | 2.2% | 1.81 | 4.7% | 0.87 |
| Total Deductions | \$24,748,861 | 58.5% | 66.8% | 0.88 | 62.0% | 0.94 | 51.3% | 1.14 | 57.1% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.6% | 5.7% | 0.46 | | 3.6% | 0.73 | 4.8% | 0.55 | 2.3% | 1.14 |
| Net Gains/Losses as % of Net Income | 0.1% | N/A | N/A | | 210.1% | 0.00 | 11.4% | N/A | 3,002.1% | 0.00 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$8,307,010 | 52.3% | 41.8% | 1.25 | 40.5% | 1.29 | 49.1% | 1.07 | 32.9% | 1.59 |
| Supplies & Services | \$6,663,730 | 42.0% | 52.2% | 0.80 | 55.0% | 0.76 | 43.7% | 0.96 | 62.9% | 0.67 |
| Capital Component | \$911,500 | 5.7% | 6.0% | 0.96 | 4.5% | 1.26 | 7.2% | 0.80 | 4.2% | 1.37 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 12.0% | 5.7% | 2.10 | | 1.2% | 9.94 | 6.2% | 1.95 | 7.1% | 1.68 |
| Total Hospital Net Income (%) | 12.0% | 3.5% | 3.44 | | -1.1% | N/A | 6.9% | 1.74 | -0.3% | N/A |
| Return on Equity (%) | 25.1% | 1.4% | 17.62 | | -0.3% | N/A | 7.1% | 3.51 | -0.6% | N/A |
| Current Ratio | 5.2 | 3.9 | 1.34 | | 1.8 | 2.90 | 3.3 | 1.60 | 1.6 | 3.31 |
| Days in Net Patient Accounts Receivable | 53.3 | 91.7 | 0.58 | | 167.5 | 0.32 | 58.5 | 0.91 | 53.5 | 1.00 |
| Average Payment Period | 13.4 | 91.7 | 0.15 | | 183.9 | 0.07 | 38.2 | 0.35 | 44.6 | 0.30 |
| Equity Financing (%) | 21.4% | 59.1% | 0.36 | | 42.4% | 0.50 | 49.5% | 0.43 | 0.4% | 49.15 |
| Long-Term Debt to Equity Ratio | 3.3 | 0.4 | 8.00 | | 1.0 | 3.39 | 0.8 | 4.39 | 0.0 | N/A |
| Times Interest Earned | 15.3 | 5.7 | 2.68 | | -1.5 | N/A | 6.4 | 2.38 | 0.0 | N/A |
| Total Asset Turnover | 2.1 | 0.4 | 5.01 | | 0.3 | 8.16 | 1.0 | 2.03 | 2.4 | 0.88 |
| Average Age of Plant (Years) | 0.9 | 18.1 | 0.05 | | 31.9 | 0.03 | 7.1 | 0.13 | 8.9 | 0.11 |
| Increase (Decrease) Total Net Patient Revenue | 5.2% | 3.5% | 1.47 | | 7.4% | 0.71 | 8.5% | 0.61 | 18.2% | 0.29 |
| Outpatient Gross Revenue (% of Total GPR) | 82.1% | 66.2% | 1.24 | | 71.7% | 1.14 | 81.4% | 1.01 | 84.6% | 0.97 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$8,710 | \$19,849 | 0.44 | | \$17,658 | 0.49 | \$19,261 | 0.45 | \$10,543 | 0.83 |
| Inpatient Net Revenue per Day | \$1,395 | \$3,697 | 0.38 | | \$3,312 | 0.42 | \$2,916 | 0.48 | \$2,176 | 0.64 |
| Outpatient Net Revenue per Visit | \$768 | \$819 | 0.94 | | \$1,126 | 0.68 | \$812 | 0.95 | \$448 | 1.71 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|-------------|----------------------------------|-------------|
| Gross Patient Revenue (GPR) | \$42,316,451 | Cash & Cash Equivalents | \$32,292 | Current Liabilities | \$556,771 |
| Less Deductions | \$24,748,861 | Net Patient Receivables | \$2,565,145 | Long-Term Debt | \$6,162,035 |
| Net Patient Revenue | \$17,567,590 | Other Receivables | \$105,096 | Other Liabilities | \$64,570 |
| Plus Other Revenue | \$476,789 | | | Subtotal | \$6,783,376 |
| Total Revenue | \$18,044,382 | Land, Buildings & Equipment (Net) | \$5,719,825 | Unrestricted Fund Balance | \$1,844,610 |
| Less Expenses | \$15,882,240 | Other Assets | \$205,629 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$1,586 | Total Assets | \$8,627,987 | Total Liabilities & Fund Balance | \$8,627,986 |
| Net Income | \$2,163,728 | | | | |

322 Marshfield Medical Center - Eau Claire
 2310 Craig Rd
 Eau Claire, WI 54701

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 72.1% | 60.7% | 1.19 | 51.4% | 1.40 | 62.5% | 1.15 | 48.0% | 1.50 |
| Obstetrics | 33.7% | 37.3% | 0.90 | 29.2% | 0.09 | 29.3% | 1.15 | 35.2% | 0.96 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 66.8% | 61.9% | 1.08 | 51.8% | 1.29 | 58.2% | 1.15 | 55.9% | 1.20 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 29.6 | 27.3 | 1.08 | 12.6 | 2.35 | 36.5 | 0.81 | 13.9 | 2.13 |
| Obstetrics | 2.7 | 4.7 | 0.57 | 2.0 | 1.32 | 4.8 | 0.57 | 2.8 | 0.96 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 37.4 | 50.5 | 0.74 | 19.0 | 1.97 | 68.8 | 0.54 | 31.3 | 1.20 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 6.0 | 4.9 | 1.22 | 4.5 | 1.35 | 4.8 | 1.25 | 4.5 | 1.34 |
| Obstetrics | 2.2 | 2.4 | 0.90 | 2.1 | 1.02 | 2.4 | 0.90 | 2.1 | 1.01 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 5.4 | 5.3 | 1.02 | 4.6 | 1.17 | 5.0 | 1.07 | 4.6 | 1.16 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 881 | 990 | 0.89 | 339 | 2.60 | 1,312 | 0.67 | 781 | 1.13 |
| Outpatient | 8,100 | 4,017 | 2.02 | 2,633 | 3.08 | 5,549 | 1.46 | 8,628 | 0.94 |
| Inpatient as % of All Surgeries | 9.8% | 19.8% | 0.50 | 11.4% | 0.86 | 19.1% | 0.51 | 8.3% | 1.18 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 190,919 | 141,022 | 1.35 | 82,166 | 2.32 | 238,140 | 0.80 | 193,993 | 0.98 |
| Emergency Visits | 10,860 | 17,305 | 0.63 | 8,774 | 1.24 | 27,894 | 0.39 | 9,092 | 1.19 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 3.0 | 18.8 | 0.16 | 10.2 | 0.30 | 19.9 | 0.15 | 4.0 | 0.75 |
| Nurses, Licensed | 333.9 | 234.4 | 1.42 | 129.2 | 2.58 | 376.4 | 0.89 | 276.4 | 1.21 |
| Ancillary Nursing Personnel | 38.4 | 38.1 | 1.01 | 20.8 | 1.85 | 51.2 | 0.75 | 32.7 | 1.17 |
| All Other Personnel | 685.1 | 466.7 | 1.47 | 279.2 | 2.45 | 706.7 | 0.97 | 781.5 | 0.88 |
| Total FTEs | 1,060.4 | 758.0 | 1.40 | 439.4 | 2.41 | 1,154.3 | 0.92 | 1,094.6 | 0.97 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 1.3 | 12.5 | 0.10 | 12.5 | 0.10 | 9.1 | 0.14 | 2.2 | 0.58 |
| Nurses, Licensed | 141.5 | 156.2 | 0.91 | 158.9 | 0.89 | 172.3 | 0.82 | 150.6 | 0.94 |
| Ancillary Nursing Personnel | 16.3 | 25.4 | 0.64 | 25.5 | 0.64 | 23.4 | 0.70 | 17.8 | 0.91 |
| All Other Personnel | 290.4 | 311.0 | 0.93 | 343.4 | 0.85 | 323.5 | 0.90 | 426.0 | 0.68 |
| Total FTEs | 449.4 | 505.0 | 0.89 | 540.3 | 0.83 | 528.4 | 0.85 | 596.7 | 0.75 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 56 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 10 |
| Discharges | 2,545 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 451 |
| Inpatient Days | 13,657 | | | Inpatient Days | 0 | Newborn Days | 888 |

322 Marshfield Medical Center - Eau Claire
Eau Claire, WI 54701

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 41 | 1,793 | 10,787 | 72.1% | 29.6 | 6.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 8 | 454 | 985 | 33.7% | 2.7 | 2.2 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 7 | 298 | 1,885 | 73.8% | 5.2 | 6.3 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 3 | 0 | 3.0 | Surgical Personnel | 28 | 11 | 30.3 |
| Physicians & Dentists | 72 | 26 | 80.5 | Radiological Services Personnel | 25 | 16 | 34.4 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 10 | 6 | 11.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 2 | 3.3 |
| Registered Nurses | 235 | 130 | 281.8 | Occupational Therapy Assistants/Aides | 1 | 3 | 2.0 |
| Certified Nurse Midwives | 6 | 0 | 6.0 | Physical Therapists | 5 | 1 | 5.8 |
| Licensed Practical Nurses | 3 | 5 | 5.3 | Physical Therapy Assistants/Aides | 3 | 0 | 3.0 |
| Ancillary Nursing Personnel | 28 | 51 | 38.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 14 | 3 | 14.8 | Dietitians & Nutritionists | 2 | 3 | 4.5 |
| Nurse Practitioners | 27 | 3 | 28.9 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 12 | 7 | 12.0 | Social Workers | 1 | 2 | 1.3 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 148 | 67 | 166.3 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 170 | 54 | 188.2 |
| Pharmacy Personnel | 30 | 20 | 37.4 | | | | |
| Clinical Laboratory Personnel | 19 | 4 | 20.9 | | | | |
| | | | | Total | 910 | 443 | 1,060.4 |

322 Marshfield Medical Center - Eau Claire

Eau Claire, WI 54701

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 5A Value | Ratio | 6 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$312,092,279 | 50.2% | 47.3% | 1.06 | 51.1% | 0.98 | 43.9% | 1.14 | 48.8% | 1.03 |
| Medical Assistance | \$81,339,409 | 13.1% | 14.4% | 0.91 | 12.0% | 1.09 | 19.1% | 0.69 | 13.5% | 0.97 |
| Commercial | \$188,988,550 | 30.4% | 32.9% | 0.92 | 32.3% | 0.94 | 32.6% | 0.93 | 31.6% | 0.96 |
| All Other | \$38,877,965 | 6.3% | 5.4% | 1.16 | 4.6% | 1.36 | 4.4% | 1.43 | 6.1% | 1.03 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$232,212,181 | 37.4% | 36.1% | 1.03 | 34.5% | 1.08 | 34.9% | 1.07 | 33.6% | 1.11 |
| Medical Assistance | \$69,207,046 | 11.1% | 11.3% | 0.99 | 8.8% | 1.27 | 14.9% | 0.75 | 11.0% | 1.02 |
| Commercial | \$70,552,013 | 11.4% | 14.8% | 0.77 | 10.3% | 1.10 | 13.7% | 0.83 | 10.1% | 1.13 |
| Charity Care | \$2,905,889 | 0.5% | 0.7% | 0.64 | 0.5% | 0.96 | 0.6% | 0.80 | 0.9% | 0.54 |
| Bad Debt | \$5,567,336 | 0.9% | 0.9% | 1.02 | 0.9% | 1.01 | 0.9% | 0.97 | 1.0% | 0.93 |
| All Other | \$28,951,166 | 4.7% | 3.0% | 1.53 | 3.0% | 1.56 | 2.7% | 1.70 | 4.0% | 1.16 |
| Total Deductions | \$409,395,632 | 65.9% | 66.8% | 0.99 | 58.0% | 1.14 | 67.7% | 0.97 | 60.4% | 1.09 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.3% | 5.7% | 0.06 | | 3.6% | 0.09 | 6.5% | 0.05 | 0.2% | 1.55 |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | 136.6% | N/A | N/A | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$107,892,914 | 42.0% | 41.8% | 1.00 | 49.3% | 0.85 | 42.9% | 0.98 | 44.5% | 0.94 |
| Supplies & Services | \$137,723,308 | 53.6% | 52.2% | 1.03 | 45.8% | 1.17 | 50.0% | 1.07 | 50.5% | 1.06 |
| Capital Component | \$11,288,333 | 4.4% | 6.0% | 0.73 | 4.9% | 0.90 | 7.1% | 0.62 | 5.0% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -20.8% | 5.7% | N/A | | 0.5% | N/A | 8.3% | N/A | 0.1% | N/A |
| Total Hospital Net Income (%) | -20.8% | 3.5% | N/A | | -1.3% | 15.49 | 6.4% | N/A | 0.1% | N/A |
| Return on Equity (%) | -1.5% | 1.4% | N/A | | -0.2% | 6.94 | 1.6% | N/A | 0.0% | N/A |
| Current Ratio | 1.5 | 3.9 | 0.39 | | 1.7 | 0.90 | 4.0 | 0.38 | 2.8 | 0.54 |
| Days in Net Patient Accounts Receivable | 569.7 | 91.7 | 6.21 | | 260.0 | 2.19 | 126.5 | 4.50 | 520.7 | 1.09 |
| Average Payment Period | 599.3 | 91.7 | 6.54 | | 309.6 | 1.94 | 146.1 | 4.10 | 475.0 | 1.26 |
| Equity Financing (%) | 37.8% | 59.1% | 0.64 | | 43.6% | 0.87 | 57.6% | 0.66 | 47.4% | 0.80 |
| Long-Term Debt to Equity Ratio | 1.2 | 0.4 | 2.86 | | 0.9 | 1.31 | 0.5 | 2.61 | 0.8 | 1.43 |
| Times Interest Earned | 0.0 | 5.7 | N/A | | -2.9 | N/A | 6.7 | N/A | 0.0 | N/A |
| Total Asset Turnover | 0.1 | 0.4 | 0.17 | | 0.2 | 0.44 | 0.3 | 0.27 | 0.1 | 0.98 |
| Average Age of Plant (Years) | 81.4 | 18.1 | 4.48 | | 52.7 | 1.54 | 22.6 | 3.60 | 79.8 | 1.02 |
| Increase (Decrease) Total Net Patient Revenue | -6.4% | 3.5% | N/A | | -1.2% | 5.12 | -0.3% | 21.29 | 9.2% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 84.1% | 66.2% | 1.27 | | 76.7% | 1.10 | 68.3% | 1.23 | 83.1% | 1.01 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,186 | \$19,849 | 0.77 | | \$16,058 | 0.95 | \$18,944 | 0.80 | \$14,530 | 1.05 |
| Inpatient Net Revenue per Day | \$2,829 | \$3,697 | 0.77 | | \$3,281 | 0.86 | \$3,762 | 0.75 | \$3,184 | 0.89 |
| Outpatient Net Revenue per Visit | \$886 | \$819 | 1.08 | | \$891 | 0.99 | \$679 | 1.31 | \$965 | 0.92 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$621,298,203 | Cash & Cash Equivalents | \$25,498,240 | Current Liabilities | \$403,436,555 |
| Less Deductions | \$409,395,632 | Net Patient Receivables | \$330,761,573 | Long-Term Debt | \$1,376,262,435 |
| Net Patient Revenue | \$211,902,571 | Other Receivables | \$133,522,567 | Other Liabilities | \$116,079,447 |
| Plus Other Revenue | \$698,287 | | | Subtotal | \$1,895,778,437 |
| Total Revenue | \$212,600,858 | Land, Buildings & Equipment (Net) | \$1,150,751,072 | Unrestricted Fund Balance | \$1,152,913,143 |
| Less Expenses | \$256,904,555 | Other Assets | \$1,408,158,130 | Restricted Fund Balance | \$113,689,294 |
| Non-Operating Gains/Losses | \$0 | | | Total Liabilities & Fund Balance | \$3,048,691,580 |
| Net Income | -\$44,303,697 | Total Assets | \$3,048,691,582 | | |

029 Mayo Clinic Health System - Eau Claire
 1221 Whipple Street
 Eau Claire, WI 54703
 715-838-3311

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 88.3% | 60.7% | 1.45 | 51.4% | 1.72 | 74.8% | 1.18 | 86.9% | 1.02 |
| Obstetrics | 29.8% | 37.3% | 0.80 | 29.2% | 0.23 | 51.0% | 0.58 | 29.1% | 1.02 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 76.0% | 61.9% | 1.23 | 51.8% | 1.47 | 73.0% | 1.04 | 73.8% | 1.03 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 87.4 | 27.3 | 3.20 | 12.6 | 6.96 | 108.7 | 0.80 | 93.0 | 0.94 |
| Obstetrics | 6.9 | 4.7 | 1.45 | 2.0 | 3.36 | 14.4 | 0.48 | 6.7 | 1.02 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 132.2 | 50.5 | 2.62 | 19.0 | 6.96 | 214.4 | 0.62 | 138.1 | 0.96 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.9 | 4.9 | 0.99 | 4.5 | 1.09 | 5.4 | 0.91 | 4.5 | 1.09 |
| Obstetrics | 2.3 | 2.4 | 0.97 | 2.1 | 1.10 | 2.5 | 0.93 | 2.4 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 5.0 | 5.3 | 0.95 | 4.6 | 1.09 | 5.8 | 0.86 | 4.7 | 1.06 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,366 | 990 | 2.39 | 339 | 6.99 | 3,804 | 0.62 | 2,627 | 0.90 |
| Outpatient | 6,518 | 4,017 | 1.62 | 2,633 | 2.48 | 11,772 | 0.55 | 5,950 | 1.10 |
| Inpatient as % of All Surgeries | 26.6% | 19.8% | 1.35 | 11.4% | 2.34 | 24.4% | 1.09 | 30.6% | 0.87 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 408,707 | 141,022 | 2.90 | 82,166 | 4.97 | 460,116 | 0.89 | 404,664 | 1.01 |
| Emergency Visits | 36,456 | 17,305 | 2.11 | 8,774 | 4.16 | 43,288 | 0.84 | 34,959 | 1.04 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 53.4 | 18.8 | 2.84 | 10.2 | 5.25 | 61.8 | 0.86 | 61.2 | 0.87 |
| Nurses, Licensed | 866.9 | 234.4 | 3.70 | 129.2 | 6.71 | 855.9 | 1.01 | 886.8 | 0.98 |
| Ancillary Nursing Personnel | 120.2 | 38.1 | 3.16 | 20.8 | 5.78 | 143.5 | 0.84 | 156.5 | 0.77 |
| All Other Personnel | 2,220.8 | 466.7 | 4.76 | 279.2 | 7.95 | 1,747.7 | 1.27 | 2,403.7 | 0.92 |
| Total FTEs | 3,261.2 | 758.0 | 4.30 | 439.4 | 7.42 | 2,808.9 | 1.16 | 3,508.1 | 0.93 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 13.1 | 12.5 | 1.05 | 12.5 | 1.05 | 11.2 | 1.16 | 15.5 | 0.84 |
| Nurses, Licensed | 212.3 | 156.2 | 1.36 | 158.9 | 1.34 | 155.4 | 1.37 | 224.1 | 0.95 |
| Ancillary Nursing Personnel | 29.4 | 25.4 | 1.16 | 25.5 | 1.15 | 26.1 | 1.13 | 39.5 | 0.74 |
| All Other Personnel | 543.8 | 311.0 | 1.75 | 343.4 | 1.58 | 317.4 | 1.71 | 607.5 | 0.90 |
| Total FTEs | 798.6 | 505.0 | 1.58 | 540.3 | 1.48 | 510.1 | 1.57 | 886.6 | 0.90 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 174 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 18 |
| Discharges | 9,624 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,019 |
| Inpatient Days | 48,251 | | | Inpatient Days | 0 | Newborn Days | 1,715 |

029 Mayo Clinic Health System - Eau Claire
Eau Claire, WI 54703

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 99 | 6,524 | 31,898 | 88.3% | 87.4 | 4.9 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 23 | 1,066 | 2,501 | 29.8% | 6.9 | 2.3 |
| Psychiatric | 1 | 20 | 982 | 4,491 | 61.5% | 12.3 | 4.6 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 17 | 383 | 4,555 | 73.4% | 12.5 | 11.9 |
| Step-Down (Special Care) | 1 | 12 | 606 | 3,880 | 88.6% | 10.6 | 6.4 |
| Neonatal Intensive/Intermediate Care | 1 | 3 | 63 | 926 | 84.6% | 2.5 | 14.7 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 53 | 1 | 53.4 | Surgical Personnel | 25 | 52 | 58.7 |
| Physicians & Dentists | 204 | 54 | 226.7 | Radiological Services Personnel | 49 | 59 | 86.4 |
| Medical & Dental Residents | 9 | 10 | 12.8 | Respiratory Therapists | 28 | 16 | 35.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 10 | 10 | 15.9 |
| Registered Nurses | 274 | 679 | 733.0 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 5 | 4 | 6.9 | Physical Therapists | 20 | 19 | 32.4 |
| Licensed Practical Nurses | 13 | 32 | 35.1 | Physical Therapy Assistants/Aides | 3 | 6 | 7.0 |
| Ancillary Nursing Personnel | 35 | 182 | 120.2 | Recreational Therapists | 5 | 1 | 5.5 |
| Physician Assistants | 36 | 13 | 44.7 | Dietitians & Nutritionists | 8 | 6 | 12.7 |
| Nurse Practitioners | 49 | 36 | 70.9 | Psychologists | 3 | 0 | 3.0 |
| Certified Registered Nurse Anesthetists | 12 | 14 | 19.8 | Social Workers | 39 | 32 | 58.2 |
| Clinical Nurse Specialists | 0 | 2 | 1.3 | All Other Health Professionals | 551 | 210 | 661.7 |
| Health Info Mgmt-Administrators/Technicians | 77 | 9 | 84.2 | All Other Personnel | 455 | 295 | 635.4 |
| Pharmacy Personnel | 75 | 47 | 101.3 | | | | |
| Clinical Laboratory Personnel | 39 | 33 | 62.1 | | | | |
| | | | | Total | 2,111 | 1,889 | 3,261.2 |

029 Mayo Clinic Health System - Eau Claire

Eau Claire, WI 54703

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|-------|---------------|-------|--------------|-------|------------------|--------|------|
| | | Value | Ratio | 5A Value | Ratio | 7 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$977,894,907 | 55.2% | 47.3% | 1.17 | 51.1% | 1.08 | 47.4% | 1.16 | 54.1% | 1.02 |
| Medical Assistance | \$177,636,998 | 10.0% | 14.4% | 0.70 | 12.0% | 0.83 | 13.1% | 0.77 | 10.4% | 0.96 |
| Commercial | \$560,410,547 | 31.7% | 32.9% | 0.96 | 32.3% | 0.98 | 33.3% | 0.95 | 32.4% | 0.98 |
| All Other | \$54,408,776 | 3.1% | 5.4% | 0.57 | 4.6% | 0.67 | 6.2% | 0.49 | 3.0% | 1.01 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$729,610,007 | 41.2% | 36.1% | 1.14 | 34.5% | 1.19 | 37.0% | 1.11 | 40.3% | 1.02 |
| Medical Assistance | \$138,194,038 | 7.8% | 11.3% | 0.69 | 8.8% | 0.89 | 10.4% | 0.75 | 8.0% | 0.97 |
| Commercial | \$176,057,684 | 9.9% | 14.8% | 0.67 | 10.3% | 0.96 | 15.9% | 0.62 | 10.1% | 0.98 |
| Charity Care | \$6,558,212 | 0.4% | 0.7% | 0.51 | 0.5% | 0.76 | 0.7% | 0.49 | 0.5% | 0.68 |
| Bad Debt | \$11,525,508 | 0.7% | 0.9% | 0.74 | 0.9% | 0.74 | 0.8% | 0.86 | 0.9% | 0.69 |
| All Other | \$31,964,742 | 1.8% | 3.0% | 0.59 | 3.0% | 0.60 | 3.3% | 0.55 | 1.6% | 1.15 |
| Total Deductions | \$1,093,910,191 | 61.8% | 66.8% | 0.92 | 58.0% | 1.07 | 68.2% | 0.91 | 61.5% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 6.0% | 5.7% | 1.04 | 3.6% | 1.65 | 6.3% | 0.95 | 5.8% | 1.03 | |
| Net Gains/Losses as % of Net Income | 4,277.0% | N/A | N/A | 136.6% | 31.31 | N/A | N/A | 17.2% | 248.05 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$437,780,081 | 60.2% | 41.8% | 1.44 | 49.3% | 1.22 | 40.1% | 1.50 | 62.5% | 0.96 |
| Supplies & Services | \$263,284,473 | 36.2% | 52.2% | 0.69 | 45.8% | 0.79 | 54.5% | 0.66 | 33.7% | 1.07 |
| Capital Component | \$26,174,438 | 3.6% | 6.0% | 0.60 | 4.9% | 0.74 | 5.4% | 0.67 | 3.8% | 0.95 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -1.1% | 5.7% | N/A | 0.5% | N/A | 4.7% | N/A | 2.4% | N/A | |
| Total Hospital Net Income (%) | 0.0% | 3.5% | 0.01 | -1.3% | N/A | 2.5% | 0.01 | 2.9% | 0.01 | |
| Return on Equity (%) | 0.0% | 1.4% | 0.03 | -0.2% | N/A | 1.7% | 0.02 | 4.3% | 0.01 | |
| Current Ratio | 2.4 | 3.9 | 0.62 | 1.7 | 1.44 | 5.3 | 0.46 | 2.3 | 1.07 | |
| Days in Net Patient Accounts Receivable | 42.2 | 91.7 | 0.46 | 260.0 | 0.16 | 59.1 | 0.71 | 45.4 | 0.93 | |
| Average Payment Period | 45.6 | 91.7 | 0.50 | 309.6 | 0.15 | 47.4 | 0.96 | 57.8 | 0.79 | |
| Equity Financing (%) | 56.9% | 59.1% | 0.96 | 43.6% | 1.30 | 68.4% | 0.83 | 52.7% | 1.08 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.9 | N/A | 0.2 | N/A | 0.0 | N/A | |
| Times Interest Earned | 3.5 | 5.7 | 0.61 | -2.9 | N/A | 5.2 | 0.68 | 282.5 | 0.01 | |
| Total Asset Turnover | 1.6 | 0.4 | 3.83 | 0.2 | 10.06 | 0.7 | 2.27 | 1.4 | 1.11 | |
| Average Age of Plant (Years) | 16.5 | 18.1 | 0.91 | 52.7 | 0.31 | 13.2 | 1.25 | 15.4 | 1.07 | |
| Increase (Decrease) Total Net Patient Revenue | 0.8% | 3.5% | 0.22 | -1.2% | N/A | 4.6% | 0.17 | 14.5% | 0.05 | |
| Outpatient Gross Revenue (% of Total GPR) | 68.4% | 66.2% | 1.03 | 76.7% | 0.89 | 61.1% | 1.12 | 65.5% | 1.05 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$21,171 | \$19,849 | 1.07 | \$16,058 | 1.32 | \$23,038 | 0.92 | \$21,160 | 1.00 | |
| Inpatient Net Revenue per Day | \$4,330 | \$3,697 | 1.17 | \$3,281 | 1.32 | \$3,969 | 1.09 | \$4,510 | 0.96 | |
| Outpatient Net Revenue per Visit | \$1,088 | \$819 | 1.33 | \$891 | 1.22 | \$910 | 1.20 | \$1,053 | 1.03 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,770,351,228 | Cash & Cash Equivalents | \$199,034 | Current Liabilities | \$87,936,793 |
| Less Deductions | \$1,093,910,191 | Net Patient Receivables | \$78,184,517 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$676,441,037 | Other Receivables | \$2,095,005 | Other Liabilities | \$106,497,934 |
| Plus Other Revenue | \$43,011,238 | | | Subtotal | \$194,434,727 |
| Total Revenue | \$719,452,275 | Land, Buildings & Equipment (Net) | \$192,906,246 | Unrestricted Fund Balance | \$256,384,334 |
| Less Expenses | \$727,238,992 | Other Assets | \$177,434,259 | Restricted Fund Balance | \$3,444,344 |
| Non-Operating Gains/Losses | \$7,973,136 | | | Total Liabilities & Fund Balance | \$450,819,061 |
| Net Income | \$186,419 | Total Assets | \$450,819,061 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 72.5% | 60.7% | 1.19 | 51.4% | 1.41 | 58.7% | 1.23 | 68.3% | 1.06 |
| Obstetrics | 30.4% | 37.3% | 0.82 | 29.2% | 0.16 | 29.8% | 1.02 | 26.6% | 1.15 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 59.2% | 61.9% | 0.96 | 51.8% | 1.14 | 59.2% | 1.00 | 57.5% | 1.03 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 58.0 | 27.3 | 2.13 | 12.6 | 4.62 | 18.7 | 3.09 | 54.6 | 1.06 |
| Obstetrics | 4.6 | 4.7 | 0.96 | 2.0 | 2.24 | 2.5 | 1.81 | 4.0 | 1.15 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 96.0 | 50.5 | 1.90 | 19.0 | 5.06 | 35.1 | 2.74 | 93.1 | 1.03 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.6 | 4.9 | 1.14 | 4.5 | 1.26 | 4.5 | 1.26 | 4.9 | 1.16 |
| Obstetrics | 2.1 | 2.4 | 0.88 | 2.1 | 1.00 | 2.2 | 0.97 | 2.0 | 1.06 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.7 | 5.3 | 1.09 | 4.6 | 1.25 | 4.6 | 1.24 | 5.3 | 1.08 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,105 | 990 | 1.12 | 339 | 3.26 | 526 | 2.10 | 1,603 | 0.69 |
| Outpatient | 1,855 | 4,017 | 0.46 | 2,633 | 0.70 | 3,165 | 0.59 | 2,089 | 0.89 |
| Inpatient as % of All Surgeries | 37.3% | 19.8% | 1.89 | 11.4% | 3.28 | 14.3% | 2.62 | 43.4% | 0.86 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 64,401 | 141,022 | 0.46 | 82,166 | 0.78 | 102,926 | 0.63 | 51,104 | 1.26 |
| Emergency Visits | 12,945 | 17,305 | 0.75 | 8,774 | 1.48 | 18,037 | 0.72 | 13,686 | 0.95 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 33.7 | 18.8 | 1.80 | 10.2 | 3.32 | 17.9 | 1.89 | 24.6 | 1.37 |
| Nurses, Licensed | 241.1 | 234.4 | 1.03 | 129.2 | 1.87 | 148.0 | 1.63 | 252.0 | 0.96 |
| Ancillary Nursing Personnel | 66.0 | 38.1 | 1.73 | 20.8 | 3.18 | 25.5 | 2.59 | 33.1 | 1.99 |
| All Other Personnel | 332.2 | 466.7 | 0.71 | 279.2 | 1.19 | 271.6 | 1.22 | 338.8 | 0.98 |
| Total FTEs | 673.1 | 758.0 | 0.89 | 439.4 | 1.53 | 463.0 | 1.45 | 648.4 | 1.04 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 20.1 | 12.5 | 1.61 | 12.5 | 1.61 | 13.6 | 1.47 | 15.5 | 1.29 |
| Nurses, Licensed | 143.5 | 156.2 | 0.92 | 158.9 | 0.90 | 112.9 | 1.27 | 159.4 | 0.90 |
| Ancillary Nursing Personnel | 39.3 | 25.4 | 1.55 | 25.5 | 1.54 | 19.5 | 2.02 | 20.9 | 1.88 |
| All Other Personnel | 197.7 | 311.0 | 0.64 | 343.4 | 0.58 | 207.1 | 0.95 | 214.4 | 0.92 |
| Total FTEs | 400.5 | 505.0 | 0.79 | 540.3 | 0.74 | 353.1 | 1.13 | 410.3 | 0.98 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 162 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 20 |
| Discharges | 6,098 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 770 |
| Inpatient Days | 35,029 | | | Inpatient Days | 0 | Newborn Days | 1,426 |

030 Sacred Heart Hospital
Eau Claire, WI 54701

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 80 | 3,755 | 21,163 | 72.5% | 58.0 | 5.6 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 24 | 195 | 2,532 | 28.9% | 6.9 | 13.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 15 | 784 | 1,667 | 30.4% | 4.6 | 2.1 |
| Psychiatric | 1 | 29 | 1,081 | 5,707 | 53.9% | 15.6 | 5.3 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 14 | 288 | 3,960 | 77.5% | 10.8 | 13.8 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 27 | 11 | 33.7 | Surgical Personnel | 9 | 8 | 12.6 |
| Physicians & Dentists | 2 | 1 | 2.5 | Radiological Services Personnel | 16 | 21 | 30.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 10 | 11 | 16.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 7 | 5.7 |
| Registered Nurses | 141 | 146 | 239.1 | Occupational Therapy Assistants/Aides | 2 | 2 | 3.6 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 8 | 11 | 16.1 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 6 | 3 | 7.1 |
| Ancillary Nursing Personnel | 22 | 77 | 66.0 | Recreational Therapists | 0 | 1 | 0.9 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 5 | 2 | 5.8 |
| Nurse Practitioners | 2 | 0 | 2.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 4 | 2 | 5.2 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 25 | 23 | 38.6 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 101 | 39 | 123.0 |
| Pharmacy Personnel | 24 | 7 | 27.6 | | | | |
| Clinical Laboratory Personnel | 22 | 11 | 28.7 | | | | |
| | | | | Total | 429 | 395 | 673.1 |

030 Sacred Heart Hospital
Eau Claire, WI 54701

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|----------|------------------|-------|------|
| | | Value | Ratio | 5A Value | Ratio | 5 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$224,496,818 | 50.3% | 47.3% | 1.06 | 51.1% | 0.98 | 50.2% | 1.00 | 51.4% | 0.98 |
| Medical Assistance | \$66,874,334 | 15.0% | 14.4% | 1.04 | 12.0% | 1.25 | 14.7% | 1.02 | 13.8% | 1.08 |
| Commercial | \$119,208,801 | 26.7% | 32.9% | 0.81 | 32.3% | 0.83 | 30.7% | 0.87 | 26.2% | 1.02 |
| All Other | \$35,956,184 | 8.1% | 5.4% | 1.49 | 4.6% | 1.75 | 4.4% | 1.83 | 8.6% | 0.94 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$163,661,340 | 36.7% | 36.1% | 1.01 | 34.5% | 1.06 | 37.5% | 0.98 | 36.3% | 1.01 |
| Medical Assistance | \$47,073,032 | 10.5% | 11.3% | 0.93 | 8.8% | 1.20 | 11.2% | 0.94 | 9.4% | 1.12 |
| Commercial | \$39,735,746 | 8.9% | 14.8% | 0.60 | 10.3% | 0.86 | 12.7% | 0.70 | 8.1% | 1.09 |
| Charity Care | \$3,654,925 | 0.8% | 0.7% | 1.13 | 0.5% | 1.68 | 0.8% | 0.99 | 0.5% | 1.49 |
| Bad Debt | \$4,056,124 | 0.9% | 0.9% | 1.04 | 0.9% | 1.03 | 1.0% | 0.91 | 1.0% | 0.94 |
| All Other | \$26,895,961 | 6.0% | 3.0% | 1.98 | 3.0% | 2.01 | 2.8% | 2.15 | 6.3% | 0.96 |
| Total Deductions | \$285,077,128 | 63.8% | 66.8% | 0.96 | 58.0% | 1.10 | 66.0% | 0.97 | 61.6% | 1.04 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.8% | 5.7% | 0.66 | 3.6% | 1.04 | 3.3% | 1.14 | 16.3% | 0.23 | |
| Net Gains/Losses as % of Net Income | 63.0% | N/A | N/A | 136.6% | 0.46 | 14,078.6% | N/A | 66.1% | 0.95 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$61,900,283 | 32.5% | 41.8% | 0.78 | 49.3% | 0.66 | 41.0% | 0.79 | 22.7% | 1.43 |
| Supplies & Services | \$116,203,470 | 61.0% | 52.2% | 1.17 | 45.8% | 1.33 | 52.7% | 1.16 | 69.4% | 0.88 |
| Capital Component | \$12,493,283 | 6.6% | 6.0% | 1.09 | 4.9% | 1.35 | 6.3% | 1.04 | 7.9% | 0.83 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -13.6% | 5.7% | N/A | 0.5% | N/A | 2.9% | N/A | 21.1% | N/A | |
| Total Hospital Net Income (%) | -47.9% | 3.5% | N/A | -1.3% | 35.62 | 0.0% | 2,254.60 | 44.0% | N/A | |
| Return on Equity (%) | -9.4% | 1.4% | N/A | -0.2% | 44.75 | 0.0% | 1,033.13 | 16.6% | N/A | |
| Current Ratio | 1.0 | 3.9 | 0.25 | 1.7 | 0.59 | 3.2 | 0.31 | 1.0 | 1.00 | |
| Days in Net Patient Accounts Receivable | 54.3 | 91.7 | 0.59 | 260.0 | 0.21 | 88.3 | 0.61 | 52.9 | 1.03 | |
| Average Payment Period | 77.5 | 91.7 | 0.85 | 309.6 | 0.25 | 85.8 | 0.90 | 135.2 | 0.57 | |
| Equity Financing (%) | 89.5% | 59.1% | 1.51 | 43.6% | 2.05 | 60.3% | 1.48 | 88.2% | 1.02 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.12 | 0.9 | 0.05 | 0.4 | 0.12 | 0.0 | 1.01 | |
| Times Interest Earned | -109.0 | 5.7 | N/A | -2.9 | 37.81 | 1.0 | N/A | 289.4 | N/A | |
| Total Asset Turnover | 0.3 | 0.4 | 0.61 | 0.2 | 1.61 | 0.4 | 0.58 | 0.3 | 0.95 | |
| Average Age of Plant (Years) | 20.2 | 18.1 | 1.11 | 52.7 | 0.38 | 16.0 | 1.27 | 20.0 | 1.01 | |
| Increase (Decrease) Total Net Patient Revenue | -2.2% | 3.5% | N/A | -1.2% | 1.77 | 3.7% | N/A | 0.5% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 42.9% | 66.2% | 0.65 | 76.7% | 0.56 | 73.1% | 0.59 | 41.1% | 1.04 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,743 | \$19,849 | 0.79 | \$16,058 | 0.98 | \$13,245 | 1.19 | \$15,893 | 0.99 | |
| Inpatient Net Revenue per Day | \$2,741 | \$3,697 | 0.74 | \$3,281 | 0.84 | \$2,825 | 0.97 | \$3,001 | 0.91 | |
| Outpatient Net Revenue per Visit | \$899 | \$819 | 1.10 | \$891 | 1.01 | \$766 | 1.17 | \$1,039 | 0.87 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$446,536,137 | Cash & Cash Equivalents | -\$387,332 | Current Liabilities | \$38,473,044 |
| Less Deductions | \$285,077,128 | Net Patient Receivables | \$24,021,577 | Long-Term Debt | \$29,383,814 |
| Net Patient Revenue | \$161,459,009 | Other Receivables | \$1,497,931 | Other Liabilities | \$1,027,075 |
| Plus Other Revenue | \$6,320,009 | | | Subtotal | \$68,883,933 |
| Total Revenue | \$167,779,018 | Land, Buildings & Equipment (Net) | \$89,524,882 | Unrestricted Fund Balance | \$589,667,814 |
| Less Expenses | \$190,597,038 | Other Assets | \$543,894,689 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$38,920,306 | | | Total Liabilities & Fund Balance | \$658,551,747 |
| Net Income | -\$61,738,326 | Total Assets | \$658,551,747 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 10.3% | 60.7% | 0.17 | 61.3% | 0.17 | 15.0% | 0.69 | 11.0% | 0.94 |
| Obstetrics | 0.0% | 37.3% | N/A | 37.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 10.3% | 61.9% | 0.17 | 62.3% | 0.17 | 19.9% | 0.52 | 11.0% | 0.94 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.6 | 27.3 | 0.06 | 26.4 | 0.06 | 2.6 | 0.64 | 1.8 | 0.94 |
| Obstetrics | 0.0 | 4.7 | N/A | 4.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 1.6 | 50.5 | 0.03 | 54.9 | 0.03 | 3.5 | 0.47 | 1.8 | 0.94 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.5 | 4.9 | 0.71 | 4.9 | 0.71 | 3.9 | 0.89 | 3.2 | 1.08 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.5 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 3.5 | 5.3 | 0.67 | 5.2 | 0.68 | 4.8 | 0.73 | 3.2 | 1.08 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1 | 990 | 0.00 | 894 | 0.00 | 64 | 0.02 | 1 | 1.00 |
| Outpatient | 514 | 4,017 | 0.13 | 4,062 | 0.13 | 1,572 | 0.33 | 276 | 1.86 |
| Inpatient as % of All Surgeries | 0.2% | 19.8% | 0.01 | 18.0% | 0.01 | 3.9% | 0.05 | 0.4% | 0.54 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 27,103 | 141,022 | 0.19 | 182,049 | 0.15 | 20,590 | 1.32 | 23,614 | 1.15 |
| Emergency Visits | 1,855 | 17,305 | 0.11 | 17,809 | 0.10 | 4,256 | 0.44 | 1,875 | 0.99 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.8 | 0.21 | 18.6 | 0.22 | 3.1 | 1.28 | 3.0 | 1.33 |
| Nurses, Licensed | 38.7 | 234.4 | 0.17 | 274.7 | 0.14 | 36.9 | 1.05 | 37.7 | 1.03 |
| Ancillary Nursing Personnel | 9.6 | 38.1 | 0.25 | 35.1 | 0.27 | 6.4 | 1.51 | 10.3 | 0.94 |
| All Other Personnel | 82.2 | 466.7 | 0.18 | 644.0 | 0.13 | 63.8 | 1.29 | 85.1 | 0.97 |
| Total FTEs | 134.6 | 758.0 | 0.18 | 972.4 | 0.14 | 110.2 | 1.22 | 136.1 | 0.99 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 55.3 | 12.5 | 4.42 | 12.1 | 4.57 | 16.5 | 3.34 | 38.0 | 1.45 |
| Nurses, Licensed | 535.0 | 156.2 | 3.43 | 178.7 | 2.99 | 195.6 | 2.74 | 478.4 | 1.12 |
| Ancillary Nursing Personnel | 133.1 | 25.4 | 5.25 | 22.9 | 5.82 | 33.9 | 3.93 | 130.4 | 1.02 |
| All Other Personnel | 1,136.4 | 311.0 | 3.65 | 418.9 | 2.71 | 338.7 | 3.35 | 1,078.1 | 1.05 |
| Total FTEs | 1,859.8 | 505.0 | 3.68 | 632.6 | 2.94 | 584.8 | 3.18 | 1,724.8 | 1.08 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|-----------------------|-----|---------------------------------------|-------|-------------------------|---|
| Beds Set Up & Staffed | 16 | Health Maintenance | | Average Beds Used | 6 | Bassinets | 0 |
| Discharges | 171 | Organization (HMO) | Yes | Discharges | 143 | Total Births | 0 |
| Inpatient Days | 601 | Preferred Provider | | Inpatient Days | 1,939 | Newborn Days | 0 |
| | | Organization (PPO) | Yes | | | | |

031 Edgerton Hospital and Health Services
Edgerton, WI 53534

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 16 | 171 | 601 | 10.3% | 1.6 | 3.5 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 0 | 4.0 | Surgical Personnel | 1 | 1 | 1.1 |
| Physicians & Dentists | 3 | 1 | 3.3 | Radiological Services Personnel | 1 | 13 | 7.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 2 | 2.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 2 | 2.2 |
| Registered Nurses | 22 | 20 | 31.9 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 3 | 3.1 |
| Licensed Practical Nurses | 3 | 1 | 3.9 | Physical Therapy Assistants/Aides | 1 | 4 | 2.6 |
| Ancillary Nursing Personnel | 5 | 7 | 9.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 1 | 0.9 |
| Nurse Practitioners | 1 | 1 | 1.9 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 1 | 0 | 1.0 | Social Workers | 1 | 1 | 1.9 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 2 | 4 | 3.7 |
| Health Info Mgmt-Administrators/Technicians | 11 | 9 | 14.1 | All Other Personnel | 17 | 10 | 22.9 |
| Pharmacy Personnel | 3 | 2 | 3.1 | | | | |
| Clinical Laboratory Personnel | 6 | 5 | 9.1 | | | | |
| | | | | Total | 89 | 87 | 134.6 |

031 Edgerton Hospital and Health Services

Edgerton, WI 53534

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|--------------------|-------|--------------------|-------|------------------|----------|------|
| | | Value | Ratio | Value ¹ | Ratio | Value ¹ | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$27,838,817 | 55.9% | 47.3% | 1.18 | 42.3% | 1.32 | 47.0% | 1.19 | 54.7% | 1.02 |
| Medical Assistance | \$5,603,870 | 11.2% | 14.4% | 0.78 | 12.2% | 0.92 | 13.0% | 0.86 | 10.9% | 1.04 |
| Commercial | \$15,606,068 | 31.3% | 32.9% | 0.95 | 36.7% | 0.85 | 36.0% | 0.87 | 32.6% | 0.96 |
| All Other | \$785,236 | 1.6% | 5.4% | 0.29 | 8.8% | 0.18 | 4.0% | 0.39 | 1.8% | 0.87 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$13,769,766 | 27.6% | 36.1% | 0.76 | 32.5% | 0.85 | 26.2% | 1.05 | 28.1% | 0.98 |
| Medical Assistance | \$4,001,629 | 8.0% | 11.3% | 0.71 | 9.6% | 0.83 | 9.3% | 0.87 | 8.1% | 1.00 |
| Commercial | \$7,501,541 | 15.1% | 14.8% | 1.02 | 18.5% | 0.81 | 11.3% | 1.33 | 13.8% | 1.09 |
| Charity Care | \$19,135 | 0.0% | 0.7% | 0.05 | 0.6% | 0.06 | 0.7% | 0.06 | 0.0% | 1.21 |
| Bad Debt | \$762,026 | 1.5% | 0.9% | 1.75 | 0.9% | 1.62 | 1.5% | 0.99 | 1.5% | 1.00 |
| All Other | \$448,303 | 0.9% | 3.0% | 0.30 | 4.8% | 0.19 | 2.2% | 0.40 | 0.9% | 1.01 |
| Total Deductions | \$26,502,400 | 53.2% | 66.8% | 0.80 | 67.0% | 0.79 | 51.3% | 1.04 | 52.5% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.5% | 5.7% | 0.43 | 4.8% | 0.52 | 4.8% | 0.52 | 21.7% | 0.11 | |
| Net Gains/Losses as % of Net Income | 176.3% | N/A | N/A | 5,067.6% | 0.03 | 11.4% | N/A | 0.2% | 1,058.12 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$14,362,614 | 58.1% | 41.8% | 1.39 | 43.9% | 1.32 | 49.1% | 1.18 | 56.2% | 1.03 |
| Supplies & Services | \$7,807,324 | 31.6% | 52.2% | 0.61 | 48.8% | 0.65 | 43.7% | 0.72 | 32.0% | 0.99 |
| Capital Component | \$2,550,186 | 10.3% | 6.0% | 1.72 | 7.3% | 1.42 | 7.2% | 1.44 | 11.8% | 0.88 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -3.3% | 5.7% | N/A | 4.7% | N/A | 6.2% | N/A | 19.9% | N/A | |
| Total Hospital Net Income (%) | 4.0% | 3.5% | 1.16 | -0.1% | N/A | 6.9% | 0.59 | 20.0% | 0.20 | |
| Return on Equity (%) | 3.9% | 1.4% | 2.75 | 0.0% | N/A | 7.1% | 0.55 | 23.5% | 0.17 | |
| Current Ratio | 2.0 | 3.9 | 0.51 | 3.2 | 0.62 | 3.3 | 0.61 | 2.5 | 0.79 | |
| Days in Net Patient Accounts Receivable | 54.8 | 91.7 | 0.60 | 71.6 | 0.76 | 58.5 | 0.94 | 45.8 | 1.19 | |
| Average Payment Period | 62.3 | 91.7 | 0.68 | 90.2 | 0.69 | 38.2 | 1.63 | 56.0 | 1.11 | |
| Equity Financing (%) | 17.6% | 59.1% | 0.30 | 50.6% | 0.35 | 49.5% | 0.36 | 13.6% | 1.29 | |
| Long-Term Debt to Equity Ratio | 3.8 | 0.4 | 9.01 | 0.5 | 8.14 | 0.8 | 4.95 | 5.4 | 0.70 | |
| Times Interest Earned | 2.3 | 5.7 | 0.40 | 0.9 | 2.50 | 6.4 | 0.35 | 7.7 | 0.29 | |
| Total Asset Turnover | 0.9 | 0.4 | 2.16 | 0.4 | 2.02 | 1.0 | 0.88 | 1.2 | 0.77 | |
| Average Age of Plant (Years) | 13.2 | 18.1 | 0.73 | 15.8 | 0.84 | 7.1 | 1.86 | 11.5 | 1.15 | |
| Increase (Decrease) Total Net Patient Revenue | -0.3% | 3.5% | N/A | 5.2% | N/A | 8.5% | N/A | 9.5% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 77.2% | 66.2% | 1.17 | 63.7% | 1.21 | 81.4% | 0.95 | 77.9% | 0.99 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,305 | \$19,849 | 0.77 | \$21,625 | 0.71 | \$19,261 | 0.79 | \$15,625 | 0.98 | |
| Inpatient Net Revenue per Day | \$1,920 | \$3,697 | 0.52 | \$4,090 | 0.47 | \$2,916 | 0.66 | \$2,097 | 0.92 | |
| Outpatient Net Revenue per Visit | \$662 | \$819 | 0.81 | \$759 | 0.87 | \$812 | 0.82 | \$743 | 0.89 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$49,833,991 | Cash & Cash Equivalents | \$3,672,088 | Current Liabilities | \$4,010,541 |
| Less Deductions | \$26,502,400 | Net Patient Receivables | \$3,500,536 | Long-Term Debt | \$17,548,510 |
| Net Patient Revenue | \$23,331,591 | Other Receivables | \$183,520 | Other Liabilities | \$323,153 |
| Plus Other Revenue | \$595,206 | | | Subtotal | \$21,882,204 |
| Total Revenue | \$23,926,797 | Land, Buildings & Equipment (Net) | \$13,357,897 | Unrestricted Fund Balance | \$4,663,507 |
| Less Expenses | \$24,720,124 | Other Assets | \$5,831,670 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$1,832,969 | | | Total Liabilities & Fund Balance | \$26,545,711 |
| Net Income | \$1,039,642 | Total Assets | \$26,545,711 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 52.4% | 60.7% | 0.86 | 65.2% | 0.80 | 42.3% | 1.24 | 53.6% | 0.98 |
| Obstetrics | 25.1% | 37.3% | 0.67 | 38.4% | 0.09 | 19.5% | 1.29 | 24.5% | 1.03 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 54.9% | 61.9% | 0.89 | 65.0% | 0.84 | 42.5% | 1.29 | 47.7% | 1.15 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 15.7 | 27.3 | 0.58 | 30.6 | 0.51 | 10.3 | 1.53 | 13.9 | 1.13 |
| Obstetrics | 3.5 | 4.7 | 0.74 | 5.3 | 0.66 | 1.2 | 2.85 | 3.7 | 0.96 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 31.3 | 50.5 | 0.62 | 59.7 | 0.52 | 16.0 | 1.96 | 30.5 | 1.03 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.3 | 4.9 | 0.87 | 4.7 | 0.90 | 4.0 | 1.06 | 3.9 | 1.10 |
| Obstetrics | 1.9 | 2.4 | 0.79 | 2.3 | 0.82 | 2.0 | 0.95 | 1.9 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 4.2 | 5.3 | 0.80 | 4.9 | 0.86 | 4.2 | 1.01 | 4.0 | 1.05 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 460 | 990 | 0.46 | 1,096 | 0.42 | 203 | 2.27 | 472 | 0.97 |
| Outpatient | 1,403 | 4,017 | 0.35 | 4,105 | 0.34 | 2,140 | 0.66 | 1,365 | 1.03 |
| Inpatient as % of All Surgeries | 24.7% | 19.8% | 1.25 | 21.1% | 1.17 | 8.7% | 2.85 | 25.7% | 0.96 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 60,607 | 141,022 | 0.43 | 148,029 | 0.41 | 62,243 | 0.97 | 56,714 | 1.07 |
| Emergency Visits | 15,741 | 17,305 | 0.91 | 21,238 | 0.74 | 12,695 | 1.24 | 15,192 | 1.04 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.0 | 18.8 | 0.27 | 18.9 | 0.26 | 8.5 | 0.59 | 5.0 | 1.00 |
| Nurses, Licensed | 107.2 | 234.4 | 0.46 | 224.6 | 0.48 | 102.2 | 1.05 | 124.8 | 0.86 |
| Ancillary Nursing Personnel | 38.0 | 38.1 | 1.00 | 41.2 | 0.92 | 19.1 | 1.99 | 43.0 | 0.88 |
| All Other Personnel | 223.2 | 466.7 | 0.48 | 410.1 | 0.54 | 204.1 | 1.09 | 268.4 | 0.83 |
| Total FTEs | 373.4 | 758.0 | 0.49 | 694.8 | 0.54 | 333.9 | 1.12 | 441.2 | 0.85 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 5.4 | 12.5 | 0.43 | 10.6 | 0.51 | 10.5 | 0.51 | 5.5 | 0.98 |
| Nurses, Licensed | 115.2 | 156.2 | 0.74 | 125.5 | 0.92 | 126.3 | 0.91 | 137.4 | 0.84 |
| Ancillary Nursing Personnel | 40.8 | 25.4 | 1.61 | 23.0 | 1.77 | 23.6 | 1.73 | 47.3 | 0.86 |
| All Other Personnel | 239.8 | 311.0 | 0.77 | 229.1 | 1.05 | 252.2 | 0.95 | 295.5 | 0.81 |
| Total FTEs | 401.1 | 505.0 | 0.79 | 388.2 | 1.03 | 412.6 | 0.97 | 485.7 | 0.83 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 57 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 14 |
| Discharges | 2,716 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 652 |
| Inpatient Days | 11,419 | | | Inpatient Days | 0 | Newborn Days | 1,080 |

032 Aurora Lakeland Medical Center
Elkhorn, WI 53121

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 30 | 1,340 | 5,737 | 52.4% | 15.7 | 4.3 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 1 | 60 | 131 | 35.9% | 0.4 | 2.2 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 14 | 673 | 1,284 | 25.1% | 3.5 | 1.9 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 12 | 476 | 3,214 | 73.4% | 8.8 | 6.8 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 2 | 0 | 152 | 1,053 | 0.0% | 2.9 | 6.9 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 0 | 5.0 | Surgical Personnel | 4 | 0 | 4.0 |
| Physicians & Dentists | 24 | 14 | 25.8 | Radiological Services Personnel | 10 | 11 | 13.5 |
| Medical & Dental Residents | 7 | 0 | 7.0 | Respiratory Therapists | 6 | 1 | 6.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 1 | 2.0 |
| Registered Nurses | 79 | 72 | 100.1 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 1 | 3.0 |
| Licensed Practical Nurses | 2 | 0 | 2.0 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 31 | 31 | 38.0 | Recreational Therapists | 0 | 1 | 0.5 |
| Physician Assistants | 2 | 0 | 2.0 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 4 | 3 | 5.1 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 2 | 1 | 2.5 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 17 | 12 | 19.0 |
| Health Info Mgmt-Administrators/Technicians | 2 | 5 | 5.1 | All Other Personnel | 71 | 40 | 86.9 |
| Pharmacy Personnel | 16 | 5 | 16.8 | | | | |
| Clinical Laboratory Personnel | 13 | 5 | 14.0 | | | | |
| | | | | Total | 313 | 208 | 373.4 |

032 Aurora Lakeland Medical Center
Elkhorn, WI 53121

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$151,253,973 | 50.8% | 47.3% | 1.07 | 52.3% | 0.97 | 49.6% | 1.02 | 47.7% | 1.06 |
| Medical Assistance | \$44,459,011 | 14.9% | 14.4% | 1.04 | 11.4% | 1.31 | 14.0% | 1.06 | 15.5% | 0.96 |
| Commercial | \$84,919,035 | 28.5% | 32.9% | 0.87 | 33.6% | 0.85 | 32.3% | 0.88 | 32.3% | 0.88 |
| All Other | \$17,349,506 | 5.8% | 5.4% | 1.08 | 2.7% | 2.13 | 4.2% | 1.40 | 4.5% | 1.30 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$123,349,263 | 41.4% | 36.1% | 1.15 | 42.5% | 0.97 | 35.7% | 1.16 | 38.4% | 1.08 |
| Medical Assistance | \$35,476,903 | 11.9% | 11.3% | 1.06 | 9.4% | 1.27 | 10.9% | 1.09 | 12.1% | 0.98 |
| Commercial | \$37,966,168 | 12.7% | 14.8% | 0.86 | 15.7% | 0.81 | 12.5% | 1.02 | 13.9% | 0.92 |
| Charity Care | \$6,284,300 | 2.1% | 0.7% | 2.91 | 0.9% | 2.35 | 0.8% | 2.62 | 1.9% | 1.09 |
| Bad Debt | \$4,083,660 | 1.4% | 0.9% | 1.56 | 0.9% | 1.53 | 1.2% | 1.11 | 1.5% | 0.90 |
| All Other | \$7,218,780 | 2.4% | 3.0% | 0.80 | 1.4% | 1.75 | 2.4% | 1.00 | 1.6% | 1.53 |
| Total Deductions | \$214,379,074 | 71.9% | 66.8% | 1.08 | 70.8% | 1.02 | 63.6% | 1.13 | 69.4% | 1.04 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.3% | 5.7% | 0.04 | | 4.4% | 0.06 | 3.6% | 0.07 | 0.6% | 0.39 |
| Net Gains/Losses as % of Net Income | 0.1% | N/A | N/A | | N/A | N/A | N/A | N/A | 0.1% | 0.69 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$33,035,759 | 45.0% | 41.8% | 1.08 | 38.5% | 1.17 | 45.9% | 0.98 | 42.8% | 1.05 |
| Supplies & Services | \$35,261,810 | 48.0% | 52.2% | 0.92 | 53.6% | 0.89 | 47.4% | 1.01 | 49.3% | 0.97 |
| Capital Component | \$5,167,118 | 7.0% | 6.0% | 1.17 | 7.9% | 0.89 | 6.6% | 1.06 | 7.9% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 12.3% | 5.7% | 2.17 | | 8.7% | 1.41 | 9.4% | 1.31 | 20.4% | 0.61 |
| Total Hospital Net Income (%) | 12.4% | 3.5% | 3.54 | | 7.0% | 1.76 | 6.9% | 1.80 | 20.4% | 0.61 |
| Return on Equity (%) | 3.7% | 1.4% | 2.59 | | 4.4% | 0.84 | 3.4% | 1.09 | 5.8% | 0.64 |
| Current Ratio | 32.3 | 3.9 | 8.31 | | 10.2 | 3.16 | 12.0 | 2.70 | 26.4 | 1.23 |
| Days in Net Patient Accounts Receivable | 59.1 | 91.7 | 0.64 | | 51.6 | 1.15 | 51.1 | 1.16 | 62.1 | 0.95 |
| Average Payment Period | 31.3 | 91.7 | 0.34 | | 35.0 | 0.89 | 42.5 | 0.74 | 58.1 | 0.54 |
| Equity Financing (%) | 95.0% | 59.1% | 1.61 | | 80.3% | 1.18 | 70.3% | 1.35 | 96.0% | 0.99 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.00 | | 0.1 | 0.02 | 0.1 | 0.01 | 0.0 | 0.17 |
| Times Interest Earned | 11.8 | 5.7 | 2.06 | | 7.4 | 1.59 | 10.4 | 1.13 | 16.6 | 0.71 |
| Total Asset Turnover | 0.3 | 0.4 | 0.72 | | 0.6 | 0.47 | 0.5 | 0.59 | 0.3 | 1.05 |
| Average Age of Plant (Years) | 11.6 | 18.1 | 0.64 | | 11.7 | 0.98 | 11.6 | 1.00 | 10.7 | 1.08 |
| Increase (Decrease) Total Net Patient Revenue | 0.4% | 3.5% | 0.11 | | 1.1% | 0.33 | 3.2% | 0.12 | 19.5% | 0.02 |
| Outpatient Gross Revenue (% of Total GPR) | 64.0% | 66.2% | 0.97 | | 66.3% | 0.97 | 79.4% | 0.81 | 64.2% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,283 | \$19,849 | 0.67 | | \$15,486 | 0.86 | \$11,983 | 1.11 | \$13,075 | 1.02 |
| Inpatient Net Revenue per Day | \$2,947 | \$3,697 | 0.80 | | \$3,131 | 0.94 | \$2,623 | 1.12 | \$3,049 | 0.97 |
| Outpatient Net Revenue per Visit | \$676 | \$819 | 0.83 | | \$708 | 0.96 | \$907 | 0.75 | \$712 | 0.95 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$297,981,523 | Cash & Cash Equivalents | \$166,382,573 | Current Liabilities | \$5,960,546 |
| Less Deductions | \$214,379,074 | Net Patient Receivables | \$13,545,455 | Long-Term Debt | \$307,243 |
| Net Patient Revenue | \$83,602,449 | Other Receivables | \$41,556 | Other Liabilities | \$7,671,343 |
| Plus Other Revenue | \$211,710 | | | Subtotal | \$13,939,132 |
| Total Revenue | \$83,814,157 | Land, Buildings & Equipment (Net) | \$88,068,747 | Unrestricted Fund Balance | \$266,950,586 |
| Less Expenses | \$73,464,687 | Other Assets | \$12,851,384 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$10,000 | | | Total Liabilities & Fund Balance | \$280,889,718 |
| Net Income | \$10,359,470 | Total Assets | \$280,889,715 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 83.0% | 60.7% | 1.37 | 54.5% | 1.52 | 62.5% | 1.33 | 66.2% | 1.25 |
| Obstetrics | 0.0% | 37.3% | N/A | 24.1% | N/A | 29.3% | N/A | 32.4% | 0.00 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 50.6% | 61.9% | 0.82 | 49.9% | 1.01 | 58.2% | 0.87 | 60.2% | 0.84 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 63.9 | 27.3 | 2.34 | 24.1 | 2.66 | 36.5 | 1.75 | 51.0 | 1.25 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.8 | N/A | 4.8 | N/A | 6.2 | 0.00 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 75.5 | 50.5 | 1.50 | 36.8 | 2.05 | 68.8 | 1.10 | 77.7 | 0.97 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.8 | 4.9 | 0.97 | 4.4 | 1.09 | 4.8 | 0.99 | 4.6 | 1.04 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 2.4 | N/A | 2.7 | 0.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.6 | 5.3 | 0.88 | 4.5 | 1.04 | 5.0 | 0.93 | 4.8 | 0.98 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,136 | 990 | 1.15 | 983 | 1.16 | 1,312 | 0.87 | 1,000 | 1.14 |
| Outpatient | 6,943 | 4,017 | 1.73 | 5,820 | 1.19 | 5,549 | 1.25 | 6,499 | 1.07 |
| Inpatient as % of All Surgeries | 14.1% | 19.8% | 0.71 | 14.4% | 0.97 | 19.1% | 0.74 | 13.3% | 1.05 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 195,494 | 141,022 | 1.39 | 100,022 | 1.95 | 238,140 | 0.82 | 192,301 | 1.02 |
| Emergency Visits | 30,607 | 17,305 | 1.77 | 15,835 | 1.93 | 27,894 | 1.10 | 29,584 | 1.03 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 18.0 | 18.8 | 0.96 | 12.5 | 1.44 | 19.9 | 0.90 | 23.5 | 0.76 |
| Nurses, Licensed | 406.6 | 234.4 | 1.73 | 175.4 | 2.32 | 376.4 | 1.08 | 378.1 | 1.08 |
| Ancillary Nursing Personnel | 0.0 | 38.1 | N/A | 8.4 | N/A | 51.2 | N/A | 22.3 | 0.00 |
| All Other Personnel | 760.6 | 466.7 | 1.63 | 288.1 | 2.64 | 706.7 | 1.08 | 715.0 | 1.06 |
| Total FTEs | 1,185.1 | 758.0 | 1.56 | 484.4 | 2.45 | 1,154.3 | 1.03 | 1,138.9 | 1.04 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.8 | 12.5 | 0.54 | 9.6 | 0.70 | 9.1 | 0.74 | 9.1 | 0.74 |
| Nurses, Licensed | 153.2 | 156.2 | 0.98 | 135.1 | 1.13 | 172.3 | 0.89 | 146.8 | 1.04 |
| Ancillary Nursing Personnel | 0.0 | 25.4 | N/A | 6.4 | N/A | 23.4 | N/A | 8.6 | 0.00 |
| All Other Personnel | 286.5 | 311.0 | 0.92 | 221.8 | 1.29 | 323.5 | 0.89 | 277.6 | 1.03 |
| Total FTEs | 446.5 | 505.0 | 0.88 | 372.9 | 1.20 | 528.4 | 0.84 | 442.2 | 1.01 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 149 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 15 |
| Discharges | 5,927 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 716 |
| Inpatient Days | 27,544 | | | Inpatient Days | 0 | Newborn Days | 941 |

034 SSM Health St Agnes Hospital
Fond du Lac, WI 54935

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 77 | 4,862 | 23,315 | 83.0% | 63.9 | 4.8 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 5 | 66 | 818 | 44.8% | 2.2 | 12.4 |
| Hospice | 3 | 20 | 27 | 108 | 1.5% | 0.3 | 4.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 19 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 2 | 16 | 891 | 3,303 | 56.6% | 9.0 | 3.7 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 12 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 12 | 8 | 18.0 | Surgical Personnel | 10 | 13 | 16.7 |
| Physicians & Dentists | 34 | 3 | 35.8 | Radiological Services Personnel | 18 | 29 | 39.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 10 | 2 | 10.8 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 11 | 6 | 14.1 |
| Registered Nurses | 143 | 328 | 376.4 | Occupational Therapy Assistants/Aides | 1 | 2 | 2.6 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 29 | 11 | 35.5 |
| Licensed Practical Nurses | 3 | 11 | 10.5 | Physical Therapy Assistants/Aides | 2 | 5 | 6.0 |
| Ancillary Nursing Personnel | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 1 | 1 | 1.0 | Dietitians & Nutritionists | 2 | 5 | 4.7 |
| Nurse Practitioners | 15 | 4 | 18.2 | Psychologists | 9 | 1 | 9.5 |
| Certified Registered Nurse Anesthetists | 1 | 1 | 1.6 | Social Workers | 7 | 17 | 18.2 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 111 | 235 | 247.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 171 | 166 | 274.4 |
| Pharmacy Personnel | 20 | 17 | 33.6 | | | | |
| Clinical Laboratory Personnel | 0 | 0 | 0.0 | | | | |
| | | | | Total | 614 | 877 | 1,185.1 |

034 SSM Health St Agnes Hospital

Fond du Lac, WI 54935

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 6 | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|----------|--------------------|----------|-------------------|----------|------------------|----------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$477,995,525 | 54.0% | 47.3% | 1.14 | 49.2% | 1.10 | 43.9% | 1.23 | 51.9% | 1.04 |
| Medical Assistance | \$98,453,982 | 11.1% | 14.4% | 0.77 | 11.5% | 0.97 | 19.1% | 0.58 | 10.6% | 1.05 |
| Commercial | \$282,496,685 | 31.9% | 32.9% | 0.97 | 35.7% | 0.89 | 32.6% | 0.98 | 34.1% | 0.94 |
| All Other | \$25,851,379 | 2.9% | 5.4% | 0.54 | 3.6% | 0.81 | 4.4% | 0.67 | 3.3% | 0.88 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$357,106,565 | 40.4% | 36.1% | 1.12 | 35.4% | 1.14 | 34.9% | 1.16 | 38.0% | 1.06 |
| Medical Assistance | \$91,507,609 | 10.3% | 11.3% | 0.92 | 9.0% | 1.15 | 14.9% | 0.69 | 9.6% | 1.08 |
| Commercial | \$109,399,700 | 12.4% | 14.8% | 0.84 | 14.6% | 0.85 | 13.7% | 0.90 | 11.4% | 1.08 |
| Charity Care | \$2,880,002 | 0.3% | 0.7% | 0.45 | 0.6% | 0.51 | 0.6% | 0.56 | 0.3% | 1.11 |
| Bad Debt | \$12,588,734 | 1.4% | 0.9% | 1.62 | 1.3% | 1.10 | 0.9% | 1.54 | 1.9% | 0.76 |
| All Other | \$15,170,105 | 1.7% | 3.0% | 0.56 | 2.4% | 0.73 | 2.7% | 0.63 | 4.1% | 0.42 |
| Total Deductions | \$588,652,715 | 66.5% | 66.8% | 1.00 | 63.4% | 1.05 | 67.7% | 0.98 | 65.3% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.1% | | 5.7% | 0.02 | 2.8% | 0.05 | 6.5% | 0.02 | 4.1% | 0.03 |
| Net Gains/Losses as % of Net Income | 29.2% | | N/A | N/A | 12.3% | 2.37 | N/A | N/A | 42.6% | 0.69 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$66,610,714 | 30.4% | 41.8% | 0.73 | 36.0% | 0.84 | 42.9% | 0.71 | 47.5% | 0.64 |
| Supplies & Services | \$125,937,634 | 57.5% | 52.2% | 1.10 | 57.6% | 1.00 | 50.0% | 1.15 | 42.2% | 1.36 |
| Capital Component | \$26,291,659 | 12.0% | 6.0% | 2.00 | 6.4% | 1.88 | 7.1% | 1.68 | 10.3% | 1.17 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 26.2% | | 5.7% | 4.60 | 13.7% | 1.91 | 8.3% | 3.14 | 15.5% | 1.69 |
| Total Hospital Net Income (%) | 33.4% | | 3.5% | 9.57 | 15.3% | 2.18 | 6.4% | 5.22 | 24.3% | 1.38 |
| Return on Equity (%) | 13.5% | | 1.4% | 9.49 | 10.4% | 1.30 | 1.6% | 8.24 | 28.8% | 0.47 |
| Current Ratio | 47.4 | | 3.9 | 12.20 | 21.6 | 2.19 | 4.0 | 11.89 | 1.3 | 37.46 |
| Days in Net Patient Accounts Receivable | 50.9 | | 91.7 | 0.55 | 51.2 | 0.99 | 126.5 | 0.40 | 54.5 | 0.93 |
| Average Payment Period | 22.4 | | 91.7 | 0.24 | 20.4 | 1.10 | 146.1 | 0.15 | 64.3 | 0.35 |
| Equity Financing (%) | 76.4% | | 59.1% | 1.29 | 86.3% | 0.89 | 57.6% | 1.33 | 221.0% | 0.35 |
| Long-Term Debt to Equity Ratio | 0.2 | | 0.4 | 0.45 | 0.1 | 2.89 | 0.5 | 0.41 | -0.4 | N/A |
| Times Interest Earned | 26.5 | | 5.7 | 4.64 | 38.3 | 0.69 | 6.7 | 3.97 | 12.1 | 2.18 |
| Total Asset Turnover | 0.4 | | 0.4 | 0.87 | 0.7 | 0.55 | 0.3 | 1.40 | 1.1 | 0.34 |
| Average Age of Plant (Years) | 4.5 | | 18.1 | 0.25 | 8.4 | 0.53 | 22.6 | 0.20 | 4.2 | 1.07 |
| Increase (Decrease) Total Net Patient Revenue | 0.9% | | 3.5% | 0.26 | 0.5% | 1.87 | -0.3% | N/A | 16.0% | 0.06 |
| Outpatient Gross Revenue (% of Total GPR) | 71.5% | | 66.2% | 1.08 | 71.7% | 1.00 | 68.3% | 1.05 | 70.4% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,870 | | \$19,849 | 0.70 | \$13,523 | 1.03 | \$18,944 | 0.73 | \$15,302 | 0.91 |
| Inpatient Net Revenue per Day | \$2,974 | | \$3,697 | 0.80 | \$2,966 | 1.00 | \$3,762 | 0.79 | \$3,277 | 0.91 |
| Outpatient Net Revenue per Visit | \$1,002 | | \$819 | 1.22 | \$832 | 1.20 | \$679 | 1.48 | \$983 | 1.02 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$884,797,572 | Cash & Cash Equivalents | \$7,830 | Current Liabilities | \$12,355,694 |
| Less Deductions | \$588,652,715 | Net Patient Receivables | \$41,258,950 | Long-Term Debt | \$117,687,803 |
| Net Patient Revenue | \$296,144,857 | Other Receivables | \$1,476,285 | Other Liabilities | \$61,704,134 |
| Plus Other Revenue | \$395,525 | | | Subtotal | \$191,747,631 |
| Total Revenue | \$296,540,386 | Land, Buildings & Equipment (Net) | \$203,770,947 | Unrestricted Fund Balance | \$621,307,958 |
| Less Expenses | \$218,840,007 | Other Assets | \$566,541,578 | Restricted Fund Balance | \$9,414,947 |
| Non-Operating Gains/Losses | \$32,092,868 | | | Total Liabilities & Fund Balance | \$813,055,589 |
| Net Income | \$109,793,247 | Total Assets | \$813,055,590 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 82.3% | 60.7% | 1.36 | 61.3% | 1.34 | 62.5% | 1.32 | 45.3% | 1.82 |
| Obstetrics | 25.8% | 37.3% | 0.69 | 37.3% | 0.06 | 29.3% | 0.88 | 35.5% | 0.73 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 63.8% | 61.9% | 1.03 | 62.3% | 1.03 | 58.2% | 1.10 | 42.2% | 1.51 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 11.5 | 27.3 | 0.42 | 26.4 | 0.44 | 36.5 | 0.32 | 9.1 | 1.27 |
| Obstetrics | 2.1 | 4.7 | 0.44 | 4.3 | 0.48 | 4.8 | 0.43 | 2.1 | 0.97 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 16.0 | 50.5 | 0.32 | 54.9 | 0.29 | 68.8 | 0.23 | 12.7 | 1.26 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.5 | 4.9 | 0.92 | 4.9 | 0.92 | 4.8 | 0.94 | 3.4 | 1.35 |
| Obstetrics | 2.4 | 2.4 | 1.00 | 2.5 | 0.95 | 2.4 | 1.00 | 2.2 | 1.09 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.4 | 5.3 | 0.83 | 5.2 | 0.84 | 5.0 | 0.87 | 3.3 | 1.34 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 355 | 990 | 0.36 | 894 | 0.40 | 1,312 | 0.27 | 340 | 1.04 |
| Outpatient | 4,041 | 4,017 | 1.01 | 4,062 | 0.99 | 5,549 | 0.73 | 3,125 | 1.29 |
| Inpatient as % of All Surgeries | 8.1% | 19.8% | 0.41 | 18.0% | 0.45 | 19.1% | 0.42 | 9.8% | 0.82 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 241,457 | 141,022 | 1.71 | 182,049 | 1.33 | 238,140 | 1.01 | 246,314 | 0.98 |
| Emergency Visits | 17,285 | 17,305 | 1.00 | 17,809 | 0.97 | 27,894 | 0.62 | 15,633 | 1.11 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.8 | 18.8 | 0.26 | 18.6 | 0.26 | 19.9 | 0.24 | 4.4 | 1.08 |
| Nurses, Licensed | 171.6 | 234.4 | 0.73 | 274.7 | 0.62 | 376.4 | 0.46 | 143.1 | 1.20 |
| Ancillary Nursing Personnel | 11.7 | 38.1 | 0.31 | 35.1 | 0.33 | 51.2 | 0.23 | 23.6 | 0.50 |
| All Other Personnel | 459.8 | 466.7 | 0.99 | 644.0 | 0.71 | 706.7 | 0.65 | 417.1 | 1.10 |
| Total FTEs | 647.8 | 758.0 | 0.85 | 972.4 | 0.67 | 1,154.3 | 0.56 | 588.2 | 1.10 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 3.2 | 12.5 | 0.26 | 12.1 | 0.26 | 9.1 | 0.35 | 3.7 | 0.87 |
| Nurses, Licensed | 114.1 | 156.2 | 0.73 | 178.7 | 0.64 | 172.3 | 0.66 | 118.3 | 0.96 |
| Ancillary Nursing Personnel | 7.8 | 25.4 | 0.31 | 22.9 | 0.34 | 23.4 | 0.33 | 19.5 | 0.40 |
| All Other Personnel | 305.7 | 311.0 | 0.98 | 418.9 | 0.73 | 323.5 | 0.95 | 344.6 | 0.89 |
| Total FTEs | 430.8 | 505.0 | 0.85 | 632.6 | 0.68 | 528.4 | 0.82 | 486.0 | 0.89 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|-----------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 25 | Health Maintenance | | Average Beds Used | 0 | Bassinets | 10 |
| Discharges | 1,333 | Organization (HMO) | Yes | Discharges | 0 | Total Births | 304 |
| Inpatient Days | 5,825 | Preferred Provider | | Inpatient Days | 0 | Newborn Days | 572 |
| | | Organization (PPO) | Yes | | | | |

035 Fort HealthCare
Fort Atkinson, WI 53538

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 14 | 930 | 4,207 | 82.3% | 11.5 | 4.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 8 | 314 | 754 | 25.8% | 2.1 | 2.4 |
| Psychiatric | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 3 | 87 | 864 | 78.9% | 2.4 | 9.9 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 1 | 4.8 | Surgical Personnel | 4 | 3 | 6.4 |
| Physicians & Dentists | 32 | 4 | 34.8 | Radiological Services Personnel | 20 | 12 | 25.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 5 | 2.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 7 | 3.5 |
| Registered Nurses | 48 | 157 | 125.1 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 12 | 12 | 17.8 |
| Licensed Practical Nurses | 8 | 17 | 20.1 | Physical Therapy Assistants/Aides | 2 | 2 | 3.4 |
| Ancillary Nursing Personnel | 6 | 20 | 11.7 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 4 | 0 | 4.0 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 14 | 4 | 16.6 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 8 | 3 | 9.8 | Social Workers | 1 | 1 | 1.8 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 49 | 31 | 63.7 |
| Health Info Mgmt-Administrators/Technicians | 14 | 8 | 16.4 | All Other Personnel | 169 | 149 | 233.1 |
| Pharmacy Personnel | 6 | 10 | 9.8 | | | | |
| Clinical Laboratory Personnel | 10 | 2 | 11.3 | | | | |
| | | | | Total | 431 | 462 | 647.8 |

035 Fort HealthCare
Fort Atkinson, WI 53538

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|---------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$168,840,020 | 43.9% | 47.3% | 0.93 | 42.3% | 1.04 | 43.9% | 1.00 | 42.7% | 1.03 |
| Medical Assistance | \$48,154,090 | 12.5% | 14.4% | 0.87 | 12.2% | 1.03 | 19.1% | 0.66 | 12.8% | 0.98 |
| Commercial | \$157,656,449 | 41.0% | 32.9% | 1.25 | 36.7% | 1.12 | 32.6% | 1.26 | 42.0% | 0.98 |
| All Other | \$9,516,112 | 2.5% | 5.4% | 0.46 | 8.8% | 0.28 | 4.4% | 0.57 | 2.6% | 0.96 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$134,522,606 | 35.0% | 36.1% | 0.97 | 32.5% | 1.08 | 34.9% | 1.00 | 33.5% | 1.04 |
| Medical Assistance | \$35,951,787 | 9.4% | 11.3% | 0.83 | 9.6% | 0.97 | 14.9% | 0.63 | 9.6% | 0.97 |
| Commercial | \$78,893,877 | 20.5% | 14.8% | 1.39 | 18.5% | 1.11 | 13.7% | 1.50 | 20.5% | 1.00 |
| Charity Care | \$1,577,650 | 0.4% | 0.7% | 0.57 | 0.6% | 0.68 | 0.6% | 0.70 | 0.5% | 0.78 |
| Bad Debt | \$3,681,834 | 1.0% | 0.9% | 1.09 | 0.9% | 1.02 | 0.9% | 1.04 | 0.9% | 1.10 |
| All Other | \$6,235,535 | 1.6% | 3.0% | 0.53 | 4.8% | 0.34 | 2.7% | 0.59 | 1.7% | 0.94 |
| Total Deductions | \$260,863,289 | 67.9% | 66.8% | 1.02 | 67.0% | 1.01 | 67.7% | 1.00 | 66.8% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 12.7% | 5.7% | 2.22 | | 4.8% | 2.66 | 6.5% | 1.96 | 12.0% | 1.06 |
| Net Gains/Losses as % of Net Income | 127.4% | N/A | N/A | | 5,067.6% | 0.03 | N/A | N/A | 83.8% | 1.52 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$69,904,833 | 51.1% | 41.8% | 1.22 | 43.9% | 1.16 | 42.9% | 1.19 | 42.4% | 1.20 |
| Supplies & Services | \$54,856,237 | 40.1% | 52.2% | 0.77 | 48.8% | 0.82 | 50.0% | 0.80 | 48.3% | 0.83 |
| Capital Component | \$12,092,579 | 8.8% | 6.0% | 1.47 | 7.3% | 1.22 | 7.1% | 1.24 | 9.2% | 0.96 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 3.1% | 5.7% | 0.55 | | 4.7% | 0.67 | 8.3% | 0.38 | 3.1% | 1.02 |
| Total Hospital Net Income (%) | -13.4% | 3.5% | N/A | | -0.1% | 135.55 | 6.4% | N/A | 16.3% | N/A |
| Return on Equity (%) | -6.7% | 1.4% | N/A | | 0.0% | 159.73 | 1.6% | N/A | 10.0% | N/A |
| Current Ratio | 2.4 | 3.9 | 0.63 | | 3.2 | 0.75 | 4.0 | 0.61 | 2.3 | 1.06 |
| Days in Net Patient Accounts Receivable | 53.7 | 91.7 | 0.59 | | 71.6 | 0.75 | 126.5 | 0.42 | 55.5 | 0.97 |
| Average Payment Period | 46.5 | 91.7 | 0.51 | | 90.2 | 0.52 | 146.1 | 0.32 | 48.0 | 0.97 |
| Equity Financing (%) | 72.1% | 59.1% | 1.22 | | 50.6% | 1.43 | 57.6% | 1.25 | 74.8% | 0.96 |
| Long-Term Debt to Equity Ratio | 0.3 | 0.4 | 0.70 | | 0.5 | 0.63 | 0.5 | 0.64 | 0.3 | 1.16 |
| Times Interest Earned | -9.7 | 5.7 | N/A | | 0.9 | N/A | 6.7 | N/A | 14.3 | N/A |
| Total Asset Turnover | 0.6 | 0.4 | 1.40 | | 0.4 | 1.31 | 0.3 | 2.24 | 0.5 | 1.10 |
| Average Age of Plant (Years) | 15.8 | 18.1 | 0.87 | | 15.8 | 1.00 | 22.6 | 0.70 | 15.7 | 1.01 |
| Increase (Decrease) Total Net Patient Revenue | 3.6% | 3.5% | 1.02 | | 5.2% | 0.69 | -0.3% | N/A | 15.6% | 0.23 |
| Outpatient Gross Revenue (% of Total GPR) | 89.0% | 66.2% | 1.34 | | 63.7% | 1.40 | 68.3% | 1.30 | 89.1% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$6,913 | \$19,849 | 0.35 | | \$21,625 | 0.32 | \$18,944 | 0.36 | \$7,005 | 0.99 |
| Inpatient Net Revenue per Day | \$1,532 | \$3,697 | 0.41 | | \$4,090 | 0.37 | \$3,762 | 0.41 | \$2,072 | 0.74 |
| Outpatient Net Revenue per Visit | \$455 | \$819 | 0.56 | | \$759 | 0.60 | \$679 | 0.67 | \$428 | 1.06 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$384,166,670 | Cash & Cash Equivalents | \$12,397,319 | Current Liabilities | \$16,538,173 |
| Less Deductions | \$260,863,289 | Net Patient Receivables | \$18,153,890 | Long-Term Debt | \$50,855,111 |
| Net Patient Revenue | \$123,303,381 | Other Receivables | \$4,017,529 | Other Liabilities | \$0 |
| Plus Other Revenue | \$17,989,681 | | | Subtotal | \$67,393,284 |
| Total Revenue | \$141,293,060 | Land, Buildings & Equipment (Net) | \$39,711,659 | Unrestricted Fund Balance | \$173,983,163 |
| Less Expenses | \$136,853,649 | Other Assets | \$167,096,050 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$20,646,986 | | | Total Liabilities & Fund Balance | \$241,376,447 |
| Net Income | -\$16,207,575 | Total Assets | \$241,376,447 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 112.0% | 60.7% | 1.85 | 71.4% | 1.57 | 37.9% | 2.95 | 80.5% | 1.39 |
| Obstetrics | 0.0% | 37.3% | N/A | 47.6% | N/A | 18.2% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 137.8% | 61.9% | 2.23 | 72.8% | 1.89 | 39.7% | 3.47 | 78.7% | 1.75 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 17.9 | 27.3 | 0.66 | 107.8 | 0.17 | 6.8 | 2.64 | 16.1 | 1.11 |
| Obstetrics | 0.0 | 4.7 | N/A | 17.5 | N/A | 0.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 44.1 | 50.5 | 0.87 | 161.9 | 0.27 | 9.8 | 4.49 | 40.9 | 1.08 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.2 | 4.9 | 1.05 | 5.8 | 0.89 | 3.7 | 1.38 | 4.7 | 1.10 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.6 | N/A | 2.1 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.7 | 5.3 | 1.07 | 6.4 | 0.89 | 4.0 | 1.43 | 5.3 | 1.08 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 514 | 990 | 0.52 | 2,650 | 0.19 | 203 | 2.54 | 531 | 0.97 |
| Outpatient | 1,208 | 4,017 | 0.30 | 4,920 | 0.25 | 1,593 | 0.76 | 1,388 | 0.87 |
| Inpatient as % of All Surgeries | 29.8% | 19.8% | 1.51 | 35.0% | 0.85 | 11.3% | 2.65 | 27.7% | 1.08 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 72,985 | 141,022 | 0.52 | 243,526 | 0.30 | 64,671 | 1.13 | 99,044 | 0.74 |
| Emergency Visits | 21,170 | 17,305 | 1.22 | 38,698 | 0.55 | 8,798 | 2.41 | 18,807 | 1.13 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 11.0 | 18.8 | 0.59 | 51.9 | 0.21 | 11.5 | 0.96 | 11.0 | 1.00 |
| Nurses, Licensed | 107.4 | 234.4 | 0.46 | 603.9 | 0.18 | 81.9 | 1.31 | 123.2 | 0.87 |
| Ancillary Nursing Personnel | 19.5 | 38.1 | 0.51 | 132.7 | 0.15 | 11.6 | 1.69 | 25.8 | 0.76 |
| All Other Personnel | 131.9 | 466.7 | 0.28 | 1,090.5 | 0.12 | 181.7 | 0.73 | 137.8 | 0.96 |
| Total FTEs | 269.8 | 758.0 | 0.36 | 1,879.0 | 0.14 | 286.7 | 0.94 | 297.8 | 0.91 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 9.5 | 12.5 | 0.76 | 14.6 | 0.65 | 21.8 | 0.43 | 10.4 | 0.91 |
| Nurses, Licensed | 92.3 | 156.2 | 0.59 | 169.6 | 0.54 | 155.9 | 0.59 | 116.8 | 0.79 |
| Ancillary Nursing Personnel | 16.8 | 25.4 | 0.66 | 37.3 | 0.45 | 22.0 | 0.76 | 24.5 | 0.69 |
| All Other Personnel | 113.5 | 311.0 | 0.36 | 306.3 | 0.37 | 345.9 | 0.33 | 130.7 | 0.87 |
| Total FTEs | 232.1 | 505.0 | 0.46 | 527.8 | 0.44 | 545.6 | 0.43 | 282.4 | 0.82 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Beds Set Up & Staffed | 32 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 2,842 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 16,099 | | | Inpatient Days | 0 | Newborn Days | 0 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 16 | 1,270 | 6,542 | 112.0% | 17.9 | 5.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 16 | 1,572 | 9,557 | 163.6% | 26.2 | 6.1 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 11 | 0 | 11.0 | Surgical Personnel | 6 | 5 | 6.8 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 18 | 23 | 28.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 10 | 6 | 12.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 5 | 7 | 6.9 |
| Registered Nurses | 82 | 55 | 107.4 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 14 | 12 | 18.6 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 11 | 26 | 19.5 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 13 | 14 | 17.2 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 11 | 10 | 15.2 |
| Pharmacy Personnel | 10 | 10 | 12.9 | | | | |
| Clinical Laboratory Personnel | 9 | 3 | 9.0 | | | | |
| | | | | Total | 202 | 177 | 269.8 |

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

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 2B Value | Ratio | 3 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$169,755,844 | 53.7% | 47.3% | 1.14 | 45.8% | 1.17 | 48.7% | 1.10 | 52.3% | 1.03 |
| Medical Assistance | \$35,926,159 | 11.4% | 14.4% | 0.79 | 21.1% | 0.54 | 12.5% | 0.91 | 11.4% | 1.00 |
| Commercial | \$104,642,086 | 33.1% | 32.9% | 1.00 | 29.3% | 1.13 | 35.0% | 0.95 | 34.4% | 0.96 |
| All Other | \$5,987,523 | 1.9% | 5.4% | 0.35 | 3.8% | 0.50 | 3.9% | 0.49 | 2.0% | 0.97 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$130,736,707 | 41.3% | 36.1% | 1.14 | 36.9% | 1.12 | 31.8% | 1.30 | 39.9% | 1.04 |
| Medical Assistance | \$32,000,304 | 10.1% | 11.3% | 0.90 | 16.3% | 0.62 | 9.0% | 1.13 | 10.0% | 1.01 |
| Commercial | \$47,840,815 | 15.1% | 14.8% | 1.02 | 14.0% | 1.08 | 14.1% | 1.07 | 15.1% | 1.00 |
| Charity Care | \$3,727,375 | 1.2% | 0.7% | 1.62 | 0.9% | 1.31 | 0.7% | 1.73 | 1.0% | 1.20 |
| Bad Debt | \$4,962,011 | 1.6% | 0.9% | 1.79 | 0.8% | 2.01 | 1.2% | 1.29 | 1.5% | 1.03 |
| All Other | \$2,017,186 | 0.6% | 3.0% | 0.21 | 1.4% | 0.47 | 2.5% | 0.26 | 0.7% | 0.95 |
| Total Deductions | \$221,284,398 | 70.0% | 66.8% | 1.05 | 70.2% | 1.00 | 59.2% | 1.18 | 68.1% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.8% | 5.7% | 0.13 | 4.9% | 0.16 | 6.5% | 0.12 | 0.4% | 1.72 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 42.4% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$33,848,124 | 37.5% | 41.8% | 0.90 | 35.0% | 1.07 | 49.3% | 0.76 | 37.6% | 1.00 |
| Supplies & Services | \$50,504,253 | 56.0% | 52.2% | 1.07 | 59.6% | 0.94 | 43.7% | 1.28 | 55.6% | 1.01 |
| Capital Component | \$5,827,408 | 6.5% | 6.0% | 1.08 | 5.5% | 1.19 | 7.0% | 0.93 | 6.9% | 0.94 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 5.8% | 5.7% | 1.02 | 7.7% | 0.75 | 5.9% | 0.99 | 12.2% | 0.48 | |
| Total Hospital Net Income (%) | 5.7% | 3.5% | 1.64 | 6.7% | 0.85 | 2.8% | 2.08 | 19.4% | 0.29 | |
| Return on Equity (%) | 5.2% | 1.4% | 3.66 | 4.5% | 1.16 | 0.7% | 7.25 | 17.4% | 0.30 | |
| Current Ratio | 4.6 | 3.9 | 1.19 | 9.7 | 0.47 | 2.6 | 1.79 | 6.8 | 0.68 | |
| Days in Net Patient Accounts Receivable | 50.8 | 91.7 | 0.55 | 56.6 | 0.90 | 148.9 | 0.34 | 54.2 | 0.94 | |
| Average Payment Period | 24.7 | 91.7 | 0.27 | 36.1 | 0.68 | 167.7 | 0.15 | 25.7 | 0.96 | |
| Equity Financing (%) | 85.1% | 59.1% | 1.44 | 84.2% | 1.01 | 55.3% | 1.54 | 87.6% | 0.97 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.6 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 10.0 | N/A | 5.2 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 0.9 | 0.4 | 2.19 | 0.7 | 1.35 | 0.3 | 3.38 | 0.8 | 1.11 | |
| Average Age of Plant (Years) | 7.5 | 18.1 | 0.41 | 12.6 | 0.59 | 22.7 | 0.33 | 5.9 | 1.27 | |
| Increase (Decrease) Total Net Patient Revenue | -3.6% | 3.5% | N/A | 4.5% | N/A | 5.0% | N/A | 8.3% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 62.0% | 66.2% | 0.94 | 54.4% | 1.14 | 81.3% | 0.76 | 61.5% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,998 | \$19,849 | 0.71 | \$27,619 | 0.51 | \$15,118 | 0.93 | \$14,621 | 0.96 | |
| Inpatient Net Revenue per Day | \$2,464 | \$3,697 | 0.67 | \$4,320 | 0.57 | \$3,557 | 0.69 | \$2,800 | 0.88 | |
| Outpatient Net Revenue per Visit | \$639 | \$819 | 0.78 | \$896 | 0.71 | \$717 | 0.89 | \$524 | 1.22 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$316,311,613 | Cash & Cash Equivalents | \$167,825 | Current Liabilities | \$5,774,100 |
| Less Deductions | \$221,284,398 | Net Patient Receivables | \$13,238,722 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$95,027,215 | Other Receivables | \$263,494 | Other Liabilities | \$9,888,614 |
| Plus Other Revenue | \$723,244 | | | Subtotal | \$15,662,714 |
| Total Revenue | \$95,750,459 | Land, Buildings & Equipment (Net) | \$76,793,779 | Unrestricted Fund Balance | \$89,245,035 |
| Less Expenses | \$90,179,785 | Other Assets | \$14,443,928 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$101,413 | | | Total Liabilities & Fund Balance | \$104,907,749 |
| Net Income | \$5,469,261 | Total Assets | \$104,907,748 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 0.0% | 60.7% | N/A | 71.4% | N/A | 20.4% | N/A | 0.0% | N/A |
| Obstetrics | 0.0% | 37.3% | N/A | 47.6% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 25.4% | 61.9% | 0.41 | 72.8% | 0.35 | 21.1% | 1.20 | 29.9% | 0.85 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 27.3 | N/A | 107.8 | N/A | 3.3 | N/A | 0.0 | N/A |
| Obstetrics | 0.0 | 4.7 | N/A | 17.5 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.1 | 50.5 | 0.08 | 161.9 | 0.03 | 3.9 | 1.05 | 4.8 | 0.85 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 4.9 | N/A | 5.8 | N/A | 4.1 | N/A | 0.0 | N/A |
| Obstetrics | 0.0 | 2.4 | N/A | 2.6 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.2 | 5.3 | 0.42 | 6.4 | 0.35 | 3.5 | 0.64 | 2.0 | 1.13 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 679 | 990 | 0.69 | 2,650 | 0.26 | 181 | 3.75 | 908 | 0.75 |
| Outpatient | 4,526 | 4,017 | 1.13 | 4,920 | 0.92 | 1,361 | 3.33 | 3,983 | 1.14 |
| Inpatient as % of All Surgeries | 13.0% | 19.8% | 0.66 | 35.0% | 0.37 | 11.7% | 1.11 | 18.6% | 0.70 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 8,347 | 141,022 | 0.06 | 243,526 | 0.03 | 43,437 | 0.19 | 7,789 | 1.07 |
| Emergency Visits | 0 | 17,305 | N/A | 38,698 | N/A | 4,927 | N/A | 0 | N/A |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.7 | 18.8 | 0.30 | 51.9 | 0.11 | 7.3 | 0.78 | 4.7 | 1.21 |
| Nurses, Licensed | 57.6 | 234.4 | 0.25 | 603.9 | 0.10 | 46.6 | 1.24 | 57.4 | 1.00 |
| Ancillary Nursing Personnel | 14.3 | 38.1 | 0.37 | 132.7 | 0.11 | 9.1 | 1.57 | 14.0 | 1.02 |
| All Other Personnel | 44.2 | 466.7 | 0.09 | 1,090.5 | 0.04 | 110.7 | 0.40 | 49.2 | 0.90 |
| Total FTEs | 121.7 | 758.0 | 0.16 | 1,879.0 | 0.06 | 173.6 | 0.70 | 125.3 | 0.97 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 26.5 | 12.5 | 2.12 | 14.6 | 1.82 | 33.5 | 0.79 | 29.0 | 0.91 |
| Nurses, Licensed | 268.4 | 156.2 | 1.72 | 169.6 | 1.58 | 213.4 | 1.26 | 354.9 | 0.76 |
| Ancillary Nursing Personnel | 66.5 | 25.4 | 2.62 | 37.3 | 1.78 | 41.6 | 1.60 | 86.6 | 0.77 |
| All Other Personnel | 206.1 | 311.0 | 0.66 | 306.3 | 0.67 | 507.2 | 0.41 | 304.1 | 0.68 |
| Total FTEs | 567.4 | 505.0 | 1.12 | 527.8 | 1.08 | 795.7 | 0.71 | 774.5 | 0.73 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 16 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 662 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 1,484 | | | Inpatient Days | 0 | Newborn Days | 0 |

313 Midwest Orthopedic Specialty Hospital
Franklin, WI 53132

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Orthopedic | 1 | 16 | 662 | 1,484 | 25.4% | 4.1 | 2.2 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 3 | 5.7 | Surgical Personnel | 27 | 2 | 27.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 3 | 1 | 3.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 42 | 23 | 57.1 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 0 | 0 | 0.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 13 | 15 | 14.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 1 | 0.5 | All Other Health Professionals | 4 | 1 | 4.8 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 6 | 3 | 7.9 |
| Pharmacy Personnel | 0 | 0 | 0.0 | | | | |
| Clinical Laboratory Personnel | 0 | 0 | 0.0 | | | | |
| | | | | Total | 100 | 49 | 121.7 |

313 Midwest Orthopedic Specialty Hospital

Franklin, WI 53132

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 2B Value | Ratio | 2 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$87,769,910 | 42.9% | 47.3% | 0.91 | 45.8% | 0.94 | 47.2% | 0.91 | 41.8% | 1.03 |
| Medical Assistance | \$13,839,156 | 6.8% | 14.4% | 0.47 | 21.1% | 0.32 | 12.9% | 0.53 | 7.1% | 0.95 |
| Commercial | \$102,605,401 | 50.1% | 32.9% | 1.52 | 29.3% | 1.71 | 35.1% | 1.43 | 50.9% | 0.98 |
| All Other | \$564,522 | 0.3% | 5.4% | 0.05 | 3.8% | 0.07 | 4.8% | 0.06 | 0.2% | 1.53 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$65,053,069 | 31.8% | 36.1% | 0.88 | 36.9% | 0.86 | 29.4% | 1.08 | 31.4% | 1.01 |
| Medical Assistance | \$11,916,720 | 5.8% | 11.3% | 0.52 | 16.3% | 0.36 | 9.6% | 0.61 | 6.4% | 0.90 |
| Commercial | \$46,580,653 | 22.7% | 14.8% | 1.54 | 14.0% | 1.63 | 13.1% | 1.74 | 21.4% | 1.06 |
| Charity Care | \$600,320 | 0.3% | 0.7% | 0.40 | 0.9% | 0.32 | 0.6% | 0.49 | 0.2% | 1.29 |
| Bad Debt | \$2,134,313 | 1.0% | 0.9% | 1.19 | 0.8% | 1.33 | 1.1% | 0.91 | 1.1% | 0.96 |
| All Other | \$77,126 | 0.0% | 3.0% | 0.01 | 1.4% | 0.03 | 3.3% | 0.01 | 0.0% | 1.08 |
| Total Deductions | \$126,362,201 | 61.7% | 66.8% | 0.92 | 70.2% | 0.88 | 57.1% | 1.08 | 60.6% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.7% | 5.7% | 0.12 | 4.9% | 0.15 | 4.1% | 0.17 | 0.6% | 1.10 | |
| Net Gains/Losses as % of Net Income | 0.3% | N/A | N/A | N/A | N/A | N/A | N/A | 0.3% | 0.95 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$13,483,920 | 27.3% | 41.8% | 0.65 | 35.0% | 0.78 | 46.6% | 0.59 | 24.0% | 1.14 |
| Supplies & Services | \$34,168,280 | 69.2% | 52.2% | 1.33 | 59.6% | 1.16 | 47.2% | 1.47 | 72.7% | 0.95 |
| Capital Component | \$1,744,570 | 3.5% | 6.0% | 0.59 | 5.5% | 0.65 | 6.2% | 0.57 | 3.3% | 1.06 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 37.5% | 5.7% | 6.57 | 7.7% | 4.85 | 11.8% | 3.16 | 41.8% | 0.90 | |
| Total Hospital Net Income (%) | 37.5% | 3.5% | 10.75 | 6.7% | 5.58 | 11.1% | 3.38 | 41.8% | 0.90 | |
| Return on Equity (%) | 57.8% | 1.4% | 40.64 | 4.5% | 12.89 | 0.8% | 71.01 | 66.2% | 0.87 | |
| Current Ratio | 3.2 | 3.9 | 0.81 | 9.7 | 0.32 | 1.6 | 1.92 | 2.8 | 1.12 | |
| Days in Net Patient Accounts Receivable | 67.6 | 91.7 | 0.74 | 56.6 | 1.19 | 569.1 | 0.12 | 55.0 | 1.23 | |
| Average Payment Period | 80.9 | 91.7 | 0.88 | 36.1 | 2.24 | 772.8 | 0.10 | 90.8 | 0.89 | |
| Equity Financing (%) | 75.9% | 59.1% | 1.28 | 84.2% | 0.90 | 39.2% | 1.93 | 75.2% | 1.01 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 1.1 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 10.0 | N/A | 17.1 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 1.5 | 0.4 | 3.69 | 0.7 | 2.28 | 0.1 | 20.80 | 1.6 | 0.97 | |
| Average Age of Plant (Years) | 14.7 | 18.1 | 0.81 | 12.6 | 1.17 | 99.6 | 0.15 | 14.9 | 0.99 | |
| Increase (Decrease) Total Net Patient Revenue | 9.6% | 3.5% | 2.72 | 4.5% | 2.15 | 2.2% | 4.38 | 11.9% | 0.81 | |
| Outpatient Gross Revenue (% of Total GPR) | 80.2% | 66.2% | 1.21 | 54.4% | 1.47 | 81.7% | 0.98 | 70.5% | 1.14 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$24,493 | \$19,849 | 1.23 | \$27,619 | 0.89 | \$21,242 | 1.15 | \$23,013 | 1.06 | |
| Inpatient Net Revenue per Day | \$10,441 | \$3,697 | 2.82 | \$4,320 | 2.42 | \$4,286 | 2.44 | \$11,698 | 0.89 | |
| Outpatient Net Revenue per Visit | \$7,708 | \$819 | 9.41 | \$896 | 8.60 | \$728 | 10.59 | \$6,821 | 1.13 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$204,778,989 | Cash & Cash Equivalents | \$14,822,493 | Current Liabilities | \$10,636,954 |
| Less Deductions | \$126,362,201 | Net Patient Receivables | \$14,532,292 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$78,416,788 | Other Receivables | \$2,477,572 | Other Liabilities | \$1,748,609 |
| Plus Other Revenue | \$560,835 | | | Subtotal | \$12,385,563 |
| Total Revenue | \$78,977,622 | Land, Buildings & Equipment (Net) | \$17,770,514 | Unrestricted Fund Balance | \$38,910,735 |
| Less Expenses | \$49,396,770 | Other Assets | \$1,693,427 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$79,275 | | | Total Liabilities & Fund Balance | \$51,296,298 |
| Net Income | \$29,660,127 | Total Assets | \$51,296,298 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 4.1% | 60.7% | 0.07 | 55.2% | 0.07 | 20.4% | 0.20 | 6.2% | 0.66 |
| Obstetrics | 0.0% | 37.3% | N/A | 32.6% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 4.1% | 61.9% | 0.07 | 62.1% | 0.07 | 21.1% | 0.19 | 6.2% | 0.66 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.0 | 27.3 | 0.04 | 17.1 | 0.06 | 3.3 | 0.32 | 1.6 | 0.66 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.0 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 1.0 | 50.5 | 0.02 | 38.1 | 0.03 | 3.9 | 0.27 | 1.6 | 0.66 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.6 | 4.9 | 0.72 | 5.2 | 0.68 | 4.1 | 0.87 | 3.4 | 1.05 |
| Obstetrics | 0.0 | 2.4 | N/A | 1.8 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.5 | 5.3 | 0.67 | 5.3 | 0.67 | 3.5 | 1.01 | 3.6 | 0.98 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 1,159 | N/A | 181 | N/A | 0 | N/A |
| Outpatient | 140 | 4,017 | 0.03 | 4,194 | 0.03 | 1,361 | 0.10 | 181 | 0.77 |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 21.6% | N/A | 11.7% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 29,298 | 141,022 | 0.21 | 96,566 | 0.30 | 43,437 | 0.67 | 34,465 | 0.85 |
| Emergency Visits | 5,756 | 17,305 | 0.33 | 13,569 | 0.42 | 4,927 | 1.17 | 5,212 | 1.10 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.0 | 18.8 | N/A | 19.9 | N/A | 7.3 | N/A | 0.0 | N/A |
| Nurses, Licensed | 22.1 | 234.4 | 0.09 | 195.2 | 0.11 | 46.6 | 0.47 | 32.1 | 0.69 |
| Ancillary Nursing Personnel | 2.2 | 38.1 | 0.06 | 37.3 | 0.06 | 9.1 | 0.24 | 0.6 | 3.61 |
| All Other Personnel | 90.4 | 466.7 | 0.19 | 374.4 | 0.24 | 110.7 | 0.82 | 92.3 | 0.98 |
| Total FTEs | 114.6 | 758.0 | 0.15 | 626.9 | 0.18 | 173.6 | 0.66 | 124.9 | 0.92 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.0 | 12.5 | N/A | 14.6 | N/A | 33.5 | N/A | 0.0 | N/A |
| Nurses, Licensed | 111.5 | 156.2 | 0.71 | 143.7 | 0.78 | 213.4 | 0.52 | 153.9 | 0.72 |
| Ancillary Nursing Personnel | 11.0 | 25.4 | 0.43 | 27.5 | 0.40 | 41.6 | 0.26 | 2.9 | 3.80 |
| All Other Personnel | 457.0 | 311.0 | 1.47 | 275.6 | 1.66 | 507.2 | 0.90 | 443.0 | 1.03 |
| Total FTEs | 579.5 | 505.0 | 1.15 | 461.4 | 1.26 | 795.7 | 0.73 | 599.8 | 0.97 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 2 | Bassinets | 0 |
| Discharges | 106 | Preferred Provider Organization (PPO) | Yes | Discharges | 36 | Total Births | 0 |
| Inpatient Days | 375 | | | Inpatient Days | 680 | Newborn Days | 0 |

037 Gundersen Moundview Hospital and Clinics
 Friendship, WI 53934

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 25 | 105 | 375 | 4.1% | 1.0 | 3.6 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 0 | 0 | 0.0 | Surgical Personnel | 1 | 1 | 1.9 |
| Physicians & Dentists | 1 | 0 | 1.0 | Radiological Services Personnel | 3 | 1 | 3.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 1 | 1.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 3 | 2.1 |
| Registered Nurses | 13 | 11 | 18.1 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 2 | 3.4 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Ancillary Nursing Personnel | 1 | 1 | 2.2 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 2 | 0 | 2.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 2 | 0 | 2.0 | All Other Health Professionals | 25 | 4 | 28.8 |
| Health Info Mgmt-Administrators/Technicians | 1 | 0 | 1.0 | All Other Personnel | 24 | 2 | 25.0 |
| Pharmacy Personnel | 6 | 6 | 11.1 | | | | |
| Clinical Laboratory Personnel | 2 | 0 | 2.0 | | | | |
| | | | | Total | 93 | 33 | 114.6 |

037 Gundersen Moundview Hospital and Clinics

Friendship, WI 53934

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$14,786,249 | 29.3% | 47.3% | 0.62 | 50.9% | 0.58 | 47.2% | 0.62 | 53.9% | 0.54 |
| Medical Assistance | \$9,066,253 | 18.0% | 14.4% | 1.25 | 13.5% | 1.34 | 12.9% | 1.40 | 19.6% | 0.92 |
| Commercial | \$17,606,703 | 34.9% | 32.9% | 1.06 | 29.7% | 1.17 | 35.1% | 0.99 | 24.1% | 1.45 |
| All Other | \$9,001,784 | 17.8% | 5.4% | 3.29 | 5.9% | 3.01 | 4.8% | 3.70 | 2.5% | 7.26 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$7,513,279 | 14.9% | 36.1% | 0.41 | 36.5% | 0.41 | 29.4% | 0.51 | 25.3% | 0.59 |
| Medical Assistance | \$8,111,308 | 16.1% | 11.3% | 1.43 | 10.6% | 1.51 | 9.6% | 1.68 | 13.2% | 1.21 |
| Commercial | \$5,474,653 | 10.8% | 14.8% | 0.73 | 9.7% | 1.11 | 13.1% | 0.83 | 12.9% | 0.84 |
| Charity Care | \$301,786 | 0.6% | 0.7% | 0.82 | 0.6% | 0.96 | 0.6% | 1.00 | 1.1% | 0.54 |
| Bad Debt | \$156,256 | 0.3% | 0.9% | 0.35 | 0.6% | 0.52 | 1.1% | 0.27 | 0.8% | 0.37 |
| All Other | \$597,136 | 1.2% | 3.0% | 0.39 | 3.8% | 0.31 | 3.3% | 0.36 | 1.1% | 1.12 |
| Total Deductions | \$22,154,418 | 43.9% | 66.8% | 0.66 | 62.0% | 0.71 | 57.1% | 0.77 | 54.4% | 0.81 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.8% | 5.7% | 0.49 | | 3.6% | 0.78 | 4.1% | 0.68 | 3.5% | 0.80 |
| Net Gains/Losses as % of Net Income | 12.2% | N/A | N/A | | 210.1% | 0.06 | N/A | N/A | 68.2% | 0.18 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$9,473,506 | 33.4% | 41.8% | 0.80 | 40.5% | 0.83 | 46.6% | 0.72 | 44.6% | 0.75 |
| Supplies & Services | \$18,161,949 | 64.0% | 52.2% | 1.23 | 55.0% | 1.16 | 47.2% | 1.36 | 51.9% | 1.23 |
| Capital Component | \$728,049 | 2.6% | 6.0% | 0.43 | 4.5% | 0.56 | 6.2% | 0.41 | 3.5% | 0.74 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 2.6% | 5.7% | 0.46 | | 1.2% | 2.18 | 11.8% | 0.22 | 7.8% | 0.34 |
| Total Hospital Net Income (%) | 3.0% | 3.5% | 0.85 | | -1.1% | N/A | 11.1% | 0.27 | 21.0% | 0.14 |
| Return on Equity (%) | 4.3% | 1.4% | 3.03 | | -0.3% | N/A | 0.8% | 5.30 | 24.3% | 0.18 |
| Current Ratio | 8.4 | 3.9 | 2.17 | | 1.8 | 4.69 | 1.6 | 5.15 | 3.2 | 2.65 |
| Days in Net Patient Accounts Receivable | 27.1 | 91.7 | 0.30 | | 167.5 | 0.16 | 569.1 | 0.05 | 30.4 | 0.89 |
| Average Payment Period | 19.1 | 91.7 | 0.21 | | 183.9 | 0.10 | 772.8 | 0.02 | 85.1 | 0.22 |
| Equity Financing (%) | 91.8% | 59.1% | 1.55 | | 42.4% | 2.16 | 39.2% | 2.34 | 79.1% | 1.16 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.03 | | 1.0 | 0.01 | 1.1 | 0.01 | 0.0 | 3.18 |
| Times Interest Earned | 399.3 | 5.7 | 69.84 | | -1.5 | N/A | 17.1 | 23.39 | 736.3 | 0.54 |
| Total Asset Turnover | 1.4 | 0.4 | 3.46 | | 0.3 | 5.64 | 0.1 | 19.51 | 1.0 | 1.45 |
| Average Age of Plant (Years) | 5.1 | 18.1 | 0.28 | | 31.9 | 0.16 | 99.6 | 0.05 | 4.3 | 1.19 |
| Increase (Decrease) Total Net Patient Revenue | 32.3% | 3.5% | 9.12 | | 7.4% | 4.38 | 2.2% | 14.69 | 13.9% | 2.31 |
| Outpatient Gross Revenue (% of Total GPR) | 94.8% | 66.2% | 1.43 | | 71.7% | 1.32 | 81.7% | 1.16 | 92.6% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$7,618 | \$19,849 | 0.38 | | \$17,658 | 0.43 | \$21,242 | 0.36 | \$15,385 | 0.50 |
| Inpatient Net Revenue per Day | \$1,009 | \$3,697 | 0.27 | | \$3,312 | 0.30 | \$4,286 | 0.24 | \$2,727 | 0.37 |
| Outpatient Net Revenue per Visit | \$780 | \$819 | 0.95 | | \$1,126 | 0.69 | \$728 | 1.07 | \$471 | 1.65 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$50,460,989 | Cash & Cash Equivalents | \$9,227,138 | Current Liabilities | \$1,451,544 |
| Less Deductions | \$22,154,418 | Net Patient Receivables | \$2,103,375 | Long-Term Debt | \$195,319 |
| Net Patient Revenue | \$28,306,571 | Other Receivables | \$368,236 | Other Liabilities | \$0 |
| Plus Other Revenue | \$821,452 | | | Subtotal | \$1,646,863 |
| Total Revenue | \$29,128,023 | Land, Buildings & Equipment (Net) | \$5,445,759 | | |
| Less Expenses | \$28,363,504 | Other Assets | \$3,030,660 | Unrestricted Fund Balance | \$18,528,305 |
| Non-Operating Gains/Losses | \$106,209 | | | Restricted Fund Balance | \$504,658 |
| Net Income | \$870,728 | Total Assets | \$20,175,168 | Total Liabilities & Fund Balance | \$20,175,168 |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 0.0% | 60.7% | N/A | 71.4% | N/A | 20.4% | N/A | 0.0% | N/A |
| Obstetrics | 0.0% | 37.3% | N/A | 47.6% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 19.6% | 61.9% | 0.32 | 72.8% | 0.27 | 21.1% | 0.93 | 23.0% | 0.85 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 27.3 | N/A | 107.8 | N/A | 3.3 | N/A | 0.0 | N/A |
| Obstetrics | 0.0 | 4.7 | N/A | 17.5 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.9 | 50.5 | 0.12 | 161.9 | 0.04 | 3.9 | 1.52 | 6.9 | 0.85 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 4.9 | N/A | 5.8 | N/A | 4.1 | N/A | 0.0 | N/A |
| Obstetrics | 0.0 | 2.4 | N/A | 2.6 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 1.9 | 5.3 | 0.35 | 6.4 | 0.29 | 3.5 | 0.53 | 1.9 | 1.00 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,158 | 990 | 1.17 | 2,650 | 0.44 | 181 | 6.40 | 1,363 | 0.85 |
| Outpatient | 7,662 | 4,017 | 1.91 | 4,920 | 1.56 | 1,361 | 5.63 | 7,415 | 1.03 |
| Inpatient as % of All Surgeries | 13.1% | 19.8% | 0.66 | 35.0% | 0.38 | 11.7% | 1.12 | 15.5% | 0.85 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 57,750 | 141,022 | 0.41 | 243,526 | 0.24 | 43,437 | 1.33 | 60,078 | 0.96 |
| Emergency Visits | 0 | 17,305 | N/A | 38,698 | N/A | 4,927 | N/A | 0 | N/A |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 8.0 | 18.8 | 0.43 | 51.9 | 0.15 | 7.3 | 1.10 | 8.0 | 1.00 |
| Nurses, Licensed | 67.6 | 234.4 | 0.29 | 603.9 | 0.11 | 46.6 | 1.45 | 63.4 | 1.07 |
| Ancillary Nursing Personnel | 0.6 | 38.1 | 0.02 | 132.7 | 0.00 | 9.1 | 0.07 | 0.5 | 1.25 |
| All Other Personnel | 153.4 | 466.7 | 0.33 | 1,090.5 | 0.14 | 110.7 | 1.39 | 154.1 | 1.00 |
| Total FTEs | 229.6 | 758.0 | 0.30 | 1,879.0 | 0.12 | 173.6 | 1.32 | 226.1 | 1.02 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 48.4 | 12.5 | 3.87 | 14.6 | 3.32 | 33.5 | 1.45 | 45.5 | 1.06 |
| Nurses, Licensed | 409.3 | 156.2 | 2.62 | 169.6 | 2.41 | 213.4 | 1.92 | 360.9 | 1.13 |
| Ancillary Nursing Personnel | 3.9 | 25.4 | 0.15 | 37.3 | 0.10 | 41.6 | 0.09 | 2.9 | 1.33 |
| All Other Personnel | 928.5 | 311.0 | 2.99 | 306.3 | 3.03 | 507.2 | 1.83 | 876.8 | 1.06 |
| Total FTEs | 1,390.1 | 505.0 | 2.75 | 527.8 | 2.63 | 795.7 | 1.75 | 1,286.1 | 1.08 |

Total Hospital:
 Beds Set Up & Staffed 30
 Discharges 1,158
 Inpatient Days 2,147

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

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

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

195 Orthopaedic Hospital of Wisconsin
Glendale, WI 53212

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Orthopedic | 1 | 30 | 1,376 | 2,147 | 19.6% | 5.9 | 1.6 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 8 | 1 | 8.0 | Surgical Personnel | 30 | 3 | 30.6 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 6 | 4 | 6.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 5 | 2.2 |
| Registered Nurses | 48 | 55 | 67.1 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 25 | 15 | 29.4 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 4 | 0 | 4.0 |
| Ancillary Nursing Personnel | 0 | 1 | 0.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 1 | 0 | 1.0 | Dietitians & Nutritionists | 0 | 1 | 0.0 |
| Nurse Practitioners | 0 | 1 | 0.5 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 3 | 0.7 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 18 | 25 | 20.3 |
| Health Info Mgmt-Administrators/Technicians | 10 | 1 | 10.5 | All Other Personnel | 35 | 8 | 39.2 |
| Pharmacy Personnel | 4 | 0 | 4.0 | | | | |
| Clinical Laboratory Personnel | 2 | 1 | 2.5 | | | | |
| | | | | Total | 192 | 126 | 229.6 |

195 Orthopaedic Hospital of Wisconsin

Glendale, WI 53212

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 2B Value | Ratio | 2 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$101,422,334 | 45.8% | 47.3% | 0.97 | 45.8% | 1.00 | 47.2% | 0.97 | 42.8% | 1.07 |
| Medical Assistance | \$15,581,435 | 7.0% | 14.4% | 0.49 | 21.1% | 0.33 | 12.9% | 0.55 | 8.4% | 0.84 |
| Commercial | \$103,763,643 | 46.8% | 32.9% | 1.42 | 29.3% | 1.60 | 35.1% | 1.33 | 48.4% | 0.97 |
| All Other | \$905,560 | 0.4% | 5.4% | 0.08 | 3.8% | 0.11 | 4.8% | 0.08 | 0.4% | 0.96 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$80,565,072 | 36.3% | 36.1% | 1.01 | 36.9% | 0.98 | 29.4% | 1.24 | 32.6% | 1.11 |
| Medical Assistance | \$13,656,292 | 6.2% | 11.3% | 0.55 | 16.3% | 0.38 | 9.6% | 0.64 | 7.4% | 0.84 |
| Commercial | \$46,807,151 | 21.1% | 14.8% | 1.43 | 14.0% | 1.51 | 13.1% | 1.61 | 20.0% | 1.06 |
| Charity Care | \$150,117 | 0.1% | 0.7% | 0.09 | 0.9% | 0.08 | 0.6% | 0.11 | 0.1% | 0.66 |
| Bad Debt | \$934,497 | 0.4% | 0.9% | 0.48 | 0.8% | 0.54 | 1.1% | 0.37 | 0.6% | 0.65 |
| All Other | \$400,190 | 0.2% | 3.0% | 0.06 | 1.4% | 0.13 | 3.3% | 0.05 | 0.2% | 0.72 |
| Total Deductions | \$142,513,319 | 64.3% | 66.8% | 0.96 | 70.2% | 0.92 | 57.1% | 1.13 | 60.9% | 1.05 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.8% | 5.7% | 0.32 | 4.9% | 0.38 | 4.1% | 0.44 | 1.2% | 1.56 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$22,457,719 | 42.6% | 41.8% | 1.02 | 35.0% | 1.22 | 46.6% | 0.91 | 44.6% | 0.96 |
| Supplies & Services | \$26,326,724 | 50.0% | 52.2% | 0.96 | 59.6% | 0.84 | 47.2% | 1.06 | 49.9% | 1.00 |
| Capital Component | \$3,912,452 | 7.4% | 6.0% | 1.24 | 5.5% | 1.36 | 6.2% | 1.20 | 5.5% | 1.34 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 34.6% | 5.7% | 6.08 | 7.7% | 4.49 | 11.8% | 2.93 | 39.3% | 0.88 | |
| Total Hospital Net Income (%) | 34.6% | 3.5% | 9.93 | 6.7% | 5.15 | 11.1% | 3.12 | 39.3% | 0.88 | |
| Return on Equity (%) | 38.4% | 1.4% | 26.98 | 4.5% | 8.56 | 0.8% | 47.15 | 44.2% | 0.87 | |
| Current Ratio | 6.3 | 3.9 | 1.62 | 9.7 | 0.65 | 1.6 | 3.85 | 7.5 | 0.84 | |
| Days in Net Patient Accounts Receivable | 86.1 | 91.7 | 0.94 | 56.6 | 1.52 | 569.1 | 0.15 | 73.1 | 1.18 | |
| Average Payment Period | 45.8 | 91.7 | 0.50 | 36.1 | 1.27 | 772.8 | 0.06 | 40.0 | 1.15 | |
| Equity Financing (%) | 80.6% | 59.1% | 1.36 | 84.2% | 0.96 | 39.2% | 2.05 | 81.8% | 0.99 | |
| Long-Term Debt to Equity Ratio | 0.1 | 0.4 | 0.15 | 0.1 | 0.99 | 1.1 | 0.06 | 0.1 | 0.88 | |
| Times Interest Earned | 344.8 | 5.7 | 60.31 | 10.0 | 34.48 | 17.1 | 20.20 | 3,991.5 | 0.09 | |
| Total Asset Turnover | 1.1 | 0.4 | 2.66 | 0.7 | 1.64 | 0.1 | 14.97 | 1.1 | 0.98 | |
| Average Age of Plant (Years) | 8.3 | 18.1 | 0.46 | 12.6 | 0.66 | 99.6 | 0.08 | 12.3 | 0.68 | |
| Increase (Decrease) Total Net Patient Revenue | 2.0% | 3.5% | 0.57 | 4.5% | 0.45 | 2.2% | 0.92 | 5.6% | 0.36 | |
| Outpatient Gross Revenue (% of Total GPR) | 64.9% | 66.2% | 0.98 | 54.4% | 1.19 | 81.7% | 0.79 | 61.0% | 1.06 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$20,946 | \$19,849 | 1.06 | \$27,619 | 0.76 | \$21,242 | 0.99 | \$22,508 | 0.93 | |
| Inpatient Net Revenue per Day | \$11,474 | \$3,697 | 3.10 | \$4,320 | 2.66 | \$4,286 | 2.68 | \$12,257 | 0.94 | |
| Outpatient Net Revenue per Visit | \$967 | \$819 | 1.18 | \$896 | 1.08 | \$728 | 1.33 | \$802 | 1.20 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$221,672,970 | Cash & Cash Equivalents | \$17,549,253 | Current Liabilities | \$6,225,839 |
| Less Deductions | \$142,513,319 | Net Patient Receivables | \$18,665,079 | Long-Term Debt | \$3,702,657 |
| Net Patient Revenue | \$79,159,651 | Other Receivables | \$0 | Other Liabilities | \$4,199,113 |
| Plus Other Revenue | \$1,469,969 | | | Subtotal | \$14,127,609 |
| Total Revenue | \$80,629,618 | Land, Buildings & Equipment (Net) | \$29,506,457 | Unrestricted Fund Balance | \$58,637,753 |
| Less Expenses | \$52,696,895 | Other Assets | \$7,044,571 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$67 | Total Assets | \$72,765,360 | Total Liabilities & Fund Balance | \$72,765,362 |
| Net Income | \$27,932,656 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 90.5% | 60.7% | 1.49 | 65.2% | 1.39 | 62.5% | 1.45 | 71.5% | 1.27 |
| Obstetrics | 43.5% | 37.3% | 1.17 | 38.4% | 0.20 | 29.3% | 1.49 | 42.1% | 1.03 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 63.2% | 61.9% | 1.02 | 65.0% | 0.97 | 58.2% | 1.09 | 54.7% | 1.16 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 50.7 | 27.3 | 1.86 | 30.6 | 1.66 | 36.5 | 1.39 | 55.8 | 0.91 |
| Obstetrics | 7.8 | 4.7 | 1.65 | 5.3 | 1.47 | 4.8 | 1.64 | 7.6 | 1.03 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 83.4 | 50.5 | 1.65 | 59.7 | 1.40 | 68.8 | 1.21 | 84.2 | 0.99 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.3 | 4.9 | 1.07 | 4.7 | 1.12 | 4.8 | 1.10 | 5.1 | 1.03 |
| Obstetrics | 2.5 | 2.4 | 1.04 | 2.3 | 1.07 | 2.4 | 1.04 | 2.4 | 1.05 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.5 | 5.3 | 0.85 | 4.9 | 0.92 | 5.0 | 0.90 | 4.4 | 1.02 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,977 | 990 | 2.00 | 1,096 | 1.80 | 1,312 | 1.51 | 1,991 | 0.99 |
| Outpatient | 7,143 | 4,017 | 1.78 | 4,105 | 1.74 | 5,549 | 1.29 | 7,016 | 1.02 |
| Inpatient as % of All Surgeries | 21.7% | 19.8% | 1.10 | 21.1% | 1.03 | 19.1% | 1.13 | 22.1% | 0.98 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 129,714 | 141,022 | 0.92 | 148,029 | 0.88 | 238,140 | 0.54 | 129,721 | 1.00 |
| Emergency Visits | 22,289 | 17,305 | 1.29 | 21,238 | 1.05 | 27,894 | 0.80 | 20,857 | 1.07 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 12.0 | 18.8 | 0.64 | 18.9 | 0.63 | 19.9 | 0.60 | 13.0 | 0.92 |
| Nurses, Licensed | 449.8 | 234.4 | 1.92 | 224.6 | 2.00 | 376.4 | 1.19 | 472.3 | 0.95 |
| Ancillary Nursing Personnel | 93.8 | 38.1 | 2.46 | 41.2 | 2.27 | 51.2 | 1.83 | 134.8 | 0.70 |
| All Other Personnel | 691.7 | 466.7 | 1.48 | 410.1 | 1.69 | 706.7 | 0.98 | 762.1 | 0.91 |
| Total FTEs | 1,247.2 | 758.0 | 1.65 | 694.8 | 1.80 | 1,154.3 | 1.08 | 1,382.2 | 0.90 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 4.5 | 12.5 | 0.36 | 10.6 | 0.43 | 9.1 | 0.49 | 5.2 | 0.88 |
| Nurses, Licensed | 169.3 | 156.2 | 1.08 | 125.5 | 1.35 | 172.3 | 0.98 | 187.3 | 0.90 |
| Ancillary Nursing Personnel | 35.3 | 25.4 | 1.39 | 23.0 | 1.53 | 23.4 | 1.51 | 53.4 | 0.66 |
| All Other Personnel | 260.4 | 311.0 | 0.84 | 229.1 | 1.14 | 323.5 | 0.81 | 302.2 | 0.86 |
| Total FTEs | 469.6 | 505.0 | 0.93 | 388.2 | 1.21 | 528.4 | 0.89 | 548.0 | 0.86 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 132 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 18 |
| Discharges | 6,784 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,114 |
| Inpatient Days | 30,449 | | | Inpatient Days | 0 | Newborn Days | 3,470 |

315 Aurora Medical Center - Grafton
Grafton, WI 53024

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 56 | 3,503 | 18,500 | 90.5% | 50.7 | 5.3 |
| Orthopedic | 1 | 16 | 588 | 2,934 | 50.2% | 8.0 | 5.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 1 | 14 | 29 | 66 | 0.0% | 0.2 | 2.3 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 18 | 1,142 | 2,860 | 43.5% | 7.8 | 2.5 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 2 | 17 | 600 | 4,645 | 74.9% | 12.7 | 7.7 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 11 | 109 | 1,444 | 36.0% | 4.0 | 13.2 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 12 | 0 | 12.0 | Surgical Personnel | 46 | 10 | 50.0 |
| Physicians & Dentists | 79 | 20 | 83.5 | Radiological Services Personnel | 73 | 54 | 93.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 10 | 6 | 12.4 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 7 | 15 | 11.1 |
| Registered Nurses | 306 | 201 | 402.2 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 16 | 14 | 23.1 |
| Licensed Practical Nurses | 1 | 2 | 2.1 | Physical Therapy Assistants/Aides | 4 | 12 | 5.0 |
| Ancillary Nursing Personnel | 58 | 113 | 93.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 22 | 1 | 22.0 | Dietitians & Nutritionists | 3 | 2 | 4.2 |
| Nurse Practitioners | 31 | 3 | 32.2 | Psychologists | 1 | 0 | 1.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 8 | 1 | 8.5 |
| Clinical Nurse Specialists | 12 | 3 | 13.3 | All Other Health Professionals | 63 | 19 | 66.6 |
| Health Info Mgmt-Administrators/Technicians | 12 | 1 | 12.5 | All Other Personnel | 176 | 70 | 196.1 |
| Pharmacy Personnel | 32 | 8 | 33.0 | | | | |
| Clinical Laboratory Personnel | 35 | 19 | 40.3 | | | | |
| | | | | Total | 1,030 | 584 | 1,247.2 |

315 Aurora Medical Center - Grafton

Grafton, WI 53024

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$603,101,724 | 54.5% | 47.3% | 1.15 | 52.3% | 1.04 | 43.9% | 1.24 | 52.2% | 1.04 |
| Medical Assistance | \$87,426,373 | 7.9% | 14.4% | 0.55 | 11.4% | 0.70 | 19.1% | 0.41 | 7.8% | 1.02 |
| Commercial | \$386,621,832 | 34.9% | 32.9% | 1.06 | 33.6% | 1.04 | 32.6% | 1.07 | 38.2% | 0.91 |
| All Other | \$30,306,168 | 2.7% | 5.4% | 0.51 | 2.7% | 1.00 | 4.4% | 0.62 | 1.8% | 1.55 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$505,859,756 | 45.7% | 36.1% | 1.26 | 42.5% | 1.07 | 34.9% | 1.31 | 43.6% | 1.05 |
| Medical Assistance | \$74,795,711 | 6.8% | 11.3% | 0.60 | 9.4% | 0.72 | 14.9% | 0.45 | 6.6% | 1.03 |
| Commercial | \$197,103,372 | 17.8% | 14.8% | 1.20 | 15.7% | 1.13 | 13.7% | 1.30 | 19.7% | 0.90 |
| Charity Care | \$4,706,903 | 0.4% | 0.7% | 0.59 | 0.9% | 0.47 | 0.6% | 0.73 | 0.4% | 1.03 |
| Bad Debt | \$7,161,480 | 0.6% | 0.9% | 0.74 | 0.9% | 0.72 | 0.9% | 0.70 | 0.6% | 1.04 |
| All Other | \$17,443,160 | 1.6% | 3.0% | 0.52 | 1.4% | 1.14 | 2.7% | 0.57 | 1.0% | 1.58 |
| Total Deductions | \$807,070,382 | 72.9% | 66.8% | 1.09 | 70.8% | 1.03 | 67.7% | 1.08 | 72.0% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.2% | 5.7% | 0.04 | | 4.4% | 0.05 | 6.5% | 0.03 | 0.3% | 0.71 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | N/A | N/A | N/A | N/A | 0.1% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$99,231,859 | 39.6% | 41.8% | 0.95 | 38.5% | 1.03 | 42.9% | 0.92 | 37.6% | 1.05 |
| Supplies & Services | \$129,329,288 | 51.7% | 52.2% | 0.99 | 53.6% | 0.96 | 50.0% | 1.03 | 52.9% | 0.98 |
| Capital Component | \$21,722,935 | 8.7% | 6.0% | 1.45 | 7.9% | 1.10 | 7.1% | 1.22 | 9.5% | 0.92 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 16.8% | 5.7% | 2.95 | | 8.7% | 1.93 | 8.3% | 2.02 | 20.0% | 0.84 |
| Total Hospital Net Income (%) | 16.8% | 3.5% | 4.82 | | 7.0% | 2.40 | 6.4% | 2.63 | 20.0% | 0.84 |
| Return on Equity (%) | 6.5% | 1.4% | 4.57 | | 4.4% | 1.49 | 1.6% | 3.97 | 8.4% | 0.78 |
| Current Ratio | 29.9 | 3.9 | 7.68 | | 10.2 | 2.92 | 4.0 | 7.49 | 16.3 | 1.83 |
| Days in Net Patient Accounts Receivable | 56.3 | 91.7 | 0.61 | | 51.6 | 1.09 | 126.5 | 0.45 | 57.2 | 0.98 |
| Average Payment Period | 29.9 | 91.7 | 0.33 | | 35.0 | 0.85 | 146.1 | 0.20 | 50.3 | 0.60 |
| Equity Financing (%) | 91.5% | 59.1% | 1.55 | | 80.3% | 1.14 | 57.6% | 1.59 | 93.7% | 0.98 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.05 | | 0.1 | 0.27 | 0.5 | 0.04 | 0.0 | 0.88 |
| Times Interest Earned | 10.6 | 5.7 | 1.85 | | 7.4 | 1.43 | 6.7 | 1.58 | 10.7 | 0.99 |
| Total Asset Turnover | 0.4 | 0.4 | 0.93 | | 0.6 | 0.61 | 0.3 | 1.48 | 0.4 | 0.93 |
| Average Age of Plant (Years) | 12.0 | 18.1 | 0.66 | | 11.7 | 1.02 | 22.6 | 0.53 | 11.0 | 1.09 |
| Increase (Decrease) Total Net Patient Revenue | 2.4% | 3.5% | 0.67 | | 1.1% | 2.10 | -0.3% | N/A | 19.1% | 0.12 |
| Outpatient Gross Revenue (% of Total GPR) | 63.8% | 66.2% | 0.96 | | 66.3% | 0.96 | 68.3% | 0.93 | 63.5% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$17,177 | \$19,849 | 0.87 | | \$15,486 | 1.11 | \$18,944 | 0.91 | \$16,887 | 1.02 |
| Inpatient Net Revenue per Day | \$3,323 | \$3,697 | 0.90 | | \$3,131 | 1.06 | \$3,762 | 0.88 | \$3,503 | 0.95 |
| Outpatient Net Revenue per Visit | \$1,257 | \$819 | 1.53 | | \$708 | 1.78 | \$679 | 1.85 | \$1,210 | 1.04 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,107,456,097 | Cash & Cash Equivalents | \$479,264,984 | Current Liabilities | \$19,291,949 |
| Less Deductions | \$807,070,382 | Net Patient Receivables | \$46,343,907 | Long-Term Debt | \$13,547,461 |
| Net Patient Revenue | \$300,385,715 | Other Receivables | \$468,709 | Other Liabilities | \$32,984,438 |
| Plus Other Revenue | \$612,518 | | | Subtotal | \$65,823,848 |
| Total Revenue | \$300,998,233 | Land, Buildings & Equipment (Net) | \$200,806,862 | Unrestricted Fund Balance | \$711,896,670 |
| Less Expenses | \$250,284,082 | Other Assets | \$50,836,056 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$99,490 | Total Assets | \$777,720,518 | Total Liabilities & Fund Balance | \$777,720,518 |
| Net Income | \$50,614,661 | | | | |

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

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

County: Burnett
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 7 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 12.6% | 60.7% | 0.21 | 29.8% | 0.42 | 15.0% | 0.84 | 8.9% | 1.41 |
| Obstetrics | 0.0% | 37.3% | N/A | 23.9% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 12.6% | 61.9% | 0.20 | 32.0% | 0.39 | 19.9% | 0.63 | 8.9% | 1.41 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 2.1 | 27.3 | 0.08 | 5.9 | 0.36 | 2.6 | 0.83 | 1.5 | 1.41 |
| Obstetrics | 0.0 | 4.7 | N/A | 1.1 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 2.1 | 50.5 | 0.04 | 7.4 | 0.29 | 3.5 | 0.60 | 1.5 | 1.41 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.6 | 4.9 | 0.74 | 4.2 | 0.87 | 3.9 | 0.92 | 3.4 | 1.08 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 3.6 | 5.3 | 0.69 | 4.4 | 0.83 | 4.8 | 0.75 | 3.4 | 1.08 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 57 | N/A | 64 | N/A | 1 | 0.00 |
| Outpatient | 285 | 4,017 | 0.07 | 1,029 | 0.28 | 1,572 | 0.18 | 280 | 1.02 |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 5.2% | N/A | 3.9% | N/A | 0.4% | 0.00 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 25,620 | 141,022 | 0.18 | 36,461 | 0.70 | 20,590 | 1.24 | 29,919 | 0.86 |
| Emergency Visits | 3,834 | 17,305 | 0.22 | 7,164 | 0.54 | 4,256 | 0.90 | 3,404 | 1.13 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.4 | 18.8 | 0.08 | 1.9 | 0.75 | 3.1 | 0.46 | 1.0 | 1.44 |
| Nurses, Licensed | 38.5 | 234.4 | 0.16 | 66.2 | 0.58 | 36.9 | 1.04 | 37.1 | 1.04 |
| Ancillary Nursing Personnel | 0.0 | 38.1 | N/A | 8.0 | N/A | 6.4 | N/A | 0.0 | N/A |
| All Other Personnel | 98.4 | 466.7 | 0.21 | 159.0 | 0.62 | 63.8 | 1.54 | 89.8 | 1.10 |
| Total FTEs | 138.4 | 758.0 | 0.18 | 235.1 | 0.59 | 110.2 | 1.26 | 128.0 | 1.08 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 8.2 | 12.5 | 0.65 | 3.4 | 2.40 | 16.5 | 0.49 | 6.8 | 1.19 |
| Nurses, Licensed | 217.2 | 156.2 | 1.39 | 117.1 | 1.86 | 195.6 | 1.11 | 253.5 | 0.86 |
| Ancillary Nursing Personnel | 0.0 | 25.4 | N/A | 14.2 | N/A | 33.9 | N/A | 0.0 | N/A |
| All Other Personnel | 555.5 | 311.0 | 1.79 | 281.4 | 1.97 | 338.7 | 1.64 | 613.4 | 0.91 |
| Total FTEs | 780.9 | 505.0 | 1.55 | 416.0 | 1.88 | 584.8 | 1.34 | 873.7 | 0.89 |

| | | | | | | | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 17 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 0 |
| Discharges | 214 | Preferred Provider Organization (PPO) | Yes | Discharges | 27 | Total Births | 0 |
| Inpatient Days | 779 | | | Inpatient Days | 201 | Newborn Days | 0 |

038 Burnett Medical Center
Grantsburg, WI 54840

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 17 | 214 | 779 | 12.6% | 2.1 | 3.6 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 1 | 1 | 1.4 | Surgical Personnel | 2 | 0 | 2.0 |
| Physicians & Dentists | 3 | 0 | 3.0 | Radiological Services Personnel | 6 | 1 | 6.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 1 | 0.6 |
| Registered Nurses | 23 | 12 | 27.1 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 1 | 0.3 | Physical Therapists | 3 | 0 | 3.0 |
| Licensed Practical Nurses | 4 | 2 | 4.6 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 2 | 0.8 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 5 | 3 | 6.5 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 1 | 0.9 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 3 | 0 | 3.0 |
| Health Info Mgmt-Administrators/Technicians | 3 | 0 | 3.0 | All Other Personnel | 56 | 27 | 64.0 |
| Pharmacy Personnel | 3 | 8 | 4.8 | | | | |
| Clinical Laboratory Personnel | 4 | 3 | 5.8 | | | | |
| | | | | Total | 117 | 64 | 138.4 |

038 Burnett Medical Center
Grantsburg, WI 54840

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$18,090,903 | 48.7% | 47.3% | 1.03 | 50.8% | 0.96 | 47.0% | 1.04 | 47.9% | 1.02 |
| Medical Assistance | \$7,483,046 | 20.1% | 14.4% | 1.40 | 17.0% | 1.18 | 13.0% | 1.55 | 19.9% | 1.01 |
| Commercial | \$8,635,972 | 23.2% | 32.9% | 0.71 | 26.8% | 0.87 | 36.0% | 0.65 | 25.1% | 0.93 |
| All Other | \$2,965,074 | 8.0% | 5.4% | 1.47 | 5.4% | 1.48 | 4.0% | 1.98 | 7.1% | 1.12 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$7,504,572 | 20.2% | 36.1% | 0.56 | 27.6% | 0.73 | 26.2% | 0.77 | 22.2% | 0.91 |
| Medical Assistance | \$4,510,581 | 12.1% | 11.3% | 1.08 | 11.5% | 1.05 | 9.3% | 1.31 | 11.8% | 1.03 |
| Commercial | \$2,382,015 | 6.4% | 14.8% | 0.43 | 5.6% | 1.15 | 11.3% | 0.57 | 6.7% | 0.95 |
| Charity Care | \$46,061 | 0.1% | 0.7% | 0.17 | 0.5% | 0.23 | 0.7% | 0.18 | 0.3% | 0.46 |
| Bad Debt | \$913,740 | 2.5% | 0.9% | 2.81 | 1.7% | 1.49 | 1.5% | 1.59 | 2.0% | 1.24 |
| All Other | \$985,259 | 2.7% | 3.0% | 0.87 | 2.7% | 0.97 | 2.2% | 1.18 | 3.1% | 0.85 |
| Total Deductions | \$16,342,228 | 44.0% | 66.8% | 0.66 | 49.6% | 0.89 | 51.3% | 0.86 | 46.1% | 0.95 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.1% | 5.7% | 0.19 | | 2.1% | 0.52 | 4.8% | 0.23 | 1.1% | 0.94 |
| Net Gains/Losses as % of Net Income | 54.6% | N/A | N/A | | N/A | N/A | 11.4% | N/A | 85.3% | 0.64 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$10,952,444 | 54.3% | 41.8% | 1.30 | 51.1% | 1.06 | 49.1% | 1.10 | 56.6% | 0.96 |
| Supplies & Services | \$7,912,120 | 39.2% | 52.2% | 0.75 | 41.8% | 0.94 | 43.7% | 0.90 | 36.3% | 1.08 |
| Capital Component | \$1,317,979 | 6.5% | 6.0% | 1.09 | 7.1% | 0.92 | 7.2% | 0.91 | 7.1% | 0.92 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 4.2% | 5.7% | 0.73 | | 9.7% | 0.43 | 6.2% | 0.68 | 3.7% | 1.13 |
| Total Hospital Net Income (%) | 8.7% | 3.5% | 2.50 | | 7.8% | 1.12 | 6.9% | 1.27 | 20.7% | 0.42 |
| Return on Equity (%) | 7.9% | 1.4% | 5.52 | | 0.8% | 9.44 | 7.1% | 1.10 | 17.6% | 0.45 |
| Current Ratio | 2.4 | 3.9 | 0.63 | | 2.0 | 1.20 | 3.3 | 0.74 | 1.8 | 1.38 |
| Days in Net Patient Accounts Receivable | 54.2 | 91.7 | 0.59 | | 350.9 | 0.15 | 58.5 | 0.93 | 69.1 | 0.78 |
| Average Payment Period | 93.5 | 91.7 | 1.02 | | 484.3 | 0.19 | 38.2 | 2.45 | 176.8 | 0.53 |
| Equity Financing (%) | 44.6% | 59.1% | 0.75 | | 44.7% | 1.00 | 49.5% | 0.90 | 33.8% | 1.32 |
| Long-Term Debt to Equity Ratio | 0.7 | 0.4 | 1.76 | | 0.9 | 0.83 | 0.8 | 0.96 | 1.0 | 0.77 |
| Times Interest Earned | 9.6 | 5.7 | 1.67 | | 15.8 | 0.60 | 6.4 | 1.49 | 19.1 | 0.50 |
| Total Asset Turnover | 0.9 | 0.4 | 2.05 | | 0.1 | 7.88 | 1.0 | 0.83 | 0.7 | 1.22 |
| Average Age of Plant (Years) | 21.1 | 18.1 | 1.16 | | 53.6 | 0.39 | 7.1 | 2.96 | 21.4 | 0.99 |
| Increase (Decrease) Total Net Patient Revenue | 9.0% | 3.5% | 2.55 | | 7.6% | 1.19 | 8.5% | 1.07 | 12.6% | 0.72 |
| Outpatient Gross Revenue (% of Total GPR) | 88.4% | 66.2% | 1.33 | | 87.2% | 1.01 | 81.4% | 1.09 | 90.7% | 0.97 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$16,359 | \$19,849 | 0.82 | | \$16,587 | 0.99 | \$19,261 | 0.85 | \$13,223 | 1.24 |
| Inpatient Net Revenue per Day | \$4,154 | \$3,697 | 1.12 | | \$3,340 | 1.24 | \$2,916 | 1.42 | \$3,172 | 1.31 |
| Outpatient Net Revenue per Visit | \$604 | \$819 | 0.74 | | \$1,067 | 0.57 | \$812 | 0.74 | \$515 | 1.17 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$37,174,995 | Cash & Cash Equivalents | \$7,583,197 | Current Liabilities | \$4,953,689 |
| Less Deductions | \$16,342,228 | Net Patient Receivables | \$3,095,634 | Long-Term Debt | \$8,031,618 |
| Net Patient Revenue | \$20,832,767 | Other Receivables | \$125,782 | Other Liabilities | \$621,144 |
| Plus Other Revenue | \$226,271 | | | Subtotal | \$13,606,451 |
| Total Revenue | \$21,059,038 | Land, Buildings & Equipment (Net) | \$9,362,352 | Unrestricted Fund Balance | \$10,955,541 |
| Less Expenses | \$20,182,543 | Other Assets | \$4,395,027 | Restricted Fund Balance | \$36,678 |
| Non-Operating Gains/Losses | \$1,054,111 | | | Total Liabilities & Fund Balance | \$24,561,992 |
| Net Income | \$1,930,606 | Total Assets | \$24,561,992 | | |

197 Aurora BayCare Medical Center
 2845 Greenbrier Drive
 Green Bay, WI 54311
 920-288-8000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 74.7% | 60.7% | 1.23 | 62.0% | 1.21 | 74.8% | 1.00 | 75.4% | 0.99 |
| Obstetrics | 45.3% | 37.3% | 1.21 | 34.4% | 0.30 | 51.0% | 0.89 | 47.0% | 0.97 |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 61.9% | 61.9% | 1.00 | 56.6% | 1.09 | 73.0% | 0.85 | 58.6% | 1.06 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 67.2 | 27.3 | 2.47 | 27.3 | 2.46 | 108.7 | 0.62 | 70.9 | 0.95 |
| Obstetrics | 10.4 | 4.7 | 2.20 | 3.8 | 2.73 | 14.4 | 0.73 | 10.8 | 0.97 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 117.6 | 50.5 | 2.33 | 46.9 | 2.51 | 214.4 | 0.55 | 123.1 | 0.96 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.7 | 4.9 | 0.96 | 4.6 | 1.03 | 5.4 | 0.88 | 4.6 | 1.04 |
| Obstetrics | 2.5 | 2.4 | 1.02 | 2.3 | 1.07 | 2.5 | 0.97 | 2.5 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 5.2 | 5.3 | 0.99 | 4.8 | 1.10 | 5.8 | 0.90 | 4.9 | 1.08 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,638 | 990 | 2.67 | 796 | 3.32 | 3,804 | 0.69 | 2,841 | 0.93 |
| Outpatient | 15,195 | 4,017 | 3.78 | 5,614 | 2.71 | 11,772 | 1.29 | 14,769 | 1.03 |
| Inpatient as % of All Surgeries | 14.8% | 19.8% | 0.75 | 12.4% | 1.19 | 24.4% | 0.61 | 16.1% | 0.92 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 445,661 | 141,022 | 3.16 | 209,631 | 2.13 | 460,116 | 0.97 | 434,075 | 1.03 |
| Emergency Visits | 30,275 | 17,305 | 1.75 | 18,500 | 1.64 | 43,288 | 0.70 | 28,126 | 1.08 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 25.0 | 18.8 | 1.33 | 21.3 | 1.18 | 61.8 | 0.40 | 22.0 | 1.14 |
| Nurses, Licensed | 656.8 | 234.4 | 2.80 | 265.2 | 2.48 | 855.9 | 0.77 | 715.5 | 0.92 |
| Ancillary Nursing Personnel | 108.9 | 38.1 | 2.86 | 40.3 | 2.70 | 143.5 | 0.76 | 143.4 | 0.76 |
| All Other Personnel | 898.3 | 466.7 | 1.92 | 448.1 | 2.00 | 1,747.7 | 0.51 | 1,046.7 | 0.86 |
| Total FTEs | 1,689.0 | 758.0 | 2.23 | 775.0 | 2.18 | 2,808.9 | 0.60 | 1,927.6 | 0.88 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.2 | 12.5 | 0.50 | 11.2 | 0.55 | 11.2 | 0.55 | 5.0 | 1.24 |
| Nurses, Licensed | 162.6 | 156.2 | 1.04 | 139.6 | 1.16 | 155.4 | 1.05 | 162.7 | 1.00 |
| Ancillary Nursing Personnel | 27.0 | 25.4 | 1.06 | 21.2 | 1.27 | 26.1 | 1.03 | 32.6 | 0.83 |
| All Other Personnel | 222.4 | 311.0 | 0.72 | 235.8 | 0.94 | 317.4 | 0.70 | 238.1 | 0.93 |
| Total FTEs | 418.1 | 505.0 | 0.83 | 407.8 | 1.03 | 510.1 | 0.82 | 438.4 | 0.95 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 190 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 26 |
| Discharges | 8,183 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,478 |
| Inpatient Days | 42,909 | | | Inpatient Days | 0 | Newborn Days | 2,201 |

197 Aurora BayCare Medical Center
Green Bay, WI 54311

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 90 | 5,190 | 24,541 | 74.7% | 67.2 | 4.7 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 23 | 1,548 | 3,806 | 45.3% | 10.4 | 2.5 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 36 | 1,208 | 10,092 | 76.8% | 27.6 | 8.4 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 18 | 169 | 3,825 | 58.2% | 10.5 | 22.6 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 2 | 23 | 209 | 645 | 7.7% | 1.8 | 3.1 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 25 | 0 | 25.0 | Surgical Personnel | 62 | 19 | 68.0 |
| Physicians & Dentists | 69 | 9 | 72.3 | Radiological Services Personnel | 74 | 33 | 90.7 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 24 | 16 | 30.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 7 | 4 | 8.3 |
| Registered Nurses | 457 | 268 | 581.5 | Occupational Therapy Assistants/Aides | 2 | 1 | 2.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 6 | 5 | 8.5 |
| Licensed Practical Nurses | 22 | 14 | 30.4 | Physical Therapy Assistants/Aides | 3 | 5 | 5.6 |
| Ancillary Nursing Personnel | 76 | 156 | 108.9 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 7 | 0 | 7.0 | Dietitians & Nutritionists | 7 | 3 | 9.2 |
| Nurse Practitioners | 29 | 5 | 30.9 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 8 | 4 | 8.5 |
| Clinical Nurse Specialists | 8 | 11 | 14.0 | All Other Health Professionals | 89 | 46 | 102.5 |
| Health Info Mgmt-Administrators/Technicians | 18 | 2 | 18.8 | All Other Personnel | 231 | 114 | 281.1 |
| Pharmacy Personnel | 47 | 19 | 51.5 | | | | |
| Clinical Laboratory Personnel | 71 | 15 | 78.8 | | | | |
| | | | | Total | 1,387 | 770 | 1,689.0 |

197 Aurora BayCare Medical Center
Green Bay, WI 54311

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area ⁴ | | Volume Group ⁷ | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|-------|----------------------------|----------|---------------------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$815,666,391 | 45.8% | 47.3% | 0.97 | 47.8% | 0.96 | 47.4% | 0.97 | 43.3% | 1.06 |
| Medical Assistance | \$212,987,301 | 12.0% | 14.4% | 0.83 | 12.4% | 0.96 | 13.1% | 0.91 | 12.1% | 0.99 |
| Commercial | \$635,913,598 | 35.7% | 32.9% | 1.09 | 34.5% | 1.04 | 33.3% | 1.07 | 38.8% | 0.92 |
| All Other | \$114,996,964 | 6.5% | 5.4% | 1.19 | 5.3% | 1.22 | 6.2% | 1.04 | 5.8% | 1.11 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$660,378,068 | 37.1% | 36.1% | 1.03 | 36.7% | 1.01 | 37.0% | 1.00 | 35.0% | 1.06 |
| Medical Assistance | \$175,921,075 | 9.9% | 11.3% | 0.88 | 9.9% | 1.00 | 10.4% | 0.95 | 10.1% | 0.98 |
| Commercial | \$289,089,661 | 16.2% | 14.8% | 1.10 | 15.4% | 1.06 | 15.9% | 1.02 | 17.5% | 0.93 |
| Charity Care | \$9,291,192 | 0.5% | 0.7% | 0.72 | 0.8% | 0.69 | 0.7% | 0.70 | 0.6% | 0.83 |
| Bad Debt | \$8,527,647 | 0.5% | 0.9% | 0.55 | 0.9% | 0.54 | 0.8% | 0.63 | 0.7% | 0.69 |
| All Other | \$78,347,652 | 4.4% | 3.0% | 1.45 | 3.5% | 1.27 | 3.3% | 1.34 | 4.1% | 1.08 |
| Total Deductions | \$1,221,555,295 | 68.6% | 66.8% | 1.03 | 67.1% | 1.02 | 68.2% | 1.01 | 68.0% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.8% | 5.7% | 0.49 | | 3.6% | 0.79 | 6.3% | 0.44 | 3.7% | 0.75 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | N/A | N/A | N/A | N/A | 24.2% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$177,415,864 | 38.6% | 41.8% | 0.92 | 43.8% | 0.88 | 40.1% | 0.96 | 38.0% | 1.01 |
| Supplies & Services | \$257,890,771 | 56.1% | 52.2% | 1.07 | 50.3% | 1.11 | 54.5% | 1.03 | 56.2% | 1.00 |
| Capital Component | \$24,768,946 | 5.4% | 6.0% | 0.90 | 5.9% | 0.91 | 5.4% | 1.00 | 5.8% | 0.93 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 19.9% | 5.7% | 3.48 | | 6.7% | 2.95 | 4.7% | 4.23 | 23.4% | 0.85 |
| Total Hospital Net Income (%) | 18.5% | 3.5% | 5.29 | | 4.5% | 4.14 | 2.5% | 7.48 | 28.8% | 0.64 |
| Return on Equity (%) | 17.1% | 1.4% | 12.00 | | 2.9% | 5.80 | 1.7% | 10.04 | 29.0% | 0.59 |
| Current Ratio | 9.2 | 3.9 | 2.38 | | 5.4 | 1.70 | 5.3 | 1.75 | 3.4 | 2.68 |
| Days in Net Patient Accounts Receivable | 65.0 | 91.7 | 0.71 | | 52.8 | 1.23 | 59.1 | 1.10 | 63.0 | 1.03 |
| Average Payment Period | 34.6 | 91.7 | 0.38 | | 47.9 | 0.72 | 47.4 | 0.73 | 97.4 | 0.36 |
| Equity Financing (%) | 73.1% | 59.1% | 1.24 | | 77.7% | 0.94 | 68.4% | 1.07 | 71.5% | 1.02 |
| Long-Term Debt to Equity Ratio | 0.1 | 0.4 | 0.25 | | 0.1 | 0.79 | 0.2 | 0.46 | 0.1 | 0.74 |
| Times Interest Earned | 48.6 | 5.7 | 8.50 | | 6.8 | 7.11 | 5.2 | 9.43 | 60.8 | 0.80 |
| Total Asset Turnover | 0.9 | 0.4 | 2.25 | | 0.7 | 1.39 | 0.7 | 1.34 | 0.9 | 1.00 |
| Average Age of Plant (Years) | 10.5 | 18.1 | 0.58 | | 10.8 | 0.97 | 13.2 | 0.79 | 10.1 | 1.04 |
| Increase (Decrease) Total Net Patient Revenue | 2.2% | 3.5% | 0.61 | | 3.1% | 0.70 | 4.6% | 0.47 | 5.9% | 0.36 |
| Outpatient Gross Revenue (% of Total GPR) | 72.3% | 66.2% | 1.09 | | 74.8% | 0.97 | 61.1% | 1.18 | 71.1% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$21,727 | \$19,849 | 1.09 | | \$15,277 | 1.42 | \$23,038 | 0.94 | \$19,834 | 1.10 |
| Inpatient Net Revenue per Day | \$4,354 | \$3,697 | 1.18 | | \$3,088 | 1.41 | \$3,969 | 1.10 | \$3,961 | 1.10 |
| Outpatient Net Revenue per Visit | \$817 | \$819 | 1.00 | | \$666 | 1.23 | \$910 | 0.90 | \$810 | 1.01 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,779,564,254 | Cash & Cash Equivalents | \$11,300 | Current Liabilities | \$41,602,160 |
| Less Deductions | \$1,221,555,295 | Net Patient Receivables | \$99,342,979 | Long-Term Debt | \$46,652,518 |
| Net Patient Revenue | \$558,008,959 | Other Receivables | \$1,835,501 | Other Liabilities | \$76,131,345 |
| Plus Other Revenue | \$16,049,167 | | | Subtotal | \$164,386,023 |
| Total Revenue | \$574,058,125 | Land, Buildings & Equipment (Net) | \$220,706,528 | Unrestricted Fund Balance | \$445,995,962 |
| Less Expenses | \$460,075,581 | Other Assets | \$288,485,676 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$9,737,286 | Total Assets | \$610,381,984 | Total Liabilities & Fund Balance | \$610,381,985 |
| Net Income | \$104,245,258 | | | | |

039 Bellin Hospital
 744 S Webster Ave
 Green Bay, WI 54301
 920-433-3500

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|-----------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 64.4% | 60.7% | 1.06 | 62.0% | 1.04 | 74.8% | 0.86 | 60.4% | 1.07 |
| Obstetrics | 48.4% | 37.3% | 1.30 | 34.4% | 0.25 | 51.0% | 0.95 | 51.9% | 0.93 |
| Pediatrics | 10.1% | 67.4% | 0.15 | 14.3% | 0.71 | 58.9% | 0.17 | 8.4% | 1.21 |
| Total Hospital | 57.0% | 61.9% | 0.92 | 56.6% | 1.01 | 73.0% | 0.78 | 57.1% | 1.00 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 56.0 | 27.3 | 2.05 | 27.3 | 2.05 | 108.7 | 0.52 | 52.6 | 1.07 |
| Obstetrics | 8.7 | 4.7 | 1.84 | 3.8 | 2.28 | 14.4 | 0.61 | 9.3 | 0.93 |
| Pediatrics | 0.9 | 1.7 | 0.53 | 0.3 | 3.19 | 5.5 | 0.53 | 0.8 | 1.21 |
| Total Hospital | 107.7 | 50.5 | 2.13 | 46.9 | 2.29 | 214.4 | 0.50 | 100.0 | 1.08 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.6 | 4.9 | 0.92 | 4.6 | 1.00 | 5.4 | 0.85 | 4.3 | 1.05 |
| Obstetrics | 2.4 | 2.4 | 1.01 | 2.3 | 1.06 | 2.5 | 0.96 | 2.3 | 1.05 |
| Pediatrics | 2.1 | 4.0 | 0.51 | 2.6 | 0.79 | 4.6 | 0.45 | 1.6 | 1.27 |
| Total Hospital | 4.9 | 5.3 | 0.93 | 4.8 | 1.03 | 5.8 | 0.85 | 4.5 | 1.09 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,146 | 990 | 2.17 | 796 | 2.70 | 3,804 | 0.56 | 2,405 | 0.89 |
| Outpatient | 22,410 | 4,017 | 5.58 | 5,614 | 3.99 | 11,772 | 1.90 | 20,166 | 1.11 |
| Inpatient as % of All Surgeries | 8.7% | 19.8% | 0.44 | 12.4% | 0.70 | 24.4% | 0.36 | 10.7% | 0.82 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 1,271,117 | 141,022 | 9.01 | 209,631 | 6.06 | 460,116 | 2.76 | 1,092,120 | 1.16 |
| Emergency Visits | 32,460 | 17,305 | 1.88 | 18,500 | 1.75 | 43,288 | 0.75 | 28,602 | 1.13 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 37.7 | 18.8 | 2.01 | 21.3 | 1.77 | 61.8 | 0.61 | 34.8 | 1.08 |
| Nurses, Licensed | 1,062.9 | 234.4 | 4.53 | 265.2 | 4.01 | 855.9 | 1.24 | 1,050.5 | 1.01 |
| Ancillary Nursing Personnel | 93.0 | 38.1 | 2.44 | 40.3 | 2.31 | 143.5 | 0.65 | 79.0 | 1.18 |
| All Other Personnel | 1,952.3 | 466.7 | 4.18 | 448.1 | 4.36 | 1,747.7 | 1.12 | 2,096.4 | 0.93 |
| Total FTEs | 3,145.8 | 758.0 | 4.15 | 775.0 | 4.06 | 2,808.9 | 1.12 | 3,260.6 | 0.96 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 5.8 | 12.5 | 0.47 | 11.2 | 0.52 | 11.2 | 0.52 | 6.1 | 0.95 |
| Nurses, Licensed | 164.7 | 156.2 | 1.05 | 139.6 | 1.18 | 155.4 | 1.06 | 185.3 | 0.89 |
| Ancillary Nursing Personnel | 14.4 | 25.4 | 0.57 | 21.2 | 0.68 | 26.1 | 0.55 | 13.9 | 1.03 |
| All Other Personnel | 302.6 | 311.0 | 0.97 | 235.8 | 1.28 | 317.4 | 0.95 | 369.7 | 0.82 |
| Total FTEs | 487.5 | 505.0 | 0.97 | 407.8 | 1.20 | 510.1 | 0.96 | 575.0 | 0.85 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 189 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 47 |
| Discharges | 7,983 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,411 |
| Inpatient Days | 39,294 | | | Inpatient Days | 0 | Newborn Days | 2,468 |

039 Bellin Hospital
Green Bay, WI 54301

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 87 | 4,485 | 20,437 | 64.4% | 56.0 | 4.6 |
| Orthopedic | 1 | 30 | 1,208 | 6,486 | 59.2% | 17.8 | 5.4 |
| Rehabilitation & Physical Medicine | 1 | 14 | 231 | 3,126 | 61.2% | 8.6 | 13.5 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 1 | 9 | 161 | 333 | 10.1% | 0.9 | 2.1 |
| Obstetrics | 1 | 18 | 1,311 | 3,180 | 48.4% | 8.7 | 2.4 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 1 | 17 | 587 | 5,362 | 86.4% | 14.7 | 9.1 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 14 | 173 | 370 | 7.2% | 1.0 | 2.1 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 35 | 6 | 37.7 | Surgical Personnel | 40 | 17 | 47.5 |
| Physicians & Dentists | 129 | 28 | 142.8 | Radiological Services Personnel | 67 | 41 | 81.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 12 | 2 | 13.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 21 | 9 | 23.4 |
| Registered Nurses | 598 | 325 | 737.5 | Occupational Therapy Assistants/Aides | 3 | 2 | 4.0 |
| Certified Nurse Midwives | 4 | 2 | 4.8 | Physical Therapists | 61 | 20 | 68.0 |
| Licensed Practical Nurses | 142 | 42 | 167.6 | Physical Therapy Assistants/Aides | 10 | 5 | 12.3 |
| Ancillary Nursing Personnel | 34 | 152 | 93.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 42 | 8 | 44.4 | Dietitians & Nutritionists | 15 | 7 | 17.3 |
| Nurse Practitioners | 122 | 26 | 134.9 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 12 | 1 | 12.2 | Social Workers | 27 | 2 | 28.0 |
| Clinical Nurse Specialists | 6 | 0 | 6.0 | All Other Health Professionals | 172 | 119 | 220.3 |
| Health Info Mgmt-Administrators/Technicians | 78 | 6 | 80.0 | All Other Personnel | 904 | 79 | 929.3 |
| Pharmacy Personnel | 36 | 16 | 42.8 | | | | |
| Clinical Laboratory Personnel | 65 | 34 | 75.8 | | | | |
| | | | | Total | 2,738 | 986 | 3,145.8 |

039 Bellin Hospital
Green Bay, WI 54301

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$702,092,812 | 43.2% | 47.3% | 0.91 | 47.8% | 0.90 | 47.4% | 0.91 | 43.7% | 0.99 |
| Medical Assistance | \$184,227,559 | 11.3% | 14.4% | 0.79 | 12.4% | 0.91 | 13.1% | 0.87 | 10.9% | 1.04 |
| Commercial | \$650,637,035 | 40.0% | 32.9% | 1.22 | 34.5% | 1.16 | 33.3% | 1.20 | 43.4% | 0.92 |
| All Other | \$88,030,915 | 5.4% | 5.4% | 1.00 | 5.3% | 1.02 | 6.2% | 0.87 | 2.0% | 2.77 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$510,605,423 | 31.4% | 36.1% | 0.87 | 36.7% | 0.86 | 37.0% | 0.85 | 29.1% | 1.08 |
| Medical Assistance | \$142,348,055 | 8.8% | 11.3% | 0.78 | 9.9% | 0.89 | 10.4% | 0.84 | 8.5% | 1.03 |
| Commercial | \$233,187,589 | 14.4% | 14.8% | 0.97 | 15.4% | 0.93 | 15.9% | 0.90 | 16.9% | 0.85 |
| Charity Care | \$17,346,456 | 1.1% | 0.7% | 1.47 | 0.8% | 1.42 | 0.7% | 1.42 | 1.0% | 1.08 |
| Bad Debt | \$20,682,248 | 1.3% | 0.9% | 1.45 | 0.9% | 1.44 | 0.8% | 1.69 | 0.8% | 1.59 |
| All Other | \$47,704,763 | 2.9% | 3.0% | 0.97 | 3.5% | 0.85 | 3.3% | 0.89 | 1.6% | 1.86 |
| Total Deductions | \$971,874,534 | 59.8% | 66.8% | 0.90 | 67.1% | 0.89 | 68.2% | 0.88 | 57.9% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.9% | 5.7% | 0.67 | | 3.6% | 1.08 | 6.3% | 0.61 | 4.4% | 0.87 |
| Net Gains/Losses as % of Net Income | 286.2% | N/A | N/A | | N/A | N/A | N/A | N/A | 54.1% | 5.29 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$388,681,350 | 58.3% | 41.8% | 1.40 | 43.8% | 1.33 | 40.1% | 1.45 | 59.2% | 0.98 |
| Supplies & Services | \$237,034,654 | 35.6% | 52.2% | 0.68 | 50.3% | 0.71 | 54.5% | 0.65 | 33.9% | 1.05 |
| Capital Component | \$40,615,269 | 6.1% | 6.0% | 1.02 | 5.9% | 1.03 | 5.4% | 1.13 | 6.8% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 1.9% | 5.7% | 0.33 | | 6.7% | 0.28 | 4.7% | 0.41 | 7.3% | 0.26 |
| Total Hospital Net Income (%) | -1.1% | 3.5% | N/A | | 4.5% | N/A | 2.5% | N/A | 14.7% | N/A |
| Return on Equity (%) | -0.8% | 1.4% | N/A | | 2.9% | N/A | 1.7% | N/A | 11.2% | N/A |
| Current Ratio | 3.2 | 3.9 | 0.83 | | 5.4 | 0.60 | 5.3 | 0.61 | 3.3 | 0.97 |
| Days in Net Patient Accounts Receivable | 49.8 | 91.7 | 0.54 | | 52.8 | 0.94 | 59.1 | 0.84 | 58.5 | 0.85 |
| Average Payment Period | 55.9 | 91.7 | 0.61 | | 47.9 | 1.17 | 47.4 | 1.18 | 68.7 | 0.81 |
| Equity Financing (%) | 67.0% | 59.1% | 1.13 | | 77.7% | 0.86 | 68.4% | 0.98 | 64.8% | 1.03 |
| Long-Term Debt to Equity Ratio | 0.3 | 0.4 | 0.72 | | 0.1 | 2.28 | 0.2 | 1.33 | 0.3 | 0.94 |
| Times Interest Earned | -0.1 | 5.7 | N/A | | 6.8 | N/A | 5.2 | N/A | 17.5 | N/A |
| Total Asset Turnover | 0.8 | 0.4 | 1.81 | | 0.7 | 1.11 | 0.7 | 1.07 | 0.7 | 1.08 |
| Average Age of Plant (Years) | 9.2 | 18.1 | 0.51 | | 10.8 | 0.85 | 13.2 | 0.70 | 9.9 | 0.93 |
| Increase (Decrease) Total Net Patient Revenue | 4.3% | 3.5% | 1.23 | | 3.1% | 1.40 | 4.6% | 0.94 | 11.9% | 0.36 |
| Outpatient Gross Revenue (% of Total GPR) | 82.1% | 66.2% | 1.24 | | 74.8% | 1.10 | 61.1% | 1.34 | 81.1% | 1.01 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$14,616 | \$19,849 | 0.74 | | \$15,277 | 0.96 | \$23,038 | 0.63 | \$16,020 | 0.91 |
| Inpatient Net Revenue per Day | \$2,765 | \$3,697 | 0.75 | | \$3,088 | 0.90 | \$3,969 | 0.70 | \$3,330 | 0.83 |
| Outpatient Net Revenue per Visit | \$427 | \$819 | 0.52 | | \$666 | 0.64 | \$910 | 0.47 | \$453 | 0.94 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,624,988,321 | Cash & Cash Equivalents | \$180,280,432 | Current Liabilities | \$97,536,052 |
| Less Deductions | \$971,874,534 | Net Patient Receivables | \$89,110,472 | Long-Term Debt | \$181,321,416 |
| Net Patient Revenue | \$653,113,787 | Other Receivables | \$435,719 | Other Liabilities | \$19,030,633 |
| Plus Other Revenue | \$26,170,562 | | | Subtotal | \$297,888,101 |
| Total Revenue | \$679,284,348 | Land, Buildings & Equipment (Net) | \$323,260,362 | Unrestricted Fund Balance | \$604,027,314 |
| Less Expenses | \$666,331,273 | Other Assets | \$308,828,430 | Restricted Fund Balance | \$5,433,998 |
| Non-Operating Gains/Losses | -\$19,910,584 | | | Total Liabilities & Fund Balance | \$901,915,415 |
| Net Income | -\$6,957,509 | Total Assets | \$901,915,415 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 61.6% | 60.7% | 1.02 | 62.0% | 0.99 | 58.7% | 1.05 | 75.2% | 0.82 |
| Obstetrics | 0.0% | 37.3% | N/A | 34.4% | N/A | 29.8% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 63.8% | 61.9% | 1.03 | 56.6% | 1.13 | 59.2% | 1.08 | 70.1% | 0.91 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 34.5 | 27.3 | 1.27 | 27.3 | 1.26 | 18.7 | 1.84 | 42.1 | 0.82 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.8 | N/A | 2.5 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 40.9 | 50.5 | 0.81 | 46.9 | 0.87 | 35.1 | 1.16 | 44.9 | 0.91 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.4 | 4.9 | 0.89 | 4.6 | 0.96 | 4.5 | 0.98 | 5.0 | 0.88 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.3 | N/A | 2.2 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.8 | 5.3 | 0.92 | 4.8 | 1.01 | 4.6 | 1.05 | 5.1 | 0.95 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 413 | 990 | 0.42 | 796 | 0.52 | 526 | 0.79 | 535 | 0.77 |
| Outpatient | 5,767 | 4,017 | 1.44 | 5,614 | 1.03 | 3,165 | 1.82 | 5,622 | 1.03 |
| Inpatient as % of All Surgeries | 6.7% | 19.8% | 0.34 | 12.4% | 0.54 | 14.3% | 0.47 | 8.7% | 0.77 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 68,599 | 141,022 | 0.49 | 209,631 | 0.33 | 102,926 | 0.67 | 69,200 | 0.99 |
| Emergency Visits | 22,510 | 17,305 | 1.30 | 18,500 | 1.22 | 18,037 | 1.25 | 21,099 | 1.07 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 13.2 | 18.8 | 0.70 | 21.3 | 0.62 | 17.9 | 0.74 | 9.0 | 1.47 |
| Nurses, Licensed | 130.9 | 234.4 | 0.56 | 265.2 | 0.49 | 148.0 | 0.88 | 144.5 | 0.91 |
| Ancillary Nursing Personnel | 29.4 | 38.1 | 0.77 | 40.3 | 0.73 | 25.5 | 1.15 | 29.1 | 1.01 |
| All Other Personnel | 207.6 | 466.7 | 0.44 | 448.1 | 0.46 | 271.6 | 0.76 | 184.6 | 1.12 |
| Total FTEs | 381.1 | 758.0 | 0.50 | 775.0 | 0.49 | 463.0 | 0.82 | 367.2 | 1.04 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 8.8 | 12.5 | 0.70 | 11.2 | 0.79 | 13.6 | 0.65 | 6.2 | 1.41 |
| Nurses, Licensed | 87.3 | 156.2 | 0.56 | 139.6 | 0.63 | 112.9 | 0.77 | 100.0 | 0.87 |
| Ancillary Nursing Personnel | 19.6 | 25.4 | 0.77 | 21.2 | 0.92 | 19.5 | 1.01 | 20.1 | 0.98 |
| All Other Personnel | 138.4 | 311.0 | 0.45 | 235.8 | 0.59 | 207.1 | 0.67 | 127.8 | 1.08 |
| Total FTEs | 254.2 | 505.0 | 0.50 | 407.8 | 0.62 | 353.1 | 0.72 | 254.1 | 1.00 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Beds Set Up & Staffed | 64 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 3,082 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 14,914 | | | Inpatient Days | 0 | Newborn Days | 0 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 56 | 2,871 | 12,592 | 61.6% | 34.5 | 4.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 8 | 179 | 2,322 | 79.5% | 6.4 | 13.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 9 | 12 | 13.2 | Surgical Personnel | 2 | 20 | 12.8 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 5 | 34 | 21.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 4 | 8 | 9.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 8 | 3.8 |
| Registered Nurses | 49 | 157 | 130.7 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.4 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 5 | 4.4 |
| Licensed Practical Nurses | 0 | 1 | 0.2 | Physical Therapy Assistants/Aides | 1 | 1 | 1.6 |
| Ancillary Nursing Personnel | 9 | 42 | 29.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 2 | 2 | 3.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 10 | 29 | 23.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 56 | 53 | 86.7 |
| Pharmacy Personnel | 6 | 7 | 9.7 | | | | |
| Clinical Laboratory Personnel | 18 | 13 | 24.7 | | | | |
| | | | | Total | 174 | 404 | 381.1 |

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

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$221,388,758 | 47.4% | 47.3% | 1.00 | 47.8% | 0.99 | 50.2% | 0.95 | 48.2% | 0.99 |
| Medical Assistance | \$56,326,334 | 12.1% | 14.4% | 0.84 | 12.4% | 0.97 | 14.7% | 0.82 | 12.1% | 1.00 |
| Commercial | \$167,016,242 | 35.8% | 32.9% | 1.09 | 34.5% | 1.04 | 30.7% | 1.17 | 35.1% | 1.02 |
| All Other | \$21,868,981 | 4.7% | 5.4% | 0.87 | 5.3% | 0.88 | 4.4% | 1.07 | 4.6% | 1.03 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$166,202,520 | 35.6% | 36.1% | 0.99 | 36.7% | 0.97 | 37.5% | 0.95 | 35.8% | 0.99 |
| Medical Assistance | \$46,828,912 | 10.0% | 11.3% | 0.89 | 9.9% | 1.02 | 11.2% | 0.90 | 9.8% | 1.02 |
| Commercial | \$90,198,615 | 19.3% | 14.8% | 1.31 | 15.4% | 1.26 | 12.7% | 1.53 | 18.7% | 1.04 |
| Charity Care | \$2,387,253 | 0.5% | 0.7% | 0.70 | 0.8% | 0.68 | 0.8% | 0.62 | 0.4% | 1.34 |
| Bad Debt | \$4,800,054 | 1.0% | 0.9% | 1.17 | 0.9% | 1.16 | 1.0% | 1.03 | 1.4% | 0.72 |
| All Other | \$16,890,421 | 3.6% | 3.0% | 1.19 | 3.5% | 1.04 | 2.8% | 1.29 | 3.5% | 1.03 |
| Total Deductions | \$327,307,777 | 70.1% | 66.8% | 1.05 | 67.1% | 1.05 | 66.0% | 1.06 | 69.7% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.0% | 5.7% | 0.69 | 3.6% | 1.12 | 3.3% | 1.20 | 10.9% | 0.36 | |
| Net Gains/Losses as % of Net Income | 641.0% | N/A | N/A | N/A | N/A | 14,078.6% | N/A | 28.4% | 22.57 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$33,745,035 | 24.7% | 41.8% | 0.59 | 43.8% | 0.56 | 41.0% | 0.60 | 22.7% | 1.09 |
| Supplies & Services | \$95,457,486 | 69.9% | 52.2% | 1.34 | 50.3% | 1.39 | 52.7% | 1.33 | 70.4% | 0.99 |
| Capital Component | \$7,419,199 | 5.4% | 6.0% | 0.90 | 5.9% | 0.92 | 6.3% | 0.87 | 6.9% | 0.78 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 5.8% | 5.7% | 1.02 | 6.7% | 0.87 | 2.9% | 2.02 | 22.7% | 0.26 | |
| Total Hospital Net Income (%) | -1.2% | 3.5% | N/A | 4.5% | N/A | 0.0% | 54.39 | 29.1% | N/A | |
| Return on Equity (%) | -0.7% | 1.4% | N/A | 2.9% | N/A | 0.0% | 78.63 | 20.5% | N/A | |
| Current Ratio | 1.4 | 3.9 | 0.37 | 5.4 | 0.27 | 3.2 | 0.45 | 1.5 | 0.99 | |
| Days in Net Patient Accounts Receivable | 49.4 | 91.7 | 0.54 | 52.8 | 0.94 | 88.3 | 0.56 | 49.7 | 0.99 | |
| Average Payment Period | 51.2 | 91.7 | 0.56 | 47.9 | 1.07 | 85.8 | 0.60 | 64.3 | 0.80 | |
| Equity Financing (%) | 81.7% | 59.1% | 1.38 | 77.7% | 1.05 | 60.3% | 1.35 | 77.8% | 1.05 | |
| Long-Term Debt to Equity Ratio | 0.1 | 0.4 | 0.22 | 0.1 | 0.69 | 0.4 | 0.22 | 0.1 | 0.68 | |
| Times Interest Earned | -7.2 | 5.7 | N/A | 6.8 | N/A | 1.0 | N/A | -173.7 | 0.04 | |
| Total Asset Turnover | 0.7 | 0.4 | 1.59 | 0.7 | 0.98 | 0.4 | 1.51 | 0.6 | 1.03 | |
| Average Age of Plant (Years) | 17.8 | 18.1 | 0.98 | 10.8 | 1.64 | 16.0 | 1.11 | 15.0 | 1.18 | |
| Increase (Decrease) Total Net Patient Revenue | 4.5% | 3.5% | 1.26 | 3.1% | 1.44 | 3.7% | 1.19 | 15.1% | 0.29 | |
| Outpatient Gross Revenue (% of Total GPR) | 72.7% | 66.2% | 1.10 | 74.8% | 0.97 | 73.1% | 0.99 | 69.0% | 1.05 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,239 | \$19,849 | 0.67 | \$15,277 | 0.87 | \$13,245 | 1.00 | \$14,071 | 0.94 | |
| Inpatient Net Revenue per Day | \$2,736 | \$3,697 | 0.74 | \$3,088 | 0.89 | \$2,825 | 0.97 | \$2,753 | 0.99 | |
| Outpatient Net Revenue per Visit | \$1,134 | \$819 | 1.38 | \$666 | 1.70 | \$766 | 1.48 | \$1,048 | 1.08 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$466,600,315 | Cash & Cash Equivalents | -\$179,505 | Current Liabilities | \$18,414,768 |
| Less Deductions | \$327,307,777 | Net Patient Receivables | \$18,870,084 | Long-Term Debt | \$16,286,186 |
| Net Patient Revenue | \$139,292,538 | Other Receivables | \$859,216 | Other Liabilities | \$5,364,423 |
| Plus Other Revenue | \$5,774,749 | | | Subtotal | \$40,065,377 |
| Total Revenue | \$145,067,289 | Land, Buildings & Equipment (Net) | \$68,381,827 | Unrestricted Fund Balance | \$178,722,390 |
| Less Expenses | \$136,621,719 | Other Assets | \$130,856,145 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$10,006,641 | | | Total Liabilities & Fund Balance | \$218,787,767 |
| Net Income | -\$1,561,070 | Total Assets | \$218,787,767 | | |

042 St Vincent Hospital
 835 S Van Buren St
 Green Bay, WI 54301
 920-433-0111

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 90.1% | 60.7% | 1.49 | 62.0% | 1.45 | 74.8% | 1.20 | 78.4% | 1.15 |
| Obstetrics | 40.0% | 37.3% | 1.07 | 34.4% | 0.29 | 51.0% | 0.78 | 37.4% | 1.07 |
| Pediatrics | 17.2% | 67.4% | 0.26 | 14.3% | 1.20 | 58.9% | 0.29 | 15.8% | 1.09 |
| Total Hospital | 74.2% | 61.9% | 1.20 | 56.6% | 1.31 | 73.0% | 1.02 | 67.1% | 1.10 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 73.0 | 27.3 | 2.68 | 27.3 | 2.67 | 108.7 | 0.67 | 63.5 | 1.15 |
| Obstetrics | 10.0 | 4.7 | 2.11 | 3.8 | 2.62 | 14.4 | 0.70 | 9.3 | 1.07 |
| Pediatrics | 2.2 | 1.7 | 1.29 | 0.3 | 7.81 | 5.5 | 1.29 | 2.1 | 1.09 |
| Total Hospital | 153.5 | 50.5 | 3.04 | 46.9 | 3.27 | 214.4 | 0.72 | 139.0 | 1.10 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.0 | 4.9 | 1.01 | 4.6 | 1.08 | 5.4 | 0.93 | 4.2 | 1.17 |
| Obstetrics | 2.4 | 2.4 | 1.01 | 2.3 | 1.06 | 2.5 | 0.96 | 2.5 | 0.98 |
| Pediatrics | 2.9 | 4.0 | 0.73 | 2.6 | 1.12 | 4.6 | 0.64 | 2.9 | 1.01 |
| Total Hospital | 5.4 | 5.3 | 1.02 | 4.8 | 1.13 | 5.8 | 0.93 | 5.2 | 1.04 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,542 | 990 | 2.57 | 796 | 3.20 | 3,804 | 0.67 | 2,446 | 1.04 |
| Outpatient | 5,212 | 4,017 | 1.30 | 5,614 | 0.93 | 11,772 | 0.44 | 4,966 | 1.05 |
| Inpatient as % of All Surgeries | 32.8% | 19.8% | 1.66 | 12.4% | 2.64 | 24.4% | 1.34 | 33.0% | 0.99 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 210,657 | 141,022 | 1.49 | 209,631 | 1.00 | 460,116 | 0.46 | 189,326 | 1.11 |
| Emergency Visits | 27,516 | 17,305 | 1.59 | 18,500 | 1.49 | 43,288 | 0.64 | 27,345 | 1.01 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 56.3 | 18.8 | 3.00 | 21.3 | 2.65 | 61.8 | 0.91 | 32.0 | 1.76 |
| Nurses, Licensed | 495.8 | 234.4 | 2.12 | 265.2 | 1.87 | 855.9 | 0.58 | 584.9 | 0.85 |
| Ancillary Nursing Personnel | 84.7 | 38.1 | 2.22 | 40.3 | 2.10 | 143.5 | 0.59 | 79.6 | 1.06 |
| All Other Personnel | 659.0 | 466.7 | 1.41 | 448.1 | 1.47 | 1,747.7 | 0.38 | 691.8 | 0.95 |
| Total FTEs | 1,295.9 | 758.0 | 1.71 | 775.0 | 1.67 | 2,808.9 | 0.46 | 1,388.2 | 0.93 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 14.8 | 12.5 | 1.19 | 11.2 | 1.33 | 11.2 | 1.32 | 9.3 | 1.60 |
| Nurses, Licensed | 130.7 | 156.2 | 0.84 | 139.6 | 0.94 | 155.4 | 0.84 | 169.4 | 0.77 |
| Ancillary Nursing Personnel | 22.3 | 25.4 | 0.88 | 21.2 | 1.05 | 26.1 | 0.86 | 23.0 | 0.97 |
| All Other Personnel | 173.7 | 311.0 | 0.56 | 235.8 | 0.74 | 317.4 | 0.55 | 200.4 | 0.87 |
| Total FTEs | 341.5 | 505.0 | 0.68 | 407.8 | 0.84 | 510.1 | 0.67 | 402.2 | 0.85 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 207 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 24 |
| Discharges | 10,408 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,463 |
| Inpatient Days | 56,035 | | | Inpatient Days | 0 | Newborn Days | 2,251 |

042 St Vincent Hospital
Green Bay, WI 54301

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 81 | 5,379 | 26,644 | 90.1% | 73.0 | 5.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 20 | 311 | 4,539 | 62.2% | 12.4 | 14.6 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 1 | 13 | 280 | 816 | 17.2% | 2.2 | 2.9 |
| Obstetrics | 1 | 25 | 1,499 | 3,653 | 40.0% | 10.0 | 2.4 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 21 | 696 | 7,108 | 92.7% | 19.5 | 10.2 |
| Cardiac Intensive Unit | 1 | 4 | 170 | 1,274 | 87.3% | 3.5 | 7.5 |
| Pediatric Intensive Care | 1 | 7 | 500 | 1,696 | 66.4% | 4.6 | 3.4 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 1 | 13 | 685 | 5,025 | 105.9% | 13.8 | 7.3 |
| Neonatal Intensive/Intermediate Care | 1 | 23 | 319 | 5,280 | 62.9% | 14.5 | 16.6 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 47 | 18 | 56.3 | Surgical Personnel | 22 | 27 | 38.6 |
| Physicians & Dentists | 1 | 0 | 1.0 | Radiological Services Personnel | 20 | 52 | 52.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 20 | 14 | 27.4 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 8 | 19 | 20.6 |
| Registered Nurses | 235 | 393 | 478.0 | Occupational Therapy Assistants/Aides | 0 | 2 | 1.5 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 54 | 28 | 71.8 |
| Licensed Practical Nurses | 4 | 3 | 6.0 | Physical Therapy Assistants/Aides | 9 | 9 | 14.5 |
| Ancillary Nursing Personnel | 26 | 122 | 84.7 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 4 | 5 | 6.0 |
| Nurse Practitioners | 8 | 6 | 11.8 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 2 | 11 | 8.2 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 63 | 52 | 93.3 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 171 | 97 | 229.6 |
| Pharmacy Personnel | 17 | 18 | 26.7 | | | | |
| Clinical Laboratory Personnel | 34 | 24 | 47.7 | | | | |
| | | | | Total | 751 | 922 | 1,295.9 |

042 St Vincent Hospital
Green Bay, WI 54301

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$635,174,358 | 49.0% | 47.3% | 1.04 | 47.8% | 1.02 | 47.4% | 1.03 | 49.9% | 0.98 |
| Medical Assistance | \$173,448,006 | 13.4% | 14.4% | 0.93 | 12.4% | 1.08 | 13.1% | 1.02 | 13.4% | 1.00 |
| Commercial | \$427,021,847 | 32.9% | 32.9% | 1.00 | 34.5% | 0.96 | 33.3% | 0.99 | 32.1% | 1.03 |
| All Other | \$61,843,927 | 4.8% | 5.4% | 0.88 | 5.3% | 0.90 | 6.2% | 0.77 | 4.7% | 1.02 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$483,979,931 | 37.3% | 36.1% | 1.03 | 36.7% | 1.02 | 37.0% | 1.01 | 37.4% | 1.00 |
| Medical Assistance | \$134,939,836 | 10.4% | 11.3% | 0.92 | 9.9% | 1.05 | 10.4% | 1.00 | 10.1% | 1.03 |
| Commercial | \$225,322,810 | 17.4% | 14.8% | 1.18 | 15.4% | 1.13 | 15.9% | 1.09 | 16.3% | 1.06 |
| Charity Care | \$9,000,638 | 0.7% | 0.7% | 0.96 | 0.8% | 0.92 | 0.7% | 0.92 | 0.4% | 1.72 |
| Bad Debt | \$9,225,669 | 0.7% | 0.9% | 0.81 | 0.9% | 0.80 | 0.8% | 0.94 | 1.3% | 0.55 |
| All Other | \$47,082,063 | 3.6% | 3.0% | 1.19 | 3.5% | 1.05 | 3.3% | 1.11 | 3.6% | 1.01 |
| Total Deductions | \$909,550,944 | 70.1% | 66.8% | 1.05 | 67.1% | 1.04 | 68.2% | 1.03 | 69.1% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.6% | 5.7% | 0.62 | | 3.6% | 1.00 | 6.3% | 0.57 | 10.3% | 0.35 |
| Net Gains/Losses as % of Net Income | 266.0% | N/A | N/A | | N/A | N/A | N/A | N/A | 36.1% | 7.37 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$122,998,608 | 31.5% | 41.8% | 0.75 | 43.8% | 0.72 | 40.1% | 0.79 | 20.3% | 1.55 |
| Supplies & Services | \$247,238,997 | 63.4% | 52.2% | 1.21 | 50.3% | 1.26 | 54.5% | 1.16 | 74.1% | 0.86 |
| Capital Component | \$19,749,844 | 5.1% | 6.0% | 0.84 | 5.9% | 0.86 | 5.4% | 0.94 | 5.6% | 0.91 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 3.1% | 5.7% | 0.54 | | 6.7% | 0.46 | 4.7% | 0.65 | 24.1% | 0.13 |
| Total Hospital Net Income (%) | -1.9% | 3.5% | N/A | | 4.5% | N/A | 2.5% | N/A | 33.2% | N/A |
| Return on Equity (%) | -1.1% | 1.4% | N/A | | 2.9% | N/A | 1.7% | N/A | 19.6% | N/A |
| Current Ratio | 1.7 | 3.9 | 0.43 | | 5.4 | 0.31 | 5.3 | 0.32 | 1.5 | 1.12 |
| Days in Net Patient Accounts Receivable | 52.8 | 91.7 | 0.58 | | 52.8 | 1.00 | 59.1 | 0.89 | 57.7 | 0.92 |
| Average Payment Period | 60.0 | 91.7 | 0.65 | | 47.9 | 1.25 | 47.4 | 1.27 | 83.6 | 0.72 |
| Equity Financing (%) | 84.7% | 59.1% | 1.43 | | 77.7% | 1.09 | 68.4% | 1.24 | 81.3% | 1.04 |
| Long-Term Debt to Equity Ratio | 0.1 | 0.4 | 0.16 | | 0.1 | 0.51 | 0.2 | 0.30 | 0.1 | 1.01 |
| Times Interest Earned | -9.1 | 5.7 | N/A | | 6.8 | N/A | 5.2 | N/A | 283.3 | N/A |
| Total Asset Turnover | 0.6 | 0.4 | 1.42 | | 0.7 | 0.88 | 0.7 | 0.84 | 0.5 | 1.14 |
| Average Age of Plant (Years) | 16.6 | 18.1 | 0.91 | | 10.8 | 1.53 | 13.2 | 1.25 | 18.0 | 0.92 |
| Increase (Decrease) Total Net Patient Revenue | 4.8% | 3.5% | 1.37 | | 3.1% | 1.57 | 4.6% | 1.05 | 1.7% | 2.79 |
| Outpatient Gross Revenue (% of Total GPR) | 59.2% | 66.2% | 0.89 | | 74.8% | 0.79 | 61.1% | 0.97 | 59.7% | 0.99 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$17,114 | \$19,849 | 0.86 | | \$15,277 | 1.12 | \$23,038 | 0.74 | \$17,579 | 0.97 |
| Inpatient Net Revenue per Day | \$3,148 | \$3,697 | 0.85 | | \$3,088 | 1.02 | \$3,969 | 0.79 | \$3,386 | 0.93 |
| Outpatient Net Revenue per Visit | \$920 | \$819 | 1.12 | | \$666 | 1.38 | \$910 | 1.01 | \$986 | 0.93 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,297,488,137 | Cash & Cash Equivalents | | Current Liabilities | \$62,044,935 |
| Less Deductions | \$909,550,944 | Net Patient Receivables | \$-2,231,159 | Long-Term Debt | \$38,200,251 |
| Net Patient Revenue | \$387,937,193 | Other Receivables | \$56,101,556 | Other Liabilities | \$3,671,928 |
| Plus Other Revenue | \$14,356,273 | | \$31,562,186 | Subtotal | \$103,917,114 |
| Total Revenue | \$402,293,463 | Land, Buildings & Equipment (Net) | \$134,469,484 | Unrestricted Fund Balance | \$573,172,857 |
| Less Expenses | \$389,987,450 | Other Assets | \$457,187,903 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$19,719,563 | Total Assets | \$677,089,970 | Total Liabilities & Fund Balance | \$677,089,971 |
| Net Income | -\$7,413,550 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 34.2% | 60.7% | 0.56 | 65.2% | 0.52 | 37.9% | 0.90 | 35.6% | 0.96 |
| Obstetrics | 0.0% | 37.3% | N/A | 38.4% | N/A | 18.2% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 37.5% | 61.9% | 0.61 | 65.0% | 0.58 | 39.7% | 0.94 | 38.4% | 0.98 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 9.9 | 27.3 | 0.36 | 30.6 | 0.32 | 6.8 | 1.46 | 10.3 | 0.96 |
| Obstetrics | 0.0 | 4.7 | N/A | 5.3 | N/A | 0.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 13.1 | 50.5 | 0.26 | 59.7 | 0.22 | 9.8 | 1.34 | 13.4 | 0.98 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.3 | 4.9 | 0.87 | 4.7 | 0.91 | 3.7 | 1.15 | 4.1 | 1.06 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.3 | N/A | 2.1 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.4 | 5.3 | 0.83 | 4.9 | 0.90 | 4.0 | 1.11 | 4.2 | 1.06 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 164 | 990 | 0.17 | 1,096 | 0.15 | 203 | 0.81 | 187 | 0.88 |
| Outpatient | 2,696 | 4,017 | 0.67 | 4,105 | 0.66 | 1,593 | 1.69 | 2,904 | 0.93 |
| Inpatient as % of All Surgeries | 5.7% | 19.8% | 0.29 | 21.1% | 0.27 | 11.3% | 0.51 | 6.0% | 0.95 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 79,517 | 141,022 | 0.56 | 148,029 | 0.54 | 64,671 | 1.23 | 75,478 | 1.05 |
| Emergency Visits | 9,551 | 17,305 | 0.55 | 21,238 | 0.45 | 8,798 | 1.09 | 9,535 | 1.00 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.0 | 18.8 | 0.27 | 18.9 | 0.26 | 11.5 | 0.44 | 6.0 | 0.83 |
| Nurses, Licensed | 91.0 | 234.4 | 0.39 | 224.6 | 0.41 | 81.9 | 1.11 | 98.1 | 0.93 |
| Ancillary Nursing Personnel | 22.0 | 38.1 | 0.58 | 41.2 | 0.53 | 11.6 | 1.90 | 24.8 | 0.89 |
| All Other Personnel | 168.3 | 466.7 | 0.36 | 410.1 | 0.41 | 181.7 | 0.93 | 253.3 | 0.66 |
| Total FTEs | 286.3 | 758.0 | 0.38 | 694.8 | 0.41 | 286.7 | 1.00 | 382.3 | 0.75 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.5 | 12.5 | 0.52 | 10.6 | 0.62 | 21.8 | 0.30 | 8.6 | 0.76 |
| Nurses, Licensed | 118.7 | 156.2 | 0.76 | 125.5 | 0.95 | 155.9 | 0.76 | 140.4 | 0.85 |
| Ancillary Nursing Personnel | 28.7 | 25.4 | 1.13 | 23.0 | 1.25 | 22.0 | 1.30 | 35.5 | 0.81 |
| All Other Personnel | 219.5 | 311.0 | 0.71 | 229.1 | 0.96 | 345.9 | 0.63 | 362.5 | 0.61 |
| Total FTEs | 373.3 | 505.0 | 0.74 | 388.2 | 0.96 | 545.6 | 0.68 | 547.0 | 0.68 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Beds Set Up & Staffed | 35 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 1,088 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 4,788 | | | Inpatient Days | 0 | Newborn Days | 0 |

043 Aurora Medical Center - Washington County
Hartford, WI 53027

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 29 | 841 | 3,616 | 34.2% | 9.9 | 4.3 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 6 | 248 | 1,172 | 53.5% | 3.2 | 4.7 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 0 | 5.0 | Surgical Personnel | 9 | 3 | 11.0 |
| Physicians & Dentists | 9 | 13 | 11.1 | Radiological Services Personnel | 13 | 10 | 17.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 4 | 3 | 4.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 2 | 2.4 |
| Registered Nurses | 54 | 58 | 81.9 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 1 | 1.7 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 3 | 1.6 |
| Ancillary Nursing Personnel | 10 | 33 | 22.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 1 | 1 | 1.5 | Dietitians & Nutritionists | 0 | 1 | 0.5 |
| Nurse Practitioners | 3 | 1 | 3.6 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 4 | 4 | 4.5 | Social Workers | 1 | 2 | 2.6 |
| Clinical Nurse Specialists | 1 | 0 | 1.0 | All Other Health Professionals | 10 | 13 | 17.5 |
| Health Info Mgmt-Administrators/Technicians | 1 | 6 | 4.4 | All Other Personnel | 46 | 43 | 65.3 |
| Pharmacy Personnel | 4 | 6 | 6.1 | | | | |
| Clinical Laboratory Personnel | 12 | 5 | 15.1 | | | | |
| | | | | Total | 193 | 211 | 286.3 |

043 Aurora Medical Center - Washington County
Hartford, WI 53027

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$133,322,825 | 50.2% | 47.3% | 1.06 | 52.3% | 0.96 | 48.7% | 1.03 | 48.5% | 1.03 |
| Medical Assistance | \$23,484,853 | 8.8% | 14.4% | 0.61 | 11.4% | 0.78 | 12.5% | 0.71 | 8.6% | 1.03 |
| Commercial | \$99,445,549 | 37.4% | 32.9% | 1.14 | 33.6% | 1.11 | 35.0% | 1.07 | 40.5% | 0.92 |
| All Other | \$9,567,921 | 3.6% | 5.4% | 0.66 | 2.7% | 1.32 | 3.9% | 0.92 | 2.5% | 1.45 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$109,749,350 | 41.3% | 36.1% | 1.14 | 42.5% | 0.97 | 31.8% | 1.30 | 39.4% | 1.05 |
| Medical Assistance | \$20,636,202 | 7.8% | 11.3% | 0.69 | 9.4% | 0.83 | 9.0% | 0.87 | 7.6% | 1.02 |
| Commercial | \$51,718,022 | 19.5% | 14.8% | 1.32 | 15.7% | 1.24 | 14.1% | 1.38 | 20.7% | 0.94 |
| Charity Care | \$1,667,948 | 0.6% | 0.7% | 0.86 | 0.9% | 0.70 | 0.7% | 0.92 | 0.8% | 0.78 |
| Bad Debt | \$2,425,941 | 0.9% | 0.9% | 1.04 | 0.9% | 1.02 | 1.2% | 0.75 | 0.7% | 1.25 |
| All Other | \$4,929,295 | 1.9% | 3.0% | 0.61 | 1.4% | 1.34 | 2.5% | 0.74 | 1.3% | 1.46 |
| Total Deductions | \$191,126,758 | 71.9% | 66.8% | 1.08 | 70.8% | 1.01 | 59.2% | 1.21 | 70.5% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.3% | 5.7% | 0.06 | | 4.4% | 0.08 | 6.5% | 0.05 | 0.4% | 0.94 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | N/A | N/A | N/A | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$27,333,712 | 45.7% | 41.8% | 1.09 | 38.5% | 1.19 | 49.3% | 0.93 | 44.0% | 1.04 |
| Supplies & Services | \$28,465,353 | 47.6% | 52.2% | 0.91 | 53.6% | 0.89 | 43.7% | 1.09 | 49.2% | 0.97 |
| Capital Component | \$3,946,758 | 6.6% | 6.0% | 1.10 | 7.9% | 0.84 | 7.0% | 0.95 | 6.8% | 0.97 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 20.3% | 5.7% | 3.56 | | 8.7% | 2.32 | 5.9% | 3.46 | 23.4% | 0.87 |
| Total Hospital Net Income (%) | 20.2% | 3.5% | 5.80 | | 7.0% | 2.89 | 2.8% | 7.36 | 23.4% | 0.87 |
| Return on Equity (%) | 7.3% | 1.4% | 5.14 | | 4.4% | 1.68 | 0.7% | 10.16 | 9.4% | 0.78 |
| Current Ratio | 30.4 | 3.9 | 7.82 | | 10.2 | 2.97 | 2.6 | 11.76 | 21.7 | 1.40 |
| Days in Net Patient Accounts Receivable | 59.0 | 91.7 | 0.64 | | 51.6 | 1.14 | 148.9 | 0.40 | 59.8 | 0.99 |
| Average Payment Period | 39.5 | 91.7 | 0.43 | | 35.0 | 1.13 | 167.7 | 0.24 | 51.3 | 0.77 |
| Equity Financing (%) | 93.5% | 59.1% | 1.58 | | 80.3% | 1.16 | 55.3% | 1.69 | 95.4% | 0.98 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | | 0.1 | N/A | 0.6 | N/A | 0.0 | N/A |
| Times Interest Earned | 39.3 | 5.7 | 6.87 | | 7.4 | 5.30 | 5.2 | 7.62 | 37.2 | 1.06 |
| Total Asset Turnover | 0.4 | 0.4 | 0.87 | | 0.6 | 0.57 | 0.3 | 1.34 | 0.4 | 0.90 |
| Average Age of Plant (Years) | 12.1 | 18.1 | 0.67 | | 11.7 | 1.03 | 22.7 | 0.53 | 11.9 | 1.02 |
| Increase (Decrease) Total Net Patient Revenue | -0.2% | 3.5% | N/A | | 1.1% | N/A | 5.0% | N/A | 11.9% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 82.3% | 66.2% | 1.24 | | 66.3% | 1.24 | 81.3% | 1.01 | 80.4% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,034 | \$19,849 | 0.76 | | \$15,486 | 0.97 | \$15,118 | 0.99 | \$15,349 | 0.98 |
| Inpatient Net Revenue per Day | \$3,295 | \$3,697 | 0.89 | | \$3,131 | 1.05 | \$3,557 | 0.93 | \$3,636 | 0.91 |
| Outpatient Net Revenue per Visit | \$682 | \$819 | 0.83 | | \$708 | 0.96 | \$717 | 0.95 | \$688 | 0.99 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$265,821,149 | Cash & Cash Equivalents | \$166,055,863 | Current Liabilities | \$6,180,805 |
| Less Deductions | \$191,126,758 | Net Patient Receivables | \$12,078,111 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$74,694,391 | Other Receivables | \$15,957 | Other Liabilities | \$7,293,214 |
| Plus Other Revenue | \$257,157 | | | Subtotal | \$13,474,019 |
| Total Revenue | \$74,951,548 | Land, Buildings & Equipment (Net) | \$18,362,618 | Unrestricted Fund Balance | \$193,848,258 |
| Less Expenses | \$59,745,823 | Other Assets | \$10,809,728 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$43,866 | Total Assets | \$207,322,277 | Total Liabilities & Fund Balance | \$207,322,277 |
| Net Income | \$15,161,859 | | | | |

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

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

County: Sawyer
 Analysis Area: Western Lake Superior (7)
 Volume Group: 3

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 7 | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 35.0% | 60.7% | 0.58 | 29.8% | 1.17 | 37.9% | 0.92 | 24.0% | 1.46 |
| Obstetrics | 19.3% | 37.3% | 0.52 | 23.9% | 0.03 | 18.2% | 1.06 | 17.6% | 1.10 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 32.5% | 61.9% | 0.52 | 32.0% | 1.01 | 39.7% | 0.82 | 22.9% | 1.42 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 7.4 | 27.3 | 0.27 | 5.9 | 1.25 | 6.8 | 1.08 | 5.0 | 1.46 |
| Obstetrics | 0.8 | 4.7 | 0.16 | 1.1 | 0.72 | 0.9 | 0.90 | 0.7 | 1.10 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 8.1 | 50.5 | 0.16 | 7.4 | 1.10 | 9.8 | 0.83 | 5.7 | 1.42 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.1 | 4.9 | 0.84 | 4.2 | 0.99 | 3.7 | 1.10 | 3.4 | 1.21 |
| Obstetrics | 2.1 | 2.4 | 0.87 | 2.2 | 0.95 | 2.1 | 0.99 | 2.1 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.8 | 5.3 | 0.72 | 4.4 | 0.86 | 4.0 | 0.96 | 3.2 | 1.19 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 96 | 990 | 0.10 | 57 | 1.69 | 203 | 0.47 | 95 | 1.01 |
| Outpatient | 998 | 4,017 | 0.25 | 1,029 | 0.97 | 1,593 | 0.63 | 1,017 | 0.98 |
| Inpatient as % of All Surgeries | 8.8% | 19.8% | 0.44 | 5.2% | 1.68 | 11.3% | 0.78 | 8.5% | 1.03 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 32,730 | 141,022 | 0.23 | 36,461 | 0.90 | 64,671 | 0.51 | 5,380 | 6.08 |
| Emergency Visits | 8,993 | 17,305 | 0.52 | 7,164 | 1.26 | 8,798 | 1.02 | 6,500 | 1.38 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.8 | 0.21 | 1.9 | 2.08 | 11.5 | 0.35 | 10.4 | 0.38 |
| Nurses, Licensed | 64.5 | 234.4 | 0.28 | 66.2 | 0.98 | 81.9 | 0.79 | 66.9 | 0.96 |
| Ancillary Nursing Personnel | 9.9 | 38.1 | 0.26 | 8.0 | 1.24 | 11.6 | 0.86 | 11.4 | 0.87 |
| All Other Personnel | 198.8 | 466.7 | 0.43 | 159.0 | 1.25 | 181.7 | 1.09 | 155.9 | 1.27 |
| Total FTEs | 277.2 | 758.0 | 0.37 | 235.1 | 1.18 | 286.7 | 0.97 | 244.7 | 1.13 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 8.9 | 12.5 | 0.71 | 3.4 | 2.62 | 21.8 | 0.41 | 31.3 | 0.28 |
| Nurses, Licensed | 143.7 | 156.2 | 0.92 | 117.1 | 1.23 | 155.9 | 0.92 | 200.2 | 0.72 |
| Ancillary Nursing Personnel | 22.1 | 25.4 | 0.87 | 14.2 | 1.56 | 22.0 | 1.00 | 34.3 | 0.64 |
| All Other Personnel | 442.6 | 311.0 | 1.42 | 281.4 | 1.57 | 345.9 | 1.28 | 466.8 | 0.95 |
| Total FTEs | 617.3 | 505.0 | 1.22 | 416.0 | 1.48 | 545.6 | 1.13 | 732.5 | 0.84 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|----|---------------------------------------|-----|-------------------------|-----|
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | No | Average Beds Used | 2 | Bassinets | 6 |
| Discharges | 784 | Preferred Provider Organization (PPO) | No | Discharges | 50 | Total Births | 135 |
| Inpatient Days | 2,965 | | | Inpatient Days | 721 | Newborn Days | 254 |

044 Hayward Area Memorial Hospital
Hayward, WI 54843

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 03/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 21 | 649 | 2,683 | 35.0% | 7.4 | 4.1 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 4 | 135 | 282 | 19.3% | 0.8 | 2.1 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 0 | 4.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 14 | 4 | 15.5 | Radiological Services Personnel | 4 | 3 | 5.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 4 | 3.7 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 3 | 2.4 |
| Registered Nurses | 39 | 40 | 57.8 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 6 | 6.3 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 5 | 1 | 5.2 |
| Ancillary Nursing Personnel | 4 | 6 | 9.9 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 1 | 3 | 3.2 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 0 | 5 | 2.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 3 | 1 | 3.7 | Social Workers | 4 | 0 | 4.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 30 | 20 | 55.7 |
| Health Info Mgmt-Administrators/Technicians | 5 | 1 | 5.6 | All Other Personnel | 56 | 8 | 70.6 |
| Pharmacy Personnel | 2 | 0 | 2.0 | | | | |
| Clinical Laboratory Personnel | 8 | 2 | 9.0 | | | | |
| | | | | Total | 192 | 115 | 277.2 |

044 Hayward Area Memorial Hospital

Hayward, WI 54843

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$63,748,265 | 49.0% | 47.3% | 1.04 | 50.8% | 0.96 | 48.7% | 1.01 | 46.9% | 1.04 |
| Medical Assistance | \$25,100,303 | 19.3% | 14.4% | 1.34 | 17.0% | 1.13 | 12.5% | 1.55 | 19.5% | 0.99 |
| Commercial | \$29,748,136 | 22.8% | 32.9% | 0.69 | 26.8% | 0.85 | 35.0% | 0.65 | 24.4% | 0.94 |
| All Other | \$11,612,957 | 8.9% | 5.4% | 1.65 | 5.4% | 1.65 | 3.9% | 2.29 | 9.2% | 0.97 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$35,388,422 | 27.2% | 36.1% | 0.75 | 27.6% | 0.98 | 31.8% | 0.86 | 26.1% | 1.04 |
| Medical Assistance | \$16,846,178 | 12.9% | 11.3% | 1.15 | 11.5% | 1.12 | 9.0% | 1.44 | 12.9% | 1.01 |
| Commercial | \$4,133,189 | 3.2% | 14.8% | 0.21 | 5.6% | 0.57 | 14.1% | 0.23 | 3.1% | 1.02 |
| Charity Care | \$940,945 | 0.7% | 0.7% | 1.00 | 0.5% | 1.37 | 0.7% | 1.06 | 1.1% | 0.66 |
| Bad Debt | \$1,440,557 | 1.1% | 0.9% | 1.26 | 1.7% | 0.67 | 1.2% | 0.91 | 0.8% | 1.31 |
| All Other | \$5,428,531 | 4.2% | 3.0% | 1.37 | 2.7% | 1.52 | 2.5% | 1.67 | 4.6% | 0.92 |
| Total Deductions | \$64,177,822 | 49.3% | 66.8% | 0.74 | 49.6% | 0.99 | 59.2% | 0.83 | 48.5% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.3% | 5.7% | 0.05 | | 2.1% | 0.15 | 6.5% | 0.05 | 0.4% | 0.76 |
| Net Gains/Losses as % of Net Income | 29.3% | N/A | N/A | | N/A | N/A | N/A | N/A | 83.1% | 0.35 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$36,579,223 | 59.2% | 41.8% | 1.42 | 51.1% | 1.16 | 49.3% | 1.20 | 59.5% | 1.00 |
| Supplies & Services | \$19,325,513 | 31.3% | 52.2% | 0.60 | 41.8% | 0.75 | 43.7% | 0.72 | 30.9% | 1.01 |
| Capital Component | \$5,841,728 | 9.5% | 6.0% | 1.58 | 7.1% | 1.34 | 7.0% | 1.36 | 9.6% | 0.99 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 6.8% | 5.7% | 1.19 | | 9.7% | 0.70 | 5.9% | 1.16 | 3.3% | 2.08 |
| Total Hospital Net Income (%) | 9.3% | 3.5% | 2.67 | | 7.8% | 1.19 | 2.8% | 3.39 | 16.6% | 0.56 |
| Return on Equity (%) | 5.7% | 1.4% | 3.98 | | 0.8% | 6.80 | 0.7% | 7.87 | 11.0% | 0.52 |
| Current Ratio | 5.1 | 3.9 | 1.31 | | 2.0 | 2.51 | 2.6 | 1.97 | 5.1 | 1.00 |
| Days in Net Patient Accounts Receivable | 44.0 | 91.7 | 0.48 | | 350.9 | 0.13 | 148.9 | 0.30 | 50.7 | 0.87 |
| Average Payment Period | 67.4 | 91.7 | 0.74 | | 484.3 | 0.14 | 167.7 | 0.40 | 68.8 | 0.98 |
| Equity Financing (%) | 81.8% | 59.1% | 1.38 | | 44.7% | 1.83 | 55.3% | 1.48 | 82.6% | 0.99 |
| Long-Term Debt to Equity Ratio | 0.1 | 0.4 | 0.26 | | 0.9 | 0.12 | 0.6 | 0.18 | 0.1 | 1.66 |
| Times Interest Earned | 55.3 | 5.7 | 9.67 | | 15.8 | 3.50 | 5.2 | 10.74 | 80.6 | 0.69 |
| Total Asset Turnover | 0.6 | 0.4 | 1.41 | | 0.1 | 5.43 | 0.3 | 2.19 | 0.6 | 1.04 |
| Average Age of Plant (Years) | 8.9 | 18.1 | 0.49 | | 53.6 | 0.17 | 22.7 | 0.39 | 9.4 | 0.94 |
| Increase (Decrease) Total Net Patient Revenue | 12.3% | 3.5% | 3.49 | | 7.6% | 1.63 | 5.0% | 2.46 | 1.5% | 8.27 |
| Outpatient Gross Revenue (% of Total GPR) | 81.9% | 66.2% | 1.24 | | 87.2% | 0.94 | 81.3% | 1.01 | 82.8% | 0.99 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$21,899 | \$19,849 | 1.10 | | \$16,587 | 1.32 | \$15,118 | 1.45 | \$19,895 | 1.10 |
| Inpatient Net Revenue per Day | \$4,943 | \$3,697 | 1.34 | | \$3,340 | 1.48 | \$3,557 | 1.39 | \$5,406 | 0.91 |
| Outpatient Net Revenue per Visit | \$1,179 | \$819 | 1.44 | | \$1,067 | 1.10 | \$717 | 1.65 | \$3,861 | 0.31 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$130,209,660 | Cash & Cash Equivalents | \$42,165,869 | Current Liabilities | \$10,640,759 |
| Less Deductions | \$64,177,822 | Net Patient Receivables | \$7,964,686 | Long-Term Debt | \$9,775,722 |
| Net Patient Revenue | \$66,031,838 | Other Receivables | \$678,361 | Other Liabilities | \$0 |
| Plus Other Revenue | \$209,241 | | | Subtotal | \$20,416,481 |
| Total Revenue | \$66,241,081 | Land, Buildings & Equipment (Net) | \$43,340,322 | Unrestricted Fund Balance | \$91,788,234 |
| Less Expenses | \$61,746,464 | Other Assets | \$18,055,477 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$1,859,547 | | | Total Liabilities & Fund Balance | \$112,204,715 |
| Net Income | \$6,354,164 | Total Assets | \$112,204,715 | | |

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

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

County: Vernon
 Analysis Area: Southwestern (5B)
 Volume Group: 2

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5B | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 14.6% | 60.7% | 0.24 | 48.3% | 0.30 | 20.4% | 0.71 | 16.8% | 0.87 |
| Obstetrics | 0.0% | 37.3% | N/A | 52.2% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 27.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 14.6% | 61.9% | 0.24 | 52.3% | 0.28 | 21.1% | 0.69 | 16.8% | 0.87 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.9 | 27.3 | 0.07 | 17.3 | 0.11 | 3.3 | 0.58 | 2.2 | 0.87 |
| Obstetrics | 0.0 | 4.7 | N/A | 4.4 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 1.9 | 50.5 | 0.04 | 28.6 | 0.07 | 3.9 | 0.49 | 2.2 | 0.87 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.1 | 4.9 | 0.83 | 3.9 | 1.04 | 4.1 | 0.99 | 4.1 | 1.00 |
| Obstetrics | 0.0 | 2.4 | N/A | 3.2 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.1 | 5.3 | 0.77 | 5.3 | 0.77 | 3.5 | 1.16 | 4.1 | 1.00 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2 | 990 | 0.00 | 777 | 0.00 | 181 | 0.01 | 2 | 1.00 |
| Outpatient | 157 | 4,017 | 0.04 | 2,953 | 0.05 | 1,361 | 0.12 | 166 | 0.95 |
| Inpatient as % of All Surgeries | 1.3% | 19.8% | 0.06 | 20.8% | 0.06 | 11.7% | 0.11 | 1.2% | 1.06 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 40,240 | 141,022 | 0.29 | 139,670 | 0.29 | 43,437 | 0.93 | 42,447 | 0.95 |
| Emergency Visits | 2,927 | 17,305 | 0.17 | 15,081 | 0.19 | 4,927 | 0.59 | 2,839 | 1.03 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 14.0 | 18.8 | 0.75 | 12.1 | 1.16 | 7.3 | 1.92 | 12.0 | 1.17 |
| Nurses, Licensed | 35.6 | 234.4 | 0.15 | 149.1 | 0.24 | 46.6 | 0.76 | 38.8 | 0.92 |
| Ancillary Nursing Personnel | 6.2 | 38.1 | 0.16 | 20.6 | 0.30 | 9.1 | 0.68 | 6.7 | 0.92 |
| All Other Personnel | 94.5 | 466.7 | 0.20 | 402.4 | 0.23 | 110.7 | 0.85 | 88.7 | 1.07 |
| Total FTEs | 150.2 | 758.0 | 0.20 | 584.2 | 0.26 | 173.6 | 0.87 | 146.2 | 1.03 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 55.2 | 12.5 | 4.42 | 8.3 | 6.63 | 33.5 | 1.65 | 46.2 | 1.20 |
| Nurses, Licensed | 140.3 | 156.2 | 0.90 | 102.9 | 1.36 | 213.4 | 0.66 | 149.2 | 0.94 |
| Ancillary Nursing Personnel | 24.4 | 25.4 | 0.96 | 14.2 | 1.71 | 41.6 | 0.59 | 25.9 | 0.94 |
| All Other Personnel | 372.9 | 311.0 | 1.20 | 277.6 | 1.34 | 507.2 | 0.74 | 341.4 | 1.09 |
| Total FTEs | 592.8 | 505.0 | 1.17 | 403.1 | 1.47 | 795.7 | 0.75 | 562.7 | 1.05 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Beds Set Up & Staffed | 13 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 7 | Bassinets | 0 |
| Discharges | 169 | Preferred Provider Organization (PPO) | Yes | Discharges | 71 | Total Births | 0 |
| Inpatient Days | 691 | | | Inpatient Days | 796 | Newborn Days | 0 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 13 | 169 | 691 | 14.6% | 1.9 | 4.1 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 14 | 0 | 14.0 | Surgical Personnel | 1 | 1 | 1.8 |
| Physicians & Dentists | 1 | 0 | 1.0 | Radiological Services Personnel | 5 | 1 | 5.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 0 | 1.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 1 | 1.0 |
| Registered Nurses | 24 | 23 | 32.8 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.5 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 1 | 3.8 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 1 | 1 | 1.0 |
| Ancillary Nursing Personnel | 5 | 6 | 6.2 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 4 | 0 | 4.0 | Dietitians & Nutritionists | 0 | 1 | 0.6 |
| Nurse Practitioners | 1 | 1 | 1.8 | Psychologists | 2 | 1 | 2.8 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 3 | 2 | 4.3 |
| Health Info Mgmt-Administrators/Technicians | 2 | 4 | 4.9 | All Other Personnel | 36 | 11 | 40.5 |
| Pharmacy Personnel | 1 | 4 | 3.1 | | | | |
| Clinical Laboratory Personnel | 5 | 3 | 6.7 | | | | |
| | | | | Total | 120 | 69 | 150.2 |

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

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 5B Value | Ratio | 2 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$30,963,932 | 48.1% | 47.3% | 1.02 | 46.5% | 1.03 | 47.2% | 1.02 | 50.5% | 0.95 |
| Medical Assistance | \$9,181,132 | 14.3% | 14.4% | 0.99 | 10.5% | 1.35 | 12.9% | 1.11 | 13.1% | 1.09 |
| Commercial | \$18,129,915 | 28.1% | 32.9% | 0.85 | 34.6% | 0.81 | 35.1% | 0.80 | 27.5% | 1.02 |
| All Other | \$6,144,274 | 9.5% | 5.4% | 1.76 | 8.4% | 1.14 | 4.8% | 1.98 | 8.8% | 1.08 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$11,840,994 | 18.4% | 36.1% | 0.51 | 33.5% | 0.55 | 29.4% | 0.63 | 21.2% | 0.87 |
| Medical Assistance | \$5,977,829 | 9.3% | 11.3% | 0.82 | 8.4% | 1.10 | 9.6% | 0.97 | 8.1% | 1.15 |
| Commercial | \$8,057,027 | 12.5% | 14.8% | 0.85 | 16.0% | 0.78 | 13.1% | 0.95 | 12.1% | 1.03 |
| Charity Care | \$900,697 | 1.4% | 0.7% | 1.93 | 0.5% | 2.70 | 0.6% | 2.33 | 0.7% | 1.95 |
| Bad Debt | \$1,501,408 | 2.3% | 0.9% | 2.66 | 0.8% | 2.78 | 1.1% | 2.03 | 2.3% | 1.02 |
| All Other | \$3,011,411 | 4.7% | 3.0% | 1.54 | 6.3% | 0.74 | 3.3% | 1.42 | 4.8% | 0.97 |
| Total Deductions | \$31,289,366 | 48.6% | 66.8% | 0.73 | 65.6% | 0.74 | 57.1% | 0.85 | 49.2% | 0.99 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 5.7% | 5.7% | 1.00 | 23.7% | 0.24 | 4.1% | 1.38 | 4.3% | 1.32 |
| Net Gains/Losses as % of Net Income | | N/A | N/A | N/A | 125.8% | N/A | N/A | N/A | 27.2% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$13,875,782 | 46.1% | 41.8% | 1.10 | 53.3% | 0.86 | 46.6% | 0.99 | 46.1% | 1.00 |
| Supplies & Services | \$12,719,059 | 42.3% | 52.2% | 0.81 | 42.3% | 1.00 | 47.2% | 0.90 | 42.1% | 1.00 |
| Capital Component | \$3,493,982 | 11.6% | 6.0% | 1.93 | 4.4% | 2.66 | 6.2% | 1.87 | 11.7% | 0.99 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 14.4% | 5.7% | 2.52 | 0.8% | 18.84 | 11.8% | 1.21 | 11.0% | 1.30 |
| Total Hospital Net Income (%) | | 14.4% | 3.5% | 4.12 | -3.1% | N/A | 11.1% | 1.30 | 14.6% | 0.99 |
| Return on Equity (%) | | 8.4% | 1.4% | 5.91 | -2.3% | N/A | 0.8% | 10.33 | 8.4% | 1.01 |
| Current Ratio | | 9.9 | 3.9 | 2.55 | 29.1 | 0.34 | 1.6 | 6.05 | 5.1 | 1.94 |
| Days in Net Patient Accounts Receivable | | 49.2 | 91.7 | 0.54 | 57.9 | 0.85 | 569.1 | 0.09 | 48.9 | 1.01 |
| Average Payment Period | | 35.0 | 91.7 | 0.38 | 11.8 | 2.98 | 772.8 | 0.05 | 62.5 | 0.56 |
| Equity Financing (%) | | 57.4% | 59.1% | 0.97 | 87.6% | 0.65 | 39.2% | 1.46 | 51.1% | 1.12 |
| Long-Term Debt to Equity Ratio | | 0.7 | 0.4 | 1.60 | 0.1 | 9.99 | 1.1 | 0.60 | 0.8 | 0.83 |
| Times Interest Earned | | 7.3 | 5.7 | 1.29 | -6.2 | N/A | 17.1 | 0.43 | 7.4 | 0.99 |
| Total Asset Turnover | | 0.6 | 0.4 | 1.40 | 0.8 | 0.76 | 0.1 | 7.91 | 0.6 | 1.06 |
| Average Age of Plant (Years) | | 3.6 | 18.1 | 0.20 | 9.7 | 0.37 | 99.6 | 0.04 | 2.7 | 1.35 |
| Increase (Decrease) Total Net Patient Revenue | | 6.4% | 3.5% | 1.80 | 3.0% | 2.10 | 2.2% | 2.90 | 42.8% | 0.15 |
| Outpatient Gross Revenue (% of Total GPR) | | 92.5% | 66.2% | 1.40 | 82.1% | 1.13 | 81.7% | 1.13 | 91.7% | 1.01 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$20,280 | | \$19,849 | 1.02 | \$19,610 | 1.03 | \$21,242 | 0.95 | \$20,879 | 0.97 |
| Inpatient Net Revenue per Day | \$3,140 | | \$3,697 | 0.85 | \$3,774 | 0.83 | \$4,286 | 0.73 | \$4,045 | 0.78 |
| Outpatient Net Revenue per Visit | \$683 | | \$819 | 0.83 | \$837 | 0.82 | \$728 | 0.94 | \$587 | 1.17 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$64,419,253 | Cash & Cash Equivalents | \$21,534,775 | Current Liabilities | \$2,647,869 |
| Less Deductions | \$31,289,366 | Net Patient Receivables | \$4,466,205 | Long-Term Debt | \$22,946,503 |
| Net Patient Revenue | \$33,129,887 | Other Receivables | \$246,815 | Other Liabilities | \$2,306 |
| Plus Other Revenue | \$2,011,861 | | | Subtotal | \$25,596,678 |
| Total Revenue | \$35,141,748 | Land, Buildings & Equipment (Net) | \$32,861,597 | Unrestricted Fund Balance | \$34,432,431 |
| Less Expenses | \$30,088,823 | Other Assets | \$919,717 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$3,905 | | | Total Liabilities & Fund Balance | \$60,029,109 |
| Net Income | \$5,049,020 | Total Assets | \$60,029,109 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 40.2% | 60.7% | 0.66 | 51.4% | 0.78 | 58.7% | 0.68 | 38.4% | 1.05 |
| Obstetrics | 41.4% | 37.3% | 1.11 | 29.2% | 0.10 | 29.8% | 1.39 | 45.9% | 0.90 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 40.5% | 61.9% | 0.66 | 51.8% | 0.78 | 59.2% | 0.68 | 40.6% | 1.00 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 6.8 | 27.3 | 0.25 | 12.6 | 0.54 | 18.7 | 0.36 | 6.5 | 1.05 |
| Obstetrics | 2.9 | 4.7 | 0.61 | 2.0 | 1.42 | 2.5 | 1.15 | 3.2 | 0.90 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 9.7 | 50.5 | 0.19 | 19.0 | 0.51 | 35.1 | 0.28 | 9.7 | 1.00 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.3 | 4.9 | 0.67 | 4.5 | 0.74 | 4.5 | 0.74 | 3.7 | 0.90 |
| Obstetrics | 1.9 | 2.4 | 0.81 | 2.1 | 0.91 | 2.2 | 0.88 | 2.1 | 0.95 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.7 | 5.3 | 0.52 | 4.6 | 0.60 | 4.6 | 0.59 | 2.9 | 0.94 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 193 | 990 | 0.20 | 339 | 0.57 | 526 | 0.37 | 233 | 0.83 |
| Outpatient | 1,540 | 4,017 | 0.38 | 2,633 | 0.58 | 3,165 | 0.49 | 1,406 | 1.10 |
| Inpatient as % of All Surgeries | 11.1% | 19.8% | 0.56 | 11.4% | 0.98 | 14.3% | 0.78 | 14.2% | 0.78 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 39,810 | 141,022 | 0.28 | 82,166 | 0.48 | 102,926 | 0.39 | 48,075 | 0.83 |
| Emergency Visits | 10,810 | 17,305 | 0.62 | 8,774 | 1.23 | 18,037 | 0.60 | 10,454 | 1.03 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 14.7 | 18.8 | 0.78 | 10.2 | 1.44 | 17.9 | 0.82 | 11.0 | 1.33 |
| Nurses, Licensed | 83.6 | 234.4 | 0.36 | 129.2 | 0.65 | 148.0 | 0.56 | 76.8 | 1.09 |
| Ancillary Nursing Personnel | 11.7 | 38.1 | 0.31 | 20.8 | 0.56 | 25.5 | 0.46 | 14.5 | 0.80 |
| All Other Personnel | 169.3 | 466.7 | 0.36 | 279.2 | 0.61 | 271.6 | 0.62 | 161.4 | 1.05 |
| Total FTEs | 279.3 | 758.0 | 0.37 | 439.4 | 0.64 | 463.0 | 0.60 | 263.7 | 1.06 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 26.7 | 12.5 | 2.13 | 12.5 | 2.13 | 13.6 | 1.96 | 22.4 | 1.19 |
| Nurses, Licensed | 152.0 | 156.2 | 0.97 | 158.9 | 0.96 | 112.9 | 1.35 | 156.6 | 0.97 |
| Ancillary Nursing Personnel | 21.2 | 25.4 | 0.84 | 25.5 | 0.83 | 19.5 | 1.09 | 29.6 | 0.72 |
| All Other Personnel | 307.9 | 311.0 | 0.99 | 343.4 | 0.90 | 207.1 | 1.49 | 329.0 | 0.94 |
| Total FTEs | 507.8 | 505.0 | 1.01 | 540.3 | 0.94 | 353.1 | 1.44 | 537.7 | 0.94 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-------|-------------------------|-----|
| Beds Set Up & Staffed | 24 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 2 | Bassinets | 7 |
| Discharges | 1,297 | Preferred Provider Organization (PPO) | Yes | Discharges | 104 | Total Births | 532 |
| Inpatient Days | 3,552 | | | Inpatient Days | 1,386 | Newborn Days | 883 |

046 Hudson Hospital & Clinics

Hudson, WI 54016

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 17 | 752 | 2,494 | 40.2% | 6.8 | 3.3 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 7 | 544 | 1,058 | 41.4% | 2.9 | 1.9 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 14 | 1 | 14.7 | Surgical Personnel | 2 | 3 | 2.9 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 4 | 9 | 8.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 5 | 0.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 12 | 102 | 81.2 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 6 | 4.1 |
| Licensed Practical Nurses | 0 | 3 | 2.4 | Physical Therapy Assistants/Aides | 0 | 1 | 0.9 |
| Ancillary Nursing Personnel | 2 | 21 | 11.7 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 2 | 16 | 8.4 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 1 | 0.8 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 28 | 13 | 33.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 53 | 37 | 69.2 |
| Pharmacy Personnel | 7 | 7 | 12.2 | | | | |
| Clinical Laboratory Personnel | 10 | 18 | 21.5 | | | | |
| | | | | Total | 140 | 247 | 279.3 |

046 Hudson Hospital & Clinics

Hudson, WI 54016

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 5A Value | Ratio | 5 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$69,017,159 | 42.0% | 47.3% | 0.89 | 51.1% | 0.82 | 50.2% | 0.84 | 41.8% | 1.01 |
| Medical Assistance | \$17,351,537 | 10.6% | 14.4% | 0.73 | 12.0% | 0.88 | 14.7% | 0.72 | 11.6% | 0.91 |
| Commercial | \$73,489,908 | 44.7% | 32.9% | 1.36 | 32.3% | 1.39 | 30.7% | 1.46 | 44.4% | 1.01 |
| All Other | \$4,391,608 | 2.7% | 5.4% | 0.49 | 4.6% | 0.58 | 4.4% | 0.61 | 2.3% | 1.18 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$42,798,780 | 26.1% | 36.1% | 0.72 | 34.5% | 0.76 | 37.5% | 0.70 | 26.1% | 1.00 |
| Medical Assistance | \$11,133,057 | 6.8% | 11.3% | 0.60 | 8.8% | 0.77 | 11.2% | 0.61 | 7.6% | 0.90 |
| Commercial | \$32,282,996 | 19.7% | 14.8% | 1.33 | 10.3% | 1.90 | 12.7% | 1.55 | 19.5% | 1.01 |
| Charity Care | \$597,426 | 0.4% | 0.7% | 0.50 | 0.5% | 0.75 | 0.8% | 0.44 | 0.2% | 1.81 |
| Bad Debt | \$1,843,030 | 1.1% | 0.9% | 1.28 | 0.9% | 1.27 | 1.0% | 1.12 | 1.0% | 1.09 |
| All Other | \$4,012,178 | 2.4% | 3.0% | 0.80 | 3.0% | 0.82 | 2.8% | 0.87 | 1.9% | 1.28 |
| Total Deductions | \$92,667,469 | 56.4% | 66.8% | 0.84 | 58.0% | 0.97 | 66.0% | 0.86 | 56.3% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 7.5% | 5.7% | 1.30 | 3.6% | 2.07 | 3.3% | 2.26 | 8.4% | 0.89 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 136.6% | N/A | 14,078.6% | N/A | 12.3% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$28,386,760 | 43.1% | 41.8% | 1.03 | 49.3% | 0.88 | 41.0% | 1.05 | 44.9% | 0.96 |
| Supplies & Services | \$33,710,419 | 51.2% | 52.2% | 0.98 | 45.8% | 1.12 | 52.7% | 0.97 | 49.0% | 1.05 |
| Capital Component | \$3,709,779 | 5.6% | 6.0% | 0.94 | 4.9% | 1.16 | 6.3% | 0.90 | 6.1% | 0.92 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 15.0% | 5.7% | 2.62 | 0.5% | 30.96 | 2.9% | 5.19 | 17.2% | 0.87 | |
| Total Hospital Net Income (%) | 11.8% | 3.5% | 3.37 | -1.3% | N/A | 0.0% | N/A | 19.1% | 0.62 | |
| Return on Equity (%) | 7.9% | 1.4% | 5.55 | -0.2% | N/A | 0.0% | N/A | 13.1% | 0.60 | |
| Current Ratio | 4.7 | 3.9 | 1.20 | 1.7 | 2.77 | 3.2 | 1.46 | 2.8 | 1.69 | |
| Days in Net Patient Accounts Receivable | 39.3 | 91.7 | 0.43 | 260.0 | 0.15 | 88.3 | 0.45 | 40.1 | 0.98 | |
| Average Payment Period | 47.2 | 91.7 | 0.51 | 309.6 | 0.15 | 85.8 | 0.55 | 98.4 | 0.48 | |
| Equity Financing (%) | 82.8% | 59.1% | 1.40 | 43.6% | 1.90 | 60.3% | 1.37 | 78.6% | 1.05 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.10 | 0.9 | 0.04 | 0.4 | 0.10 | 0.1 | 0.57 | |
| Times Interest Earned | 30.4 | 5.7 | 5.32 | -2.9 | N/A | 1.0 | 31.26 | 41.4 | 0.73 | |
| Total Asset Turnover | 0.7 | 0.4 | 1.67 | 0.2 | 4.40 | 0.4 | 1.59 | 0.7 | 1.04 | |
| Average Age of Plant (Years) | 15.8 | 18.1 | 0.87 | 52.7 | 0.30 | 16.0 | 0.99 | 15.9 | 0.99 | |
| Increase (Decrease) Total Net Patient Revenue | 9.5% | 3.5% | 2.68 | -1.2% | N/A | 3.7% | 2.54 | 20.6% | 0.46 | |
| Outpatient Gross Revenue (% of Total GPR) | 82.1% | 66.2% | 1.24 | 76.7% | 1.07 | 73.1% | 1.12 | 80.5% | 1.02 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$11,453 | \$19,849 | 0.58 | \$16,058 | 0.71 | \$13,245 | 0.86 | \$12,781 | 0.90 | |
| Inpatient Net Revenue per Day | \$3,190 | \$3,697 | 0.86 | \$3,281 | 0.97 | \$2,825 | 1.13 | \$3,351 | 0.95 | |
| Outpatient Net Revenue per Visit | \$1,132 | \$819 | 1.38 | \$891 | 1.27 | \$766 | 1.48 | \$857 | 1.32 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$164,250,212 | Cash & Cash Equivalents | \$25,121,659 | Current Liabilities | \$8,095,256 |
| Less Deductions | \$92,667,469 | Net Patient Receivables | \$7,712,943 | Long-Term Debt | \$3,764,750 |
| Net Patient Revenue | \$71,582,743 | Other Receivables | \$331,943 | Other Liabilities | \$7,266,190 |
| Plus Other Revenue | \$5,799,791 | | | Subtotal | \$19,126,196 |
| Total Revenue | \$77,382,534 | Land, Buildings & Equipment (Net) | \$34,039,544 | Unrestricted Fund Balance | \$91,849,331 |
| Less Expenses | \$65,806,958 | Other Assets | \$43,769,438 | Restricted Fund Balance | \$5,366,349 |
| Non-Operating Gains/Losses | -\$2,807,164 | | | Total Liabilities & Fund Balance | \$110,975,527 |
| Net Income | \$8,768,412 | Total Assets | \$110,975,527 | | |

048 Mercy Health Hospital and Trauma Center - Janesville
 1000 Mineral Point Ave
 Janesville, WI 53548
 608-756-6000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 72.4% | 60.7% | 1.19 | 61.3% | 1.18 | 62.5% | 1.16 | 63.5% | 1.14 |
| Obstetrics | 28.0% | 37.3% | 0.75 | 37.3% | 0.09 | 29.3% | 0.96 | 30.6% | 0.91 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 68.1% | 61.9% | 1.10 | 62.3% | 1.09 | 58.2% | 1.17 | 63.9% | 1.07 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 41.3 | 27.3 | 1.51 | 26.4 | 1.57 | 36.5 | 1.13 | 36.2 | 1.14 |
| Obstetrics | 3.4 | 4.7 | 0.71 | 4.3 | 0.77 | 4.8 | 0.70 | 3.7 | 0.91 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 81.7 | 50.5 | 1.62 | 54.9 | 1.49 | 68.8 | 1.19 | 76.6 | 1.07 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.2 | 4.9 | 1.06 | 4.9 | 1.06 | 4.8 | 1.08 | 4.8 | 1.09 |
| Obstetrics | 1.8 | 2.4 | 0.73 | 2.5 | 0.70 | 2.4 | 0.73 | 1.8 | 0.97 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 5.2 | 5.3 | 0.99 | 5.2 | 1.01 | 5.0 | 1.04 | 5.0 | 1.05 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,638 | 990 | 1.66 | 894 | 1.83 | 1,312 | 1.25 | 1,625 | 1.01 |
| Outpatient | 5,031 | 4,017 | 1.25 | 4,062 | 1.24 | 5,549 | 0.91 | 5,183 | 0.97 |
| Inpatient as % of All Surgeries | 24.6% | 19.8% | 1.24 | 18.0% | 1.36 | 19.1% | 1.28 | 23.9% | 1.03 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 880,772 | 141,022 | 6.25 | 182,049 | 4.84 | 238,140 | 3.70 | 850,751 | 1.04 |
| Emergency Visits | 24,506 | 17,305 | 1.42 | 17,809 | 1.38 | 27,894 | 0.88 | 20,330 | 1.21 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.8 | 0.21 | 18.6 | 0.22 | 19.9 | 0.20 | 5.0 | 0.80 |
| Nurses, Licensed | 288.1 | 234.4 | 1.23 | 274.7 | 1.05 | 376.4 | 0.77 | 309.4 | 0.93 |
| Ancillary Nursing Personnel | 51.1 | 38.1 | 1.34 | 35.1 | 1.45 | 51.2 | 1.00 | 44.8 | 1.14 |
| All Other Personnel | 562.1 | 466.7 | 1.20 | 644.0 | 0.87 | 706.7 | 0.80 | 511.9 | 1.10 |
| Total FTEs | 905.2 | 758.0 | 1.19 | 972.4 | 0.93 | 1,154.3 | 0.78 | 871.1 | 1.04 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 1.5 | 12.5 | 0.12 | 12.1 | 0.12 | 9.1 | 0.16 | 2.0 | 0.74 |
| Nurses, Licensed | 106.0 | 156.2 | 0.68 | 178.7 | 0.59 | 172.3 | 0.62 | 122.9 | 0.86 |
| Ancillary Nursing Personnel | 18.8 | 25.4 | 0.74 | 22.9 | 0.82 | 23.4 | 0.80 | 17.8 | 1.06 |
| All Other Personnel | 206.8 | 311.0 | 0.67 | 418.9 | 0.49 | 323.5 | 0.64 | 203.3 | 1.02 |
| Total FTEs | 333.1 | 505.0 | 0.66 | 632.6 | 0.53 | 528.4 | 0.63 | 346.0 | 0.96 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 120 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 12 |
| Discharges | 5,708 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 670 |
| Inpatient Days | 29,822 | | | Inpatient Days | 0 | Newborn Days | 1,059 |

048 Mercy Health Hospital and Trauma Center - Janesville
 Janesville, WI 53548

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 57 | 2,883 | 15,069 | 72.4% | 41.3 | 5.2 |
| Orthopedic | 1 | 18 | 838 | 4,214 | 64.1% | 11.5 | 5.0 |
| Rehabilitation & Physical Medicine | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 12 | 693 | 1,226 | 28.0% | 3.4 | 1.8 |
| Psychiatric | 1 | 12 | 468 | 1,793 | 40.9% | 4.9 | 3.8 |
| Alcoholism/chemical dependency | 2 | 6 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 15 | 412 | 3,874 | 70.8% | 10.6 | 9.4 |
| Step-Down (Special Care) | 1 | 0 | 482 | 3,646 | 0.0% | 10.0 | 7.6 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 0 | 4.0 | Surgical Personnel | 21 | 13 | 25.1 |
| Physicians & Dentists | 49 | 32 | 53.7 | Radiological Services Personnel | 19 | 34 | 36.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 8 | 7 | 8.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 3 | 3.7 |
| Registered Nurses | 203 | 257 | 275.8 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 1 | 2.0 |
| Licensed Practical Nurses | 4 | 6 | 4.6 | Physical Therapy Assistants/Aides | 0 | 2 | 1.7 |
| Ancillary Nursing Personnel | 27 | 104 | 51.1 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 1 | 3.0 | Dietitians & Nutritionists | 2 | 4 | 4.2 |
| Nurse Practitioners | 5 | 5 | 6.7 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 1 | 4 | 1.0 | Social Workers | 5 | 8 | 5.8 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 74 | 73 | 92.1 |
| Health Info Mgmt-Administrators/Technicians | 12 | 4 | 13.4 | All Other Personnel | 200 | 121 | 249.1 |
| Pharmacy Personnel | 18 | 11 | 20.1 | | | | |
| Clinical Laboratory Personnel | 30 | 27 | 35.6 | | | | |
| | | | | Total | 693 | 723 | 905.2 |

048 Mercy Health Hospital and Trauma Center - Janesville

Janesville, WI 53548

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$568,936,673 | 45.2% | 47.3% | 0.96 | 42.3% | 1.07 | 43.9% | 1.03 | 44.8% | 1.01 |
| Medical Assistance | \$151,944,508 | 12.1% | 14.4% | 0.84 | 12.2% | 0.99 | 19.1% | 0.63 | 11.3% | 1.06 |
| Commercial | \$325,924,006 | 25.9% | 32.9% | 0.79 | 36.7% | 0.71 | 32.6% | 0.79 | 27.1% | 0.96 |
| All Other | \$211,267,242 | 16.8% | 5.4% | 3.10 | 8.8% | 1.91 | 4.4% | 3.83 | 16.8% | 1.00 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$458,842,862 | 36.5% | 36.1% | 1.01 | 32.5% | 1.12 | 34.9% | 1.05 | 35.8% | 1.02 |
| Medical Assistance | \$123,757,696 | 9.8% | 11.3% | 0.87 | 9.6% | 1.02 | 14.9% | 0.66 | 9.0% | 1.09 |
| Commercial | \$167,449,454 | 13.3% | 14.8% | 0.90 | 18.5% | 0.72 | 13.7% | 0.97 | 12.1% | 1.10 |
| Charity Care | \$4,424,523 | 0.4% | 0.7% | 0.48 | 0.6% | 0.58 | 0.6% | 0.60 | 0.5% | 0.71 |
| Bad Debt | \$18,569,428 | 1.5% | 0.9% | 1.69 | 0.9% | 1.57 | 0.9% | 1.60 | 2.2% | 0.66 |
| All Other | \$131,724,480 | 10.5% | 3.0% | 3.45 | 4.8% | 2.18 | 2.7% | 3.82 | 9.8% | 1.06 |
| Total Deductions | \$904,768,443 | 71.9% | 66.8% | 1.08 | 67.0% | 1.07 | 67.7% | 1.06 | 69.5% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 31.5% | 5.7% | 5.48 | 4.8% | 6.59 | 6.5% | 4.84 | 30.8% | 1.02 |
| Net Gains/Losses as % of Net Income | | N/A | N/A | N/A | 5,067.6% | N/A | N/A | N/A | 18.7% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$190,079,992 | 40.3% | 41.8% | 0.96 | 43.9% | 0.92 | 42.9% | 0.94 | 37.7% | 1.07 |
| Supplies & Services | \$255,046,812 | 54.1% | 52.2% | 1.04 | 48.8% | 1.11 | 50.0% | 1.08 | 56.7% | 0.95 |
| Capital Component | \$26,261,674 | 5.6% | 6.0% | 0.93 | 7.3% | 0.77 | 7.1% | 0.78 | 5.6% | 0.99 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 8.6% | 5.7% | 1.51 | 4.7% | 1.84 | 8.3% | 1.03 | 10.6% | 0.81 |
| Total Hospital Net Income (%) | | 6.0% | 3.5% | 1.71 | -0.1% | N/A | 6.4% | 0.93 | 12.7% | 0.47 |
| Return on Equity (%) | | 3.7% | 1.4% | 2.61 | 0.0% | N/A | 1.6% | 2.27 | 8.8% | 0.42 |
| Current Ratio | | 4.0 | 3.9 | 1.02 | 3.2 | 1.22 | 4.0 | 0.99 | 3.7 | 1.08 |
| Days in Net Patient Accounts Receivable | | 25.1 | 91.7 | 0.27 | 71.6 | 0.35 | 126.5 | 0.20 | 27.5 | 0.92 |
| Average Payment Period | | 76.8 | 91.7 | 0.84 | 90.2 | 0.85 | 146.1 | 0.53 | 79.7 | 0.96 |
| Equity Financing (%) | | 54.5% | 59.1% | 0.92 | 50.6% | 1.08 | 57.6% | 0.95 | 51.4% | 1.06 |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.5 | N/A | 0.5 | N/A | 0.0 | N/A |
| Times Interest Earned | | 6.3 | 5.7 | 1.10 | 0.9 | 6.97 | 6.7 | 0.95 | 13.4 | 0.47 |
| Total Asset Turnover | | 0.6 | 0.4 | 1.53 | 0.4 | 1.44 | 0.3 | 2.45 | 0.7 | 0.95 |
| Average Age of Plant (Years) | | 23.4 | 18.1 | 1.29 | 15.8 | 1.48 | 22.6 | 1.03 | 21.6 | 1.08 |
| Increase (Decrease) Total Net Patient Revenue | | -2.9% | 3.5% | N/A | 5.2% | N/A | -0.3% | 9.52 | 11.3% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 69.7% | 66.2% | 1.05 | 63.7% | 1.09 | 68.3% | 1.02 | 70.2% | 0.99 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$19,155 | \$19,849 | 0.97 | \$21,625 | 0.89 | \$18,944 | 1.01 | \$20,555 | 0.93 |
| Inpatient Net Revenue per Day | | \$3,632 | \$3,697 | 0.98 | \$4,090 | 0.89 | \$3,762 | 0.97 | \$4,219 | 0.86 |
| Outpatient Net Revenue per Visit | | \$290 | \$819 | 0.35 | \$759 | 0.38 | \$679 | 0.43 | \$315 | 0.92 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,258,072,429 | Cash & Cash Equivalents | \$271,657,781 | Current Liabilities | \$95,138,923 |
| Less Deductions | \$904,768,443 | Net Patient Receivables | \$24,330,156 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$353,303,986 | Other Receivables | \$10,454,616 | Other Liabilities | \$271,323,310 |
| Plus Other Revenue | \$162,461,941 | | | Subtotal | \$366,462,233 |
| Total Revenue | \$515,765,928 | Land, Buildings & Equipment (Net) | \$286,581,778 | Unrestricted Fund Balance | \$439,833,492 |
| Less Expenses | \$471,388,478 | Other Assets | \$213,271,394 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$14,427,713 | | | Total Liabilities & Fund Balance | \$806,295,725 |
| Net Income | \$29,949,736 | Total Assets | \$806,295,725 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 51.3% | 60.7% | 0.85 | 61.3% | 0.84 | 42.3% | 1.21 | 50.0% | 1.03 |
| Obstetrics | 38.0% | 37.3% | 1.02 | 37.3% | 0.08 | 19.5% | 1.95 | 35.4% | 1.07 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 48.5% | 61.9% | 0.78 | 62.3% | 0.78 | 42.5% | 1.14 | 48.0% | 1.01 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 19.5 | 27.3 | 0.72 | 26.4 | 0.74 | 10.3 | 1.89 | 19.0 | 1.03 |
| Obstetrics | 3.0 | 4.7 | 0.64 | 4.3 | 0.70 | 1.2 | 2.47 | 2.8 | 1.07 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 24.2 | 50.5 | 0.48 | 54.9 | 0.44 | 16.0 | 1.52 | 24.0 | 1.01 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.0 | 4.9 | 0.82 | 4.9 | 0.82 | 4.0 | 1.00 | 3.7 | 1.09 |
| Obstetrics | 2.1 | 2.4 | 0.86 | 2.5 | 0.82 | 2.0 | 1.03 | 2.3 | 0.90 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 3.6 | 5.3 | 0.69 | 5.2 | 0.70 | 4.2 | 0.87 | 3.8 | 0.96 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 497 | 990 | 0.50 | 894 | 0.56 | 203 | 2.45 | 582 | 0.85 |
| Outpatient | 3,113 | 4,017 | 0.78 | 4,062 | 0.77 | 2,140 | 1.45 | 2,882 | 1.08 |
| Inpatient as % of All Surgeries | 13.8% | 19.8% | 0.70 | 18.0% | 0.76 | 8.7% | 1.59 | 16.8% | 0.82 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 49,457 | 141,022 | 0.35 | 182,049 | 0.27 | 62,243 | 0.79 | 52,794 | 0.94 |
| Emergency Visits | 18,592 | 17,305 | 1.07 | 17,809 | 1.04 | 12,695 | 1.46 | 16,719 | 1.11 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 7.0 | 18.8 | 0.37 | 18.6 | 0.38 | 8.5 | 0.82 | 10.0 | 0.70 |
| Nurses, Licensed | 108.7 | 234.4 | 0.46 | 274.7 | 0.40 | 102.2 | 1.06 | 116.8 | 0.93 |
| Ancillary Nursing Personnel | 0.0 | 38.1 | N/A | 35.1 | N/A | 19.1 | N/A | 0.0 | N/A |
| All Other Personnel | 196.9 | 466.7 | 0.42 | 644.0 | 0.31 | 204.1 | 0.96 | 178.8 | 1.10 |
| Total FTEs | 312.6 | 758.0 | 0.41 | 972.4 | 0.32 | 333.9 | 0.94 | 305.6 | 1.02 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 8.9 | 12.5 | 0.71 | 12.1 | 0.74 | 10.5 | 0.85 | 13.4 | 0.66 |
| Nurses, Licensed | 138.4 | 156.2 | 0.89 | 178.7 | 0.77 | 126.3 | 1.10 | 156.9 | 0.88 |
| Ancillary Nursing Personnel | 0.0 | 25.4 | N/A | 22.9 | N/A | 23.6 | N/A | 0.0 | N/A |
| All Other Personnel | 250.6 | 311.0 | 0.81 | 418.9 | 0.60 | 252.2 | 0.99 | 240.1 | 1.04 |
| Total FTEs | 397.9 | 505.0 | 0.79 | 632.6 | 0.63 | 412.6 | 0.96 | 410.5 | 0.97 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 50 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 8 |
| Discharges | 2,432 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 451 |
| Inpatient Days | 8,850 | | | Inpatient Days | 0 | Newborn Days | 708 |

317 SSM Health St Mary's Janesville Hospital
 Janesville, WI 53546

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 38 | 1,764 | 7,119 | 51.3% | 19.5 | 4.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 8 | 537 | 1,111 | 38.0% | 3.0 | 2.1 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 4 | 131 | 620 | 42.5% | 1.7 | 4.7 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 7 | 0 | 7.0 | Surgical Personnel | 7 | 0 | 7.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 13 | 8 | 17.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 6 | 0 | 6.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 1 | 1.6 |
| Registered Nurses | 87 | 51 | 108.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 0 | 2.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 44 | 11 | 47.8 |
| Health Info Mgmt-Administrators/Technicians | 2 | 0 | 2.0 | All Other Personnel | 47 | 46 | 60.5 |
| Pharmacy Personnel | 7 | 1 | 7.6 | | | | |
| Clinical Laboratory Personnel | 32 | 22 | 37.9 | | | | |
| | | | | Total | 262 | 140 | 312.6 |

317 SSM Health St Mary's Janesville Hospital

Janesville, WI 53546

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|--------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$150,350,724 | 50.0% | 47.3% | 1.06 | 42.3% | 1.18 | 49.6% | 1.01 | 51.1% | 0.98 |
| Medical Assistance | \$45,981,837 | 15.3% | 14.4% | 1.06 | 12.2% | 1.25 | 14.0% | 1.09 | 14.7% | 1.04 |
| Commercial | \$92,909,702 | 30.9% | 32.9% | 0.94 | 36.7% | 0.84 | 32.3% | 0.96 | 30.7% | 1.01 |
| All Other | \$11,691,520 | 3.9% | 5.4% | 0.72 | 8.8% | 0.44 | 4.2% | 0.93 | 3.6% | 1.09 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$120,954,292 | 40.2% | 36.1% | 1.11 | 32.5% | 1.24 | 35.7% | 1.12 | 41.1% | 0.98 |
| Medical Assistance | \$39,204,709 | 13.0% | 11.3% | 1.16 | 9.6% | 1.35 | 10.9% | 1.20 | 11.5% | 1.13 |
| Commercial | \$37,317,878 | 12.4% | 14.8% | 0.84 | 18.5% | 0.67 | 12.5% | 0.99 | 13.1% | 0.95 |
| Charity Care | \$842,643 | 0.3% | 0.7% | 0.39 | 0.6% | 0.46 | 0.8% | 0.35 | 0.7% | 0.39 |
| Bad Debt | \$5,492,236 | 1.8% | 0.9% | 2.08 | 0.9% | 1.94 | 1.2% | 1.48 | 2.2% | 0.84 |
| All Other | \$7,144,936 | 2.4% | 3.0% | 0.78 | 4.8% | 0.49 | 2.4% | 0.98 | 2.2% | 1.09 |
| Total Deductions | \$210,956,694 | 70.1% | 66.8% | 1.05 | 67.0% | 1.05 | 63.6% | 1.10 | 70.8% | 0.99 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.1% | 5.7% | 0.19 | | 4.8% | 0.23 | 3.6% | 0.31 | 1.1% | 1.06 |
| Net Gains/Losses as % of Net Income | 6.0% | N/A | N/A | | 5,067.6% | 0.00 | N/A | N/A | 9.6% | 0.63 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$28,513,263 | 39.7% | 41.8% | 0.95 | 43.9% | 0.90 | 45.9% | 0.86 | 40.2% | 0.99 |
| Supplies & Services | \$37,759,956 | 52.6% | 52.2% | 1.01 | 48.8% | 1.08 | 47.4% | 1.11 | 50.6% | 1.04 |
| Capital Component | \$5,556,655 | 7.7% | 6.0% | 1.29 | 7.3% | 1.06 | 6.6% | 1.17 | 9.2% | 0.84 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 21.1% | 5.7% | 3.69 | | 4.7% | 4.49 | 9.4% | 2.23 | 16.6% | 1.27 |
| Total Hospital Net Income (%) | 22.1% | 3.5% | 6.33 | | -0.1% | N/A | 6.9% | 3.23 | 18.0% | 1.23 |
| Return on Equity (%) | 3.5% | 1.4% | 2.48 | | 0.0% | N/A | 3.4% | 1.04 | 34.6% | 0.10 |
| Current Ratio | 72.6 | 3.9 | 18.67 | | 3.2 | 22.40 | 12.0 | 6.06 | 0.7 | 103.42 |
| Days in Net Patient Accounts Receivable | 62.1 | 91.7 | 0.68 | | 71.6 | 0.87 | 51.1 | 1.22 | 23.3 | 2.66 |
| Average Payment Period | 40.3 | 91.7 | 0.44 | | 90.2 | 0.45 | 42.5 | 0.95 | 50.3 | 0.80 |
| Equity Financing (%) | 17.5% | 59.1% | 0.30 | | 50.6% | 0.35 | 70.3% | 0.25 | 185.6% | 0.09 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | | 0.5 | N/A | 0.1 | N/A | 0.1 | N/A |
| Times Interest Earned | 73.8 | 5.7 | 12.90 | | 0.9 | 81.36 | 10.4 | 7.06 | 67.3 | 1.10 |
| Total Asset Turnover | 0.2 | 0.4 | 0.38 | | 0.4 | 0.35 | 0.5 | 0.31 | 1.9 | 0.08 |
| Average Age of Plant (Years) | 14.3 | 18.1 | 0.79 | | 15.8 | 0.91 | 11.6 | 1.24 | 11.3 | 1.27 |
| Increase (Decrease) Total Net Patient Revenue | 7.6% | 3.5% | 2.14 | | 5.2% | 1.45 | 3.2% | 2.33 | 16.1% | 0.47 |
| Outpatient Gross Revenue (% of Total GPR) | 69.1% | 66.2% | 1.04 | | 63.7% | 1.08 | 79.4% | 0.87 | 68.0% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$11,979 | \$19,849 | 0.60 | | \$21,625 | 0.55 | \$11,983 | 1.00 | \$13,828 | 0.87 |
| Inpatient Net Revenue per Day | \$3,292 | \$3,697 | 0.89 | | \$4,090 | 0.80 | \$2,623 | 1.25 | \$3,661 | 0.90 |
| Outpatient Net Revenue per Visit | \$975 | \$819 | 1.19 | | \$759 | 1.28 | \$907 | 1.07 | \$834 | 1.17 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$300,933,781 | Cash & Cash Equivalents | \$83,436 | Current Liabilities | \$7,437,656 |
| Less Deductions | \$210,956,694 | Net Patient Receivables | \$15,307,092 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$89,977,087 | Other Receivables | \$126,662 | Other Liabilities | \$470,298,750 |
| Plus Other Revenue | \$1,016,740 | | | Subtotal | \$477,736,406 |
| Total Revenue | \$90,993,829 | Land, Buildings & Equipment (Net) | \$37,551,561 | Unrestricted Fund Balance | \$101,223,994 |
| Less Expenses | \$71,829,874 | Other Assets | \$525,891,650 | Restricted Fund Balance | \$363,056 |
| Non-Operating Gains/Losses | \$1,225,617 | | | Total Liabilities & Fund Balance | \$578,960,400 |
| Net Income | \$20,389,572 | Total Assets | \$578,960,401 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 83.7% | 60.7% | 1.38 | 65.2% | 1.28 | 62.5% | 1.34 | 97.0% | 0.86 |
| Obstetrics | 54.4% | 37.3% | 1.46 | 38.4% | 0.11 | 29.3% | 1.86 | 59.5% | 0.92 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 73.6% | 61.9% | 1.19 | 65.0% | 1.13 | 58.2% | 1.27 | 70.3% | 1.05 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 45.2 | 27.3 | 1.66 | 30.6 | 1.48 | 36.5 | 1.24 | 52.4 | 0.86 |
| Obstetrics | 4.4 | 4.7 | 0.92 | 5.3 | 0.82 | 4.8 | 0.91 | 4.8 | 0.92 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 61.1 | 50.5 | 1.21 | 59.7 | 1.02 | 68.8 | 0.89 | 70.3 | 0.87 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.0 | 4.9 | 0.81 | 4.7 | 0.84 | 4.8 | 0.82 | 3.8 | 1.03 |
| Obstetrics | 4.5 | 2.4 | 1.88 | 2.3 | 1.95 | 2.4 | 1.88 | 4.2 | 1.07 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.4 | 5.3 | 0.84 | 4.9 | 0.90 | 5.0 | 0.88 | 4.1 | 1.07 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,011 | 990 | 1.02 | 1,096 | 0.92 | 1,312 | 0.77 | 1,234 | 0.82 |
| Outpatient | 3,850 | 4,017 | 0.96 | 4,105 | 0.94 | 5,549 | 0.69 | 6,360 | 0.61 |
| Inpatient as % of All Surgeries | 20.8% | 19.8% | 1.05 | 21.1% | 0.99 | 19.1% | 1.09 | 16.2% | 1.28 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 136,345 | 141,022 | 0.97 | 148,029 | 0.92 | 238,140 | 0.57 | 161,682 | 0.84 |
| Emergency Visits | 29,642 | 17,305 | 1.71 | 21,238 | 1.40 | 27,894 | 1.06 | 31,558 | 0.94 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 15.8 | 18.8 | 0.84 | 18.9 | 0.83 | 19.9 | 0.79 | 18.0 | 0.88 |
| Nurses, Licensed | 361.2 | 234.4 | 1.54 | 224.6 | 1.61 | 376.4 | 0.96 | 404.8 | 0.89 |
| Ancillary Nursing Personnel | 73.8 | 38.1 | 1.94 | 41.2 | 1.79 | 51.2 | 1.44 | 86.4 | 0.85 |
| All Other Personnel | 658.8 | 466.7 | 1.41 | 410.1 | 1.61 | 706.7 | 0.93 | 829.7 | 0.79 |
| Total FTEs | 1,109.5 | 758.0 | 1.46 | 694.8 | 1.60 | 1,154.3 | 0.96 | 1,339.0 | 0.83 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 7.4 | 12.5 | 0.59 | 10.6 | 0.70 | 9.1 | 0.81 | 6.9 | 1.08 |
| Nurses, Licensed | 170.6 | 156.2 | 1.09 | 125.5 | 1.36 | 172.3 | 0.99 | 155.4 | 1.10 |
| Ancillary Nursing Personnel | 34.9 | 25.4 | 1.37 | 23.0 | 1.51 | 23.4 | 1.49 | 33.2 | 1.05 |
| All Other Personnel | 311.1 | 311.0 | 1.00 | 229.1 | 1.36 | 323.5 | 0.96 | 318.5 | 0.98 |
| Total FTEs | 523.9 | 505.0 | 1.04 | 388.2 | 1.35 | 528.4 | 0.99 | 514.0 | 1.02 |

Total Hospital:
 Beds Set Up & Staffed 83
 Discharges 5,056
 Inpatient Days 22,302

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

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

Newborn Nursery:
 Bassinets 12
 Total Births 1,157
 Newborn Days 1,938

189 Aurora Medical Center - Kenosha
Kenosha, WI 53142

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 54 | 4,154 | 16,503 | 83.7% | 45.2 | 4.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 8 | 350 | 1,589 | 54.4% | 4.4 | 4.5 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 12 | 508 | 3,411 | 77.9% | 9.3 | 6.7 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 9 | 91 | 799 | 24.3% | 2.2 | 8.8 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 15 | 1 | 15.8 | Surgical Personnel | 19 | 14 | 23.1 |
| Physicians & Dentists | 84 | 25 | 91.6 | Radiological Services Personnel | 52 | 28 | 62.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 12 | 6 | 14.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 1 | 2.8 |
| Registered Nurses | 283 | 139 | 335.8 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 2 | 2.0 |
| Licensed Practical Nurses | 2 | 2 | 3.3 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 49 | 47 | 73.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 14 | 1 | 14.5 | Dietitians & Nutritionists | 3 | 1 | 3.0 |
| Nurse Practitioners | 16 | 9 | 20.6 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 1 | 0.5 | Social Workers | 4 | 1 | 4.5 |
| Clinical Nurse Specialists | 1 | 0 | 1.0 | All Other Health Professionals | 62 | 20 | 68.5 |
| Health Info Mgmt-Administrators/Technicians | 23 | 6 | 25.8 | All Other Personnel | 192 | 79 | 222.5 |
| Pharmacy Personnel | 20 | 13 | 23.0 | | | | |
| Clinical Laboratory Personnel | 29 | 7 | 31.2 | | | | |
| | | | | Total | 944 | 422 | 1,109.5 |

189 Aurora Medical Center - Kenosha

Kenosha, WI 53142

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 6 | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------------|----------|-------------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$383,816,772 | 47.5% | 47.3% | 1.00 | 52.3% | 0.91 | 43.9% | 1.08 | 46.6% | 1.02 |
| Medical Assistance | \$108,161,834 | 13.4% | 14.4% | 0.93 | 11.4% | 1.18 | 19.1% | 0.70 | 12.4% | 1.08 |
| Commercial | \$283,776,481 | 35.1% | 32.9% | 1.07 | 33.6% | 1.05 | 32.6% | 1.08 | 37.5% | 0.94 |
| All Other | \$32,613,701 | 4.0% | 5.4% | 0.75 | 2.7% | 1.48 | 4.4% | 0.92 | 3.4% | 1.17 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$321,005,185 | 39.7% | 36.1% | 1.10 | 42.5% | 0.93 | 34.9% | 1.14 | 38.9% | 1.02 |
| Medical Assistance | \$87,858,143 | 10.9% | 11.3% | 0.96 | 9.4% | 1.16 | 14.9% | 0.73 | 10.2% | 1.07 |
| Commercial | \$126,391,075 | 15.6% | 14.8% | 1.06 | 15.7% | 0.99 | 13.7% | 1.14 | 16.9% | 0.92 |
| Charity Care | \$9,385,188 | 1.2% | 0.7% | 1.60 | 0.9% | 1.30 | 0.6% | 1.98 | 0.9% | 1.26 |
| Bad Debt | \$7,885,840 | 1.0% | 0.9% | 1.11 | 0.9% | 1.09 | 0.9% | 1.06 | 1.4% | 0.72 |
| All Other | \$16,089,339 | 2.0% | 3.0% | 0.66 | 1.4% | 1.43 | 2.7% | 0.73 | 1.8% | 1.12 |
| Total Deductions | \$568,614,770 | 70.3% | 66.8% | 1.05 | 70.8% | 0.99 | 67.7% | 1.04 | 70.0% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.3% | 5.7% | 0.06 | | 4.4% | 0.08 | 6.5% | 0.05 | 1.9% | 0.17 |
| Net Gains/Losses as % of Net Income | 0.1% | N/A | N/A | | N/A | N/A | N/A | N/A | 0.2% | 0.31 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$71,629,623 | 38.4% | 41.8% | 0.92 | 38.5% | 1.00 | 42.9% | 0.89 | 35.2% | 1.09 |
| Supplies & Services | \$99,639,557 | 53.4% | 52.2% | 1.02 | 53.6% | 0.99 | 50.0% | 1.07 | 58.0% | 0.92 |
| Capital Component | \$15,452,537 | 8.3% | 6.0% | 1.38 | 7.9% | 1.05 | 7.1% | 1.16 | 6.9% | 1.20 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 22.4% | 5.7% | 3.93 | | 8.7% | 2.56 | 8.3% | 2.69 | 26.5% | 0.85 |
| Total Hospital Net Income (%) | 22.4% | 3.5% | 6.41 | | 7.0% | 3.20 | 6.4% | 3.50 | 26.5% | 0.84 |
| Return on Equity (%) | 7.1% | 1.4% | 4.97 | | 4.4% | 1.62 | 1.6% | 4.32 | 7.3% | 0.97 |
| Current Ratio | 32.3 | 3.9 | 8.31 | | 10.2 | 3.16 | 4.0 | 8.11 | 18.5 | 1.75 |
| Days in Net Patient Accounts Receivable | 55.9 | 91.7 | 0.61 | | 51.6 | 1.08 | 126.5 | 0.44 | 54.3 | 1.03 |
| Average Payment Period | 33.3 | 91.7 | 0.36 | | 35.0 | 0.95 | 146.1 | 0.23 | 72.5 | 0.46 |
| Equity Financing (%) | 95.0% | 59.1% | 1.61 | | 80.3% | 1.18 | 57.6% | 1.65 | 96.0% | 0.99 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.00 | | 0.1 | 0.02 | 0.5 | 0.00 | 0.0 | 1.14 |
| Times Interest Earned | 11.1 | 5.7 | 1.94 | | 7.4 | 1.50 | 6.7 | 1.66 | 22.4 | 0.50 |
| Total Asset Turnover | 0.3 | 0.4 | 0.76 | | 0.6 | 0.50 | 0.3 | 1.21 | 0.3 | 1.15 |
| Average Age of Plant (Years) | 13.0 | 18.1 | 0.72 | | 11.7 | 1.11 | 22.6 | 0.57 | 9.7 | 1.34 |
| Increase (Decrease) Total Net Patient Revenue | -14.8% | 3.5% | N/A | | 1.1% | N/A | -0.3% | 49.28 | 18.0% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 71.1% | 66.2% | 1.07 | | 66.3% | 1.07 | 68.3% | 1.04 | 72.0% | 0.99 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$16,313 | \$19,849 | 0.82 | | \$15,486 | 1.05 | \$18,944 | 0.86 | \$14,736 | 1.11 |
| Inpatient Net Revenue per Day | \$3,690 | \$3,697 | 1.00 | | \$3,131 | 1.18 | \$3,762 | 0.98 | \$3,449 | 1.07 |
| Outpatient Net Revenue per Visit | \$995 | \$819 | 1.21 | | \$708 | 1.41 | \$679 | 1.47 | \$1,047 | 0.95 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$808,368,788 | Cash & Cash Equivalents | \$451,365,164 | Current Liabilities | \$16,169,855 |
| Less Deductions | \$568,614,770 | Net Patient Receivables | \$36,746,314 | Long-Term Debt | \$833,493 |
| Net Patient Revenue | \$239,754,018 | Other Receivables | \$112,733 | Other Liabilities | \$20,810,934 |
| Plus Other Revenue | \$804,741 | | | Subtotal | \$37,814,282 |
| Total Revenue | \$240,558,760 | Land, Buildings & Equipment (Net) | \$238,914,233 | Unrestricted Fund Balance | \$724,187,591 |
| Less Expenses | \$186,721,717 | Other Assets | \$34,863,428 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$29,952 | | | Total Liabilities & Fund Balance | \$762,001,873 |
| Net Income | \$53,866,995 | Total Assets | \$762,001,872 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 40.9% | 60.7% | 0.67 | 65.2% | 0.63 | 62.5% | 0.65 | 60.2% | 0.68 |
| Obstetrics | 14.4% | 37.3% | 0.39 | 38.4% | 0.10 | 29.3% | 0.49 | 12.6% | 1.14 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 38.0% | 61.9% | 0.61 | 65.0% | 0.59 | 58.2% | 0.65 | 47.8% | 0.80 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 68.4 | 27.3 | 2.51 | 30.6 | 2.24 | 36.5 | 1.87 | 65.0 | 1.05 |
| Obstetrics | 3.9 | 4.7 | 0.82 | 5.3 | 0.73 | 4.8 | 0.81 | 3.4 | 1.14 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 85.6 | 50.5 | 1.70 | 59.7 | 1.43 | 68.8 | 1.24 | 79.3 | 1.08 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.4 | 4.9 | 1.09 | 4.7 | 1.14 | 4.8 | 1.12 | 5.2 | 1.03 |
| Obstetrics | 2.1 | 2.4 | 0.88 | 2.3 | 0.91 | 2.4 | 0.88 | 2.0 | 1.07 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 5.4 | 5.3 | 1.02 | 4.9 | 1.10 | 5.0 | 1.08 | 5.1 | 1.06 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,354 | 990 | 1.37 | 1,096 | 1.24 | 1,312 | 1.03 | 1,557 | 0.87 |
| Outpatient | 5,296 | 4,017 | 1.32 | 4,105 | 1.29 | 5,549 | 0.95 | 5,372 | 0.99 |
| Inpatient as % of All Surgeries | 20.4% | 19.8% | 1.03 | 21.1% | 0.97 | 19.1% | 1.06 | 22.5% | 0.91 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 468,153 | 141,022 | 3.32 | 148,029 | 3.16 | 238,140 | 1.97 | 457,689 | 1.02 |
| Emergency Visits | 46,486 | 17,305 | 2.69 | 21,238 | 2.19 | 27,894 | 1.67 | 40,754 | 1.14 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 58.5 | 18.8 | 3.12 | 18.9 | 3.09 | 19.9 | 2.93 | 60.8 | 0.96 |
| Nurses, Licensed | 529.0 | 234.4 | 2.26 | 224.6 | 2.35 | 376.4 | 1.41 | 494.3 | 1.07 |
| Ancillary Nursing Personnel | 55.2 | 38.1 | 1.45 | 41.2 | 1.34 | 51.2 | 1.08 | 64.8 | 0.85 |
| All Other Personnel | 1,079.4 | 466.7 | 2.31 | 410.1 | 2.63 | 706.7 | 1.53 | 1,052.3 | 1.03 |
| Total FTEs | 1,722.0 | 758.0 | 2.27 | 694.8 | 2.48 | 1,154.3 | 1.49 | 1,672.2 | 1.03 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 20.2 | 12.5 | 1.62 | 10.6 | 1.91 | 9.1 | 2.21 | 22.3 | 0.90 |
| Nurses, Licensed | 182.9 | 156.2 | 1.17 | 125.5 | 1.46 | 172.3 | 1.06 | 181.5 | 1.01 |
| Ancillary Nursing Personnel | 19.1 | 25.4 | 0.75 | 23.0 | 0.83 | 23.4 | 0.82 | 23.8 | 0.80 |
| All Other Personnel | 373.3 | 311.0 | 1.20 | 229.1 | 1.63 | 323.5 | 1.15 | 386.5 | 0.97 |
| Total FTEs | 595.5 | 505.0 | 1.18 | 388.2 | 1.53 | 528.4 | 1.13 | 614.2 | 0.97 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 225 | Health Maintenance Organization (HMO) | No | Average Beds Used | 0 | Bassinets | 24 |
| Discharges | 5,795 | Preferred Provider Organization (PPO) | No | Discharges | 0 | Total Births | 603 |
| Inpatient Days | 31,227 | | | Inpatient Days | 0 | Newborn Days | 1,347 |

305 Froedtert South
Kenosha, WI 53143

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 167 | 4,625 | 24,949 | 40.9% | 68.4 | 5.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 27 | 669 | 1,416 | 14.4% | 3.9 | 2.1 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 31 | 499 | 4,862 | 43.0% | 13.3 | 9.7 |
| Step-Down (Special Care) | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 54 | 7 | 58.5 | Surgical Personnel | 24 | 7 | 29.3 |
| Physicians & Dentists | 47 | 6 | 50.5 | Radiological Services Personnel | 36 | 44 | 66.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 15 | 9 | 19.7 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 7 | 4 | 10.2 |
| Registered Nurses | 311 | 289 | 500.2 | Occupational Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 29 | 10 | 35.1 |
| Licensed Practical Nurses | 4 | 6 | 8.0 | Physical Therapy Assistants/Aides | 11 | 11 | 17.6 |
| Ancillary Nursing Personnel | 25 | 56 | 55.2 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 5 | 2 | 6.6 | Dietitians & Nutritionists | 4 | 3 | 6.4 |
| Nurse Practitioners | 17 | 5 | 20.9 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 7 | 3 | 9.2 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 115 | 98 | 172.5 |
| Health Info Mgmt-Administrators/Technicians | 46 | 3 | 47.8 | All Other Personnel | 408 | 158 | 500.2 |
| Pharmacy Personnel | 36 | 17 | 45.1 | | | | |
| Clinical Laboratory Personnel | 52 | 17 | 61.2 | | | | |
| | | | | Total | 1,255 | 755 | 1,722.0 |

305 Froedtert South

Kenosha, WI 53143

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 2A Value | Ratio | 6 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$569,767,255 | 48.6% | 47.3% | 1.03 | 52.3% | 0.93 | 43.9% | 1.11 | 47.3% | 1.03 |
| Medical Assistance | \$194,113,872 | 16.6% | 14.4% | 1.15 | 11.4% | 1.46 | 19.1% | 0.87 | 16.4% | 1.01 |
| Commercial | \$384,375,130 | 32.8% | 32.9% | 1.00 | 33.6% | 0.98 | 32.6% | 1.01 | 34.4% | 0.95 |
| All Other | \$23,644,432 | 2.0% | 5.4% | 0.37 | 2.7% | 0.74 | 4.4% | 0.46 | 1.9% | 1.05 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$462,628,429 | 39.5% | 36.1% | 1.09 | 42.5% | 0.93 | 34.9% | 1.13 | 37.8% | 1.04 |
| Medical Assistance | \$172,374,257 | 14.7% | 11.3% | 1.30 | 9.4% | 1.56 | 14.9% | 0.99 | 14.3% | 1.03 |
| Commercial | \$137,669,966 | 11.7% | 14.8% | 0.79 | 15.7% | 0.75 | 13.7% | 0.86 | 12.5% | 0.94 |
| Charity Care | \$12,785,042 | 1.1% | 0.7% | 1.50 | 0.9% | 1.22 | 0.6% | 1.86 | 1.3% | 0.86 |
| Bad Debt | \$6,697,198 | 0.6% | 0.9% | 0.65 | 0.9% | 0.64 | 0.9% | 0.62 | 1.3% | 0.43 |
| All Other | \$13,880,603 | 1.2% | 3.0% | 0.39 | 1.4% | 0.85 | 2.7% | 0.43 | 1.1% | 1.12 |
| Total Deductions | \$806,035,495 | 68.8% | 66.8% | 1.03 | 70.8% | 0.97 | 67.7% | 1.02 | 68.3% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 1.6% | 5.7% | 0.28 | 4.4% | 0.36 | 6.5% | 0.24 | 5.6% | 0.28 |
| Net Gains/Losses as % of Net Income | | 332.5% | N/A | N/A | N/A | N/A | N/A | N/A | 47.6% | 6.98 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$185,363,433 | 52.3% | 41.8% | 1.25 | 38.5% | 1.36 | 42.9% | 1.22 | 52.4% | 1.00 |
| Supplies & Services | \$139,915,185 | 39.5% | 52.2% | 0.76 | 53.6% | 0.74 | 50.0% | 0.79 | 38.5% | 1.03 |
| Capital Component | \$29,157,809 | 8.2% | 6.0% | 1.37 | 7.9% | 1.05 | 7.1% | 1.15 | 9.1% | 0.91 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 4.7% | 5.7% | 0.82 | 8.7% | 0.53 | 8.3% | 0.56 | 9.2% | 0.51 |
| Total Hospital Net Income (%) | | -2.1% | 3.5% | N/A | 7.0% | N/A | 6.4% | N/A | 16.2% | N/A |
| Return on Equity (%) | | -1.3% | 1.4% | N/A | 4.4% | N/A | 1.6% | N/A | 11.0% | N/A |
| Current Ratio | | 5.4 | 3.9 | 1.40 | 10.2 | 0.53 | 4.0 | 1.36 | 5.3 | 1.02 |
| Days in Net Patient Accounts Receivable | | 52.2 | 91.7 | 0.57 | 51.6 | 1.01 | 126.5 | 0.41 | 52.1 | 1.00 |
| Average Payment Period | | 36.7 | 91.7 | 0.40 | 35.0 | 1.05 | 146.1 | 0.25 | 39.0 | 0.94 |
| Equity Financing (%) | | 89.9% | 59.1% | 1.52 | 80.3% | 1.12 | 57.6% | 1.56 | 80.9% | 1.11 |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.5 | N/A | 0.0 | N/A |
| Times Interest Earned | | 0.0 | 5.7 | N/A | 7.4 | N/A | 6.7 | N/A | 0.0 | N/A |
| Total Asset Turnover | | 0.6 | 0.4 | 1.55 | 0.6 | 1.02 | 0.3 | 2.48 | 0.6 | 1.03 |
| Average Age of Plant (Years) | | 13.1 | 18.1 | 0.72 | 11.7 | 1.11 | 22.6 | 0.58 | 11.6 | 1.12 |
| Increase (Decrease) Total Net Patient Revenue | | 5.6% | 3.5% | 1.57 | 1.1% | 4.96 | -0.3% | N/A | 13.1% | 0.42 |
| Outpatient Gross Revenue (% of Total GPR) | | 70.1% | 66.2% | 1.06 | 66.3% | 1.06 | 68.3% | 1.03 | 70.1% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$19,418 | | \$19,849 | 0.98 | \$15,486 | 1.25 | \$18,944 | 1.03 | \$19,022 | 1.02 |
| Inpatient Net Revenue per Day | \$3,570 | | \$3,697 | 0.97 | \$3,131 | 1.14 | \$3,762 | 0.95 | \$3,650 | 0.98 |
| Outpatient Net Revenue per Visit | \$505 | | \$819 | 0.62 | \$708 | 0.71 | \$679 | 0.74 | \$507 | 1.00 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,171,900,689 | Cash & Cash Equivalents | \$25,199,223 | Current Liabilities | \$32,908,054 |
| Less Deductions | \$806,035,495 | Net Patient Receivables | \$52,314,456 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$365,865,194 | Other Receivables | \$571,492 | Other Liabilities | \$24,803,207 |
| Plus Other Revenue | \$5,882,176 | | | Subtotal | \$57,711,261 |
| Total Revenue | \$371,747,370 | Land, Buildings & Equipment (Net) | \$233,179,390 | Unrestricted Fund Balance | \$516,206,464 |
| Less Expenses | \$354,436,427 | Other Assets | \$262,653,164 | Restricted Fund Balance | \$2,528,391 |
| Non-Operating Gains/Losses | -\$24,756,558 | Total Assets | \$573,917,725 | Total Liabilities & Fund Balance | \$573,917,725 |
| Net Income | -\$7,445,615 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5B | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 62.4% | 60.7% | 1.03 | 48.3% | 1.29 | 74.8% | 0.83 | 53.6% | 1.16 |
| Obstetrics | 122.3% | 37.3% | 3.28 | 52.2% | 0.37 | 51.0% | 2.40 | 121.3% | 1.01 |
| Pediatrics | 30.6% | 67.4% | 0.45 | 27.8% | 1.10 | 58.9% | 0.52 | 30.0% | 1.02 |
| Total Hospital | 65.6% | 61.9% | 1.06 | 52.3% | 1.26 | 73.0% | 0.90 | 61.0% | 1.08 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 103.0 | 27.3 | 3.78 | 17.3 | 5.96 | 108.7 | 0.95 | 99.2 | 1.04 |
| Obstetrics | 19.6 | 4.7 | 4.13 | 4.4 | 4.41 | 14.4 | 1.36 | 19.4 | 1.01 |
| Pediatrics | 3.1 | 1.7 | 1.77 | 0.6 | 5.00 | 5.5 | 1.77 | 3.0 | 1.02 |
| Total Hospital | 201.5 | 50.5 | 3.99 | 28.6 | 7.03 | 214.4 | 0.94 | 199.6 | 1.01 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.8 | 4.9 | 0.77 | 3.9 | 0.97 | 5.4 | 0.71 | 4.5 | 0.85 |
| Obstetrics | 3.9 | 2.4 | 1.63 | 3.2 | 1.21 | 2.5 | 1.55 | 3.9 | 1.00 |
| Pediatrics | 2.3 | 4.0 | 0.57 | 2.3 | 1.00 | 4.6 | 0.50 | 2.5 | 0.90 |
| Total Hospital | 6.3 | 5.3 | 1.19 | 5.3 | 1.19 | 5.8 | 1.08 | 5.9 | 1.07 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 4,032 | 990 | 4.07 | 777 | 5.19 | 3,804 | 1.06 | 4,077 | 0.99 |
| Outpatient | 15,953 | 4,017 | 3.97 | 2,953 | 5.40 | 11,772 | 1.36 | 15,281 | 1.04 |
| Inpatient as % of All Surgeries | 20.2% | 19.8% | 1.02 | 20.8% | 0.97 | 24.4% | 0.83 | 21.1% | 0.96 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 728,404 | 141,022 | 5.17 | 139,670 | 5.22 | 460,116 | 1.58 | 760,421 | 0.96 |
| Emergency Visits | 64,866 | 17,305 | 3.75 | 15,081 | 4.30 | 43,288 | 1.50 | 59,841 | 1.08 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.0 | 18.8 | N/A | 12.1 | N/A | 61.8 | N/A | 0.0 | N/A |
| Nurses, Licensed | 435.0 | 234.4 | 1.86 | 149.1 | 2.92 | 855.9 | 0.51 | 428.0 | 1.02 |
| Ancillary Nursing Personnel | 31.0 | 38.1 | 0.81 | 20.6 | 1.50 | 143.5 | 0.22 | 33.0 | 0.94 |
| All Other Personnel | 1,335.0 | 466.7 | 2.86 | 402.4 | 3.32 | 1,747.7 | 0.76 | 1,250.0 | 1.07 |
| Total FTEs | 1,801.0 | 758.0 | 2.38 | 584.2 | 3.08 | 2,808.9 | 0.64 | 1,711.0 | 1.05 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.0 | 12.5 | N/A | 8.3 | N/A | 11.2 | N/A | 0.0 | N/A |
| Nurses, Licensed | 46.5 | 156.2 | 0.30 | 102.9 | 0.45 | 155.4 | 0.30 | 49.7 | 0.94 |
| Ancillary Nursing Personnel | 3.3 | 25.4 | 0.13 | 14.2 | 0.23 | 26.1 | 0.13 | 3.8 | 0.87 |
| All Other Personnel | 142.8 | 311.0 | 0.46 | 277.6 | 0.51 | 317.4 | 0.45 | 145.2 | 0.98 |
| Total FTEs | 192.7 | 505.0 | 0.38 | 403.1 | 0.48 | 510.1 | 0.38 | 198.8 | 0.97 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 307 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 14 |
| Discharges | 11,721 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,720 |
| Inpatient Days | 73,534 | | | Inpatient Days | 0 | Newborn Days | 6,170 |

056 Gundersen Lutheran Medical Center
La Crosse, WI 54601

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 165 | 9,898 | 37,593 | 62.4% | 103.0 | 3.8 |
| Orthopedic | 2 | 24 | 1,304 | 5,733 | 65.4% | 15.7 | 4.4 |
| Rehabilitation & Physical Medicine | 1 | 20 | 527 | 6,107 | 83.7% | 16.7 | 11.6 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 10 | 492 | 1,118 | 30.6% | 3.1 | 2.3 |
| Obstetrics | 2 | 16 | 1,821 | 7,142 | 122.3% | 19.6 | 3.9 |
| Psychiatric | 2 | 30 | 1,261 | 7,505 | 68.5% | 20.6 | 6.0 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 1 | 4 | 28 | 205 | 14.0% | 0.6 | 7.3 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 20 | 1,709 | 3,873 | 53.1% | 10.6 | 2.3 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 2 | 18 | 293 | 4,258 | 64.8% | 11.7 | 14.5 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 0 | 0 | 0.0 | Surgical Personnel | 46 | 64 | 46.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 27 | 22 | 27.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 25 | 28 | 25.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 20 | 15 | 20.0 |
| Registered Nurses | 427 | 944 | 427.0 | Occupational Therapy Assistants/Aides | 2 | 6 | 2.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 49 | 20 | 49.0 |
| Licensed Practical Nurses | 8 | 19 | 8.0 | Physical Therapy Assistants/Aides | 12 | 12 | 12.0 |
| Ancillary Nursing Personnel | 31 | 248 | 31.0 | Recreational Therapists | 4 | 4 | 4.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 19 | 10 | 19.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 2 | 3 | 2.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 37 | 25 | 37.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 446 | 401 | 446.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 402 | 141 | 402.0 |
| Pharmacy Personnel | 58 | 13 | 58.0 | | | | |
| Clinical Laboratory Personnel | 35 | 30 | 35.0 | | | | |
| | | | | Total | 1,801 | 2,111 | 1,801.0 |

056 Gundersen Lutheran Medical Center

La Crosse, WI 54601

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 5B Value | Ratio | 7 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$1,302,569,493 | 43.8% | 47.3% | 0.93 | 46.5% | 0.94 | 47.4% | 0.92 | 43.6% | 1.00 |
| Medical Assistance | \$287,022,501 | 9.7% | 14.4% | 0.67 | 10.5% | 0.92 | 13.1% | 0.74 | 9.5% | 1.01 |
| Commercial | \$1,076,577,244 | 36.2% | 32.9% | 1.10 | 34.6% | 1.05 | 33.3% | 1.09 | 37.1% | 0.98 |
| All Other | \$307,426,865 | 10.3% | 5.4% | 1.91 | 8.4% | 1.23 | 6.2% | 1.66 | 9.8% | 1.06 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$1,004,510,757 | 33.8% | 36.1% | 0.94 | 33.5% | 1.01 | 37.0% | 0.91 | 33.4% | 1.01 |
| Medical Assistance | \$253,031,820 | 8.5% | 11.3% | 0.75 | 8.4% | 1.01 | 10.4% | 0.81 | 8.0% | 1.06 |
| Commercial | \$588,603,228 | 19.8% | 14.8% | 1.34 | 16.0% | 1.24 | 15.9% | 1.24 | 19.8% | 1.00 |
| Charity Care | \$13,771,596 | 0.5% | 0.7% | 0.64 | 0.5% | 0.89 | 0.7% | 0.62 | 0.2% | 1.97 |
| Bad Debt | \$21,869,453 | 0.7% | 0.9% | 0.84 | 0.8% | 0.88 | 0.8% | 0.97 | 0.8% | 0.94 |
| All Other | \$234,970,802 | 7.9% | 3.0% | 2.60 | 6.3% | 1.25 | 3.3% | 2.41 | 7.8% | 1.02 |
| Total Deductions | \$2,116,757,656 | 71.2% | 66.8% | 1.07 | 65.6% | 1.09 | 68.2% | 1.04 | 70.0% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 34.9% | 5.7% | 6.07 | | 23.7% | 1.47 | 6.3% | 5.54 | 28.2% | 1.24 |
| Net Gains/Losses as % of Net Income | 105.7% | N/A | N/A | | 125.8% | 0.84 | N/A | N/A | 157.5% | 0.67 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$666,609,716 | 50.8% | 41.8% | 1.22 | 53.3% | 0.95 | 40.1% | 1.27 | 54.4% | 0.94 |
| Supplies & Services | \$601,006,131 | 45.8% | 52.2% | 0.88 | 42.3% | 1.08 | 54.5% | 0.84 | 41.9% | 1.09 |
| Capital Component | \$44,121,564 | 3.4% | 6.0% | 0.56 | 4.4% | 0.77 | 5.4% | 0.62 | 3.8% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 0.3% | 5.7% | 0.05 | | 0.8% | 0.40 | 4.7% | 0.06 | -1.8% | N/A |
| Total Hospital Net Income (%) | -5.6% | 3.5% | N/A | | -3.1% | 1.82 | 2.5% | N/A | 3.0% | N/A |
| Return on Equity (%) | -3.5% | 1.4% | N/A | | -2.3% | 1.55 | 1.7% | N/A | 1.9% | N/A |
| Current Ratio | 337.3 | 3.9 | 86.72 | | 29.1 | 11.57 | 5.3 | 63.80 | 64.2 | 5.25 |
| Days in Net Patient Accounts Receivable | 66.6 | 91.7 | 0.73 | | 57.9 | 1.15 | 59.1 | 1.13 | 63.4 | 1.05 |
| Average Payment Period | 1.4 | 91.7 | 0.02 | | 11.8 | 0.12 | 47.4 | 0.03 | 7.9 | 0.18 |
| Equity Financing (%) | 99.4% | 59.1% | 1.68 | | 87.6% | 1.13 | 68.4% | 1.45 | 98.5% | 1.01 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | | 0.1 | N/A | 0.2 | N/A | 0.0 | N/A |
| Times Interest Earned | 0.0 | 5.7 | N/A | | -6.2 | N/A | 5.2 | N/A | 0.0 | N/A |
| Total Asset Turnover | 0.7 | 0.4 | 1.61 | | 0.8 | 0.87 | 0.7 | 0.95 | 0.6 | 1.10 |
| Average Age of Plant (Years) | 8.0 | 18.1 | 0.44 | | 9.7 | 0.82 | 13.2 | 0.60 | 7.3 | 1.09 |
| Increase (Decrease) Total Net Patient Revenue | 3.1% | 3.5% | 0.89 | | 3.0% | 1.03 | 4.6% | 0.68 | 18.0% | 0.17 |
| Outpatient Gross Revenue (% of Total GPR) | 81.3% | 66.2% | 1.23 | | 82.1% | 0.99 | 61.1% | 1.33 | 79.8% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$20,419 | \$19,849 | 1.03 | | \$19,610 | 1.04 | \$23,038 | 0.89 | \$17,492 | 1.17 |
| Inpatient Net Revenue per Day | \$3,760 | \$3,697 | 1.02 | | \$3,774 | 1.00 | \$3,969 | 0.95 | \$3,410 | 1.10 |
| Outpatient Net Revenue per Visit | \$806 | \$819 | 0.98 | | \$837 | 0.96 | \$910 | 0.89 | \$775 | 1.04 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$2,973,596,102 | Cash & Cash Equivalents | \$463,627 | Current Liabilities | \$4,918,092 |
| Less Deductions | \$2,116,757,656 | Net Patient Receivables | \$156,454,238 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$856,838,446 | Other Receivables | \$33,299,775 | Other Liabilities | \$7,454,824 |
| Plus Other Revenue | \$458,899,629 | | | Subtotal | \$12,372,916 |
| Total Revenue | \$1,315,738,075 | Land, Buildings & Equipment (Net) | \$302,939,876 | Unrestricted Fund Balance | \$1,950,360,507 |
| Less Expenses | \$1,311,737,411 | Other Assets | \$1,469,575,907 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$73,649,506 | Total Assets | \$1,962,733,423 | Total Liabilities & Fund Balance | \$1,962,733,423 |
| Net Income | -\$69,648,842 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5B | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 58.5% | 60.7% | 0.96 | 48.3% | 1.21 | 74.8% | 0.78 | 58.1% | 1.01 |
| Obstetrics | 21.3% | 37.3% | 0.57 | 52.2% | 0.07 | 51.0% | 0.42 | 21.4% | 0.99 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.8% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 52.7% | 61.9% | 0.85 | 52.3% | 1.01 | 73.0% | 0.72 | 45.1% | 1.17 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 39.8 | 27.3 | 1.46 | 17.3 | 2.30 | 108.7 | 0.37 | 39.5 | 1.01 |
| Obstetrics | 3.4 | 4.7 | 0.72 | 4.4 | 0.77 | 14.4 | 0.24 | 3.9 | 0.88 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.6 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 50.1 | 50.5 | 0.99 | 28.6 | 1.75 | 214.4 | 0.23 | 50.5 | 0.99 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.4 | 4.9 | 0.90 | 3.9 | 1.13 | 5.4 | 0.83 | 4.0 | 1.10 |
| Obstetrics | 2.2 | 2.4 | 0.93 | 3.2 | 0.69 | 2.5 | 0.88 | 2.2 | 0.99 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.3 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 4.4 | 5.3 | 0.82 | 5.3 | 0.82 | 5.8 | 0.75 | 4.1 | 1.07 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 771 | 990 | 0.78 | 777 | 0.99 | 3,804 | 0.20 | 721 | 1.07 |
| Outpatient | 5,210 | 4,017 | 1.30 | 2,953 | 1.76 | 11,772 | 0.44 | 4,754 | 1.10 |
| Inpatient as % of All Surgeries | 12.9% | 19.8% | 0.65 | 20.8% | 0.62 | 24.4% | 0.53 | 13.2% | 0.98 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 331,701 | 141,022 | 2.35 | 139,670 | 2.37 | 460,116 | 0.72 | 325,932 | 1.02 |
| Emergency Visits | 25,412 | 17,305 | 1.47 | 15,081 | 1.69 | 43,288 | 0.59 | 23,954 | 1.06 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 39.0 | 18.8 | 2.08 | 12.1 | 3.23 | 61.8 | 0.63 | 38.7 | 1.01 |
| Nurses, Licensed | 530.3 | 234.4 | 2.26 | 149.1 | 3.56 | 855.9 | 0.62 | 542.5 | 0.98 |
| Ancillary Nursing Personnel | 62.3 | 38.1 | 1.64 | 20.6 | 3.02 | 143.5 | 0.43 | 70.0 | 0.89 |
| All Other Personnel | 1,519.3 | 466.7 | 3.26 | 402.4 | 3.78 | 1,747.7 | 0.87 | 1,519.1 | 1.00 |
| Total FTEs | 2,150.9 | 758.0 | 2.84 | 584.2 | 3.68 | 2,808.9 | 0.77 | 2,170.2 | 0.99 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 14.3 | 12.5 | 1.14 | 8.3 | 1.71 | 11.2 | 1.27 | 15.2 | 0.94 |
| Nurses, Licensed | 194.0 | 156.2 | 1.24 | 102.9 | 1.89 | 155.4 | 1.25 | 213.0 | 0.91 |
| Ancillary Nursing Personnel | 22.8 | 25.4 | 0.90 | 14.2 | 1.60 | 26.1 | 0.87 | 27.5 | 0.83 |
| All Other Personnel | 555.8 | 311.0 | 1.79 | 277.6 | 2.00 | 317.4 | 1.75 | 596.4 | 0.93 |
| Total FTEs | 786.9 | 505.0 | 1.56 | 403.1 | 1.95 | 510.1 | 1.54 | 852.1 | 0.92 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 95 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 6 |
| Discharges | 4,196 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 542 |
| Inpatient Days | 18,280 | | | Inpatient Days | 0 | Newborn Days | 880 |

057 Mayo Clinic Health System - La Crosse
La Crosse, WI 54601

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 68 | 3,291 | 14,529 | 58.5% | 39.8 | 4.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 16 | 558 | 1,245 | 21.3% | 3.4 | 2.2 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 9 | 292 | 2,134 | 65.0% | 5.8 | 7.3 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 2 | 55 | 372 | 51.0% | 1.0 | 6.8 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 39 | 0 | 39.0 | Surgical Personnel | 14 | 25 | 30.8 |
| Physicians & Dentists | 128 | 53 | 156.6 | Radiological Services Personnel | 35 | 36 | 55.4 |
| Medical & Dental Residents | 12 | 6 | 14.4 | Respiratory Therapists | 20 | 17 | 27.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 5 | 8 | 10.0 |
| Registered Nurses | 179 | 361 | 406.0 | Occupational Therapy Assistants/Aides | 1 | 3 | 4.0 |
| Certified Nurse Midwives | 6 | 0 | 6.0 | Physical Therapists | 20 | 18 | 30.1 |
| Licensed Practical Nurses | 27 | 36 | 51.3 | Physical Therapy Assistants/Aides | 7 | 10 | 12.2 |
| Ancillary Nursing Personnel | 16 | 126 | 62.3 | Recreational Therapists | 1 | 2 | 1.7 |
| Physician Assistants | 18 | 16 | 25.3 | Dietitians & Nutritionists | 6 | 6 | 8.2 |
| Nurse Practitioners | 25 | 21 | 36.4 | Psychologists | 5 | 2 | 6.6 |
| Certified Registered Nurse Anesthetists | 18 | 7 | 23.6 | Social Workers | 40 | 16 | 48.0 |
| Clinical Nurse Specialists | 7 | 0 | 7.0 | All Other Health Professionals | 369 | 143 | 447.3 |
| Health Info Mgmt-Administrators/Technicians | 42 | 2 | 43.0 | All Other Personnel | 323 | 190 | 420.4 |
| Pharmacy Personnel | 40 | 40 | 58.0 | | | | |
| Clinical Laboratory Personnel | 32 | 18 | 41.9 | | | | |
| | | | | Total | 1,480 | 1,223 | 2,150.9 |

057 Mayo Clinic Health System - La Crosse

La Crosse, WI 54601

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 5B Value | Ratio | 7 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$581,926,527 | 52.9% | 47.3% | 1.12 | 46.5% | 1.14 | 47.4% | 1.12 | 50.7% | 1.04 |
| Medical Assistance | \$112,087,665 | 10.2% | 14.4% | 0.71 | 10.5% | 0.97 | 13.1% | 0.78 | 10.8% | 0.95 |
| Commercial | \$349,148,671 | 31.7% | 32.9% | 0.96 | 34.6% | 0.92 | 33.3% | 0.95 | 33.5% | 0.95 |
| All Other | \$56,914,715 | 5.2% | 5.4% | 0.96 | 8.4% | 0.62 | 6.2% | 0.83 | 5.0% | 1.04 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$435,347,147 | 39.6% | 36.1% | 1.10 | 33.5% | 1.18 | 37.0% | 1.07 | 37.5% | 1.06 |
| Medical Assistance | \$87,642,155 | 8.0% | 11.3% | 0.71 | 8.4% | 0.94 | 10.4% | 0.76 | 8.4% | 0.95 |
| Commercial | \$114,957,238 | 10.4% | 14.8% | 0.71 | 16.0% | 0.65 | 15.9% | 0.66 | 10.8% | 0.97 |
| Charity Care | \$4,004,196 | 0.4% | 0.7% | 0.50 | 0.5% | 0.70 | 0.7% | 0.49 | 0.5% | 0.70 |
| Bad Debt | \$7,950,381 | 0.7% | 0.9% | 0.83 | 0.8% | 0.86 | 0.8% | 0.96 | 0.7% | 1.08 |
| All Other | \$36,385,162 | 3.3% | 3.0% | 1.09 | 6.3% | 0.52 | 3.3% | 1.01 | 3.0% | 1.09 |
| Total Deductions | \$686,286,279 | 62.4% | 66.8% | 0.93 | 65.6% | 0.95 | 68.2% | 0.91 | 60.9% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 7.3% | 5.7% | 1.27 | 23.7% | 0.31 | 6.3% | 1.16 | 6.1% | 1.18 | |
| Net Gains/Losses as % of Net Income | 280.3% | N/A | N/A | 125.8% | 2.23 | N/A | N/A | 108.1% | 2.59 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$273,331,022 | 60.6% | 41.8% | 1.45 | 53.3% | 1.14 | 40.1% | 1.51 | 60.9% | 1.00 |
| Supplies & Services | \$157,261,506 | 34.9% | 52.2% | 0.67 | 42.3% | 0.83 | 54.5% | 0.64 | 34.5% | 1.01 |
| Capital Component | \$20,162,099 | 4.5% | 6.0% | 0.75 | 4.4% | 1.02 | 5.4% | 0.83 | 4.5% | 0.99 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -1.0% | 5.7% | N/A | 0.8% | N/A | 4.7% | N/A | -0.1% | 10.51 | |
| Total Hospital Net Income (%) | 0.6% | 3.5% | 0.16 | -3.1% | N/A | 2.5% | 0.22 | 1.2% | 0.47 | |
| Return on Equity (%) | 1.0% | 1.4% | 0.72 | -2.3% | N/A | 1.7% | 0.60 | 2.1% | 0.49 | |
| Current Ratio | 4.5 | 3.9 | 1.15 | 29.1 | 0.15 | 5.3 | 0.85 | 6.6 | 0.68 | |
| Days in Net Patient Accounts Receivable | 40.6 | 91.7 | 0.44 | 57.9 | 0.70 | 59.1 | 0.69 | 43.8 | 0.93 | |
| Average Payment Period | 16.4 | 91.7 | 0.18 | 11.8 | 1.40 | 47.4 | 0.35 | 15.6 | 1.05 | |
| Equity Financing (%) | 51.5% | 59.1% | 0.87 | 87.6% | 0.59 | 68.4% | 0.75 | 50.4% | 1.02 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.2 | N/A | 0.0 | N/A | |
| Times Interest Earned | 1.6 | 5.7 | 0.28 | -6.2 | N/A | 5.2 | 0.32 | 2.4 | 0.69 | |
| Total Asset Turnover | 1.8 | 0.4 | 4.37 | 0.8 | 2.36 | 0.7 | 2.59 | 1.8 | 1.04 | |
| Average Age of Plant (Years) | 15.3 | 18.1 | 0.84 | 9.7 | 1.57 | 13.2 | 1.15 | 14.7 | 1.04 | |
| Increase (Decrease) Total Net Patient Revenue | 2.1% | 3.5% | 0.58 | 3.0% | 0.68 | 4.6% | 0.45 | 16.8% | 0.12 | |
| Outpatient Gross Revenue (% of Total GPR) | 81.8% | 66.2% | 1.24 | 82.1% | 1.00 | 61.1% | 1.34 | 80.2% | 1.02 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$17,649 | \$19,849 | 0.89 | \$19,610 | 0.90 | \$23,038 | 0.77 | \$17,190 | 1.03 | |
| Inpatient Net Revenue per Day | \$4,089 | \$3,697 | 1.11 | \$3,774 | 1.08 | \$3,969 | 1.03 | \$4,223 | 0.97 | |
| Outpatient Net Revenue per Visit | \$974 | \$819 | 1.19 | \$837 | 1.16 | \$910 | 1.07 | \$957 | 1.02 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,100,077,578 | Cash & Cash Equivalents | \$2,850 | Current Liabilities | \$19,689,720 |
| Less Deductions | \$686,286,279 | Net Patient Receivables | \$46,001,477 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$413,791,299 | Other Receivables | \$2,148,935 | Other Liabilities | \$98,988,171 |
| Plus Other Revenue | \$32,448,888 | | | Subtotal | \$118,677,891 |
| Total Revenue | \$446,240,188 | Land, Buildings & Equipment (Net) | \$121,433,880 | Unrestricted Fund Balance | \$125,855,301 |
| Less Expenses | \$450,754,627 | Other Assets | \$74,946,050 | Restricted Fund Balance | \$14,819,379 |
| Non-Operating Gains/Losses | \$7,018,849 | | | Total Liabilities & Fund Balance | \$244,533,192 |
| Net Income | \$2,504,410 | Total Assets | \$244,533,192 | | |

058 Marshfield Medical Center - Ladysmith
 900 College Avenue West
 Ladysmith, WI 54848
 715-532-5561

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 9.1% | 60.7% | 0.15 | 51.4% | 0.18 | 20.4% | 0.45 | 8.4% | 1.09 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 9.1% | 61.9% | 0.15 | 51.8% | 0.18 | 21.1% | 0.43 | 8.4% | 1.09 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 2.3 | 27.3 | 0.08 | 12.6 | 0.18 | 3.3 | 0.70 | 2.1 | 1.09 |
| Obstetrics | 0.0 | 4.7 | N/A | 2.0 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.3 | 50.5 | 0.05 | 19.0 | 0.12 | 3.9 | 0.59 | 2.1 | 1.09 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.2 | 4.9 | 0.84 | 4.5 | 0.93 | 4.1 | 1.01 | 3.6 | 1.17 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.1 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.2 | 5.3 | 0.79 | 4.6 | 0.91 | 3.5 | 1.18 | 4.2 | 0.98 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 339 | N/A | 181 | N/A | 1 | 0.00 |
| Outpatient | 685 | 4,017 | 0.17 | 2,633 | 0.26 | 1,361 | 0.50 | 608 | 1.13 |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 11.4% | N/A | 11.7% | N/A | 0.2% | 0.00 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 30,789 | 141,022 | 0.22 | 82,166 | 0.37 | 43,437 | 0.71 | 56,358 | 0.55 |
| Emergency Visits | 5,874 | 17,305 | 0.34 | 8,774 | 0.67 | 4,927 | 1.19 | 6,827 | 0.86 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 2.0 | 18.8 | 0.11 | 10.2 | 0.20 | 7.3 | 0.27 | 3.0 | 0.67 |
| Nurses, Licensed | 32.4 | 234.4 | 0.14 | 129.2 | 0.25 | 46.6 | 0.69 | 29.1 | 1.11 |
| Ancillary Nursing Personnel | 8.0 | 38.1 | 0.21 | 20.8 | 0.38 | 9.1 | 0.88 | 5.1 | 1.56 |
| All Other Personnel | 57.4 | 466.7 | 0.12 | 279.2 | 0.21 | 110.7 | 0.52 | 104.3 | 0.55 |
| Total FTEs | 99.7 | 758.0 | 0.13 | 439.4 | 0.23 | 173.6 | 0.57 | 141.5 | 0.70 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.1 | 12.5 | 0.48 | 12.5 | 0.48 | 33.5 | 0.18 | 8.0 | 0.76 |
| Nurses, Licensed | 97.9 | 156.2 | 0.63 | 158.9 | 0.62 | 213.4 | 0.46 | 77.5 | 1.26 |
| Ancillary Nursing Personnel | 24.1 | 25.4 | 0.95 | 25.5 | 0.94 | 41.6 | 0.58 | 13.6 | 1.77 |
| All Other Personnel | 173.6 | 311.0 | 0.56 | 343.4 | 0.51 | 507.2 | 0.34 | 278.1 | 0.62 |
| Total FTEs | 301.7 | 505.0 | 0.60 | 540.3 | 0.56 | 795.7 | 0.38 | 377.2 | 0.80 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 2 | Bassinets | 0 |
| Discharges | 200 | Preferred Provider Organization (PPO) | Yes | Discharges | 37 | Total Births | 0 |
| Inpatient Days | 831 | | | Inpatient Days | 564 | Newborn Days | 0 |

058 Marshfield Medical Center - Ladysmith
Ladysmith, WI 54848

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 25 | 200 | 831 | 9.1% | 2.3 | 4.2 |
| Orthopedic | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 2 | 0 | 2.0 | Surgical Personnel | 1 | 1 | 1.1 |
| Physicians & Dentists | 8 | 3 | 8.0 | Radiological Services Personnel | 4 | 4 | 6.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 2 | 0.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 0 | 1.0 |
| Registered Nurses | 21 | 15 | 27.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 1 | 2.8 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 7 | 5 | 8.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 4 | 2 | 4.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 1 | 0 | 1.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 13 | 5 | 15.1 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 5 | 0 | 5.0 |
| Pharmacy Personnel | 7 | 3 | 8.0 | | | | |
| Clinical Laboratory Personnel | 9 | 1 | 9.0 | | | | |
| | | | | Total | 86 | 42 | 99.7 |

058 Marshfield Medical Center - Ladysmith

Ladysmith, WI 54848

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|--------|---------------|----------|--------------|----------|------------------|---------|------|
| | | Value | Ratio | 5A Value | Ratio | 2 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$30,602,907 | 56.7% | 47.3% | 1.20 | 51.1% | 1.11 | 47.2% | 1.20 | 55.6% | 1.02 |
| Medical Assistance | \$9,659,376 | 17.9% | 14.4% | 1.24 | 12.0% | 1.49 | 12.9% | 1.39 | 17.6% | 1.01 |
| Commercial | \$10,909,347 | 20.2% | 32.9% | 0.61 | 32.3% | 0.63 | 35.1% | 0.58 | 21.6% | 0.94 |
| All Other | \$2,825,300 | 5.2% | 5.4% | 0.97 | 4.6% | 1.14 | 4.8% | 1.08 | 5.1% | 1.02 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$16,209,858 | 30.0% | 36.1% | 0.83 | 34.5% | 0.87 | 29.4% | 1.02 | 21.2% | 1.41 |
| Medical Assistance | \$5,675,560 | 10.5% | 11.3% | 0.93 | 8.8% | 1.20 | 9.6% | 1.10 | 12.8% | 0.82 |
| Commercial | \$2,991,066 | 5.5% | 14.8% | 0.37 | 10.3% | 0.54 | 13.1% | 0.42 | 4.7% | 1.18 |
| Charity Care | \$181,566 | 0.3% | 0.7% | 0.46 | 0.5% | 0.69 | 0.6% | 0.56 | 0.6% | 0.58 |
| Bad Debt | \$720,550 | 1.3% | 0.9% | 1.52 | 0.9% | 1.51 | 1.1% | 1.16 | 1.6% | 0.83 |
| All Other | \$1,474,114 | 2.7% | 3.0% | 0.90 | 3.0% | 0.91 | 3.3% | 0.83 | 2.1% | 1.32 |
| Total Deductions | \$27,252,714 | 50.5% | 66.8% | 0.76 | 58.0% | 0.87 | 57.1% | 0.88 | 43.0% | 1.17 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.5% | 5.7% | 0.08 | | 3.6% | 0.13 | 4.1% | 0.12 | 0.3% | 1.55 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | 136.6% | N/A | N/A | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$13,281,094 | 44.7% | 41.8% | 1.07 | 49.3% | 0.91 | 46.6% | 0.96 | 48.4% | 0.92 |
| Supplies & Services | \$15,526,957 | 52.3% | 52.2% | 1.00 | 45.8% | 1.14 | 47.2% | 1.11 | 48.8% | 1.07 |
| Capital Component | \$887,015 | 3.0% | 6.0% | 0.50 | 4.9% | 0.62 | 6.2% | 0.48 | 2.9% | 1.04 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -10.5% | 5.7% | N/A | | 0.5% | N/A | 11.8% | N/A | 11.1% | N/A |
| Total Hospital Net Income (%) | -10.1% | 3.5% | N/A | | -1.3% | 7.49 | 11.1% | N/A | 11.1% | N/A |
| Return on Equity (%) | -0.1% | 1.4% | N/A | | -0.2% | 0.43 | 0.8% | N/A | 0.1% | N/A |
| Current Ratio | 1.5 | 3.9 | 0.39 | | 1.7 | 0.90 | 1.6 | 0.92 | 2.8 | 0.54 |
| Days in Net Patient Accounts Receivable | 4,514.2 | 91.7 | 49.23 | | 260.0 | 17.36 | 569.1 | 7.93 | 3,597.5 | 1.25 |
| Average Payment Period | 5,021.9 | 91.7 | 54.78 | | 309.6 | 16.22 | 772.8 | 6.50 | 3,538.9 | 1.42 |
| Equity Financing (%) | 37.8% | 59.1% | 0.64 | | 43.6% | 0.87 | 39.2% | 0.96 | 47.4% | 0.80 |
| Long-Term Debt to Equity Ratio | 1.2 | 0.4 | 2.86 | | 0.9 | 1.31 | 1.1 | 1.07 | 0.8 | 1.43 |
| Times Interest Earned | -24,481.7 | 5.7 | N/A | | -2.9 | 8,489.9 | 17.1 | N/A | 5,023.0 | N/A |
| Total Asset Turnover | 0.0 | 0.4 | 0.02 | | 0.2 | 0.06 | 0.1 | 0.12 | 0.0 | 0.86 |
| Average Age of Plant (Years) | 2,447.3 | 18.1 | 134.88 | | 52.7 | 46.47 | 99.6 | 24.58 | 2,837.1 | 0.86 |
| Increase (Decrease) Total Net Patient Revenue | -18.4% | 3.5% | N/A | | -1.2% | 14.72 | 2.2% | N/A | 0.9% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 93.0% | 66.2% | 1.40 | | 76.7% | 1.21 | 81.7% | 1.14 | 94.7% | 0.98 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,071 | \$19,849 | 0.76 | | \$16,058 | 0.94 | \$21,242 | 0.71 | \$8,757 | 1.72 |
| Inpatient Net Revenue per Day | \$2,517 | \$3,697 | 0.68 | | \$3,281 | 0.77 | \$4,286 | 0.59 | \$1,562 | 1.61 |
| Outpatient Net Revenue per Visit | \$650 | \$819 | 0.79 | | \$891 | 0.73 | \$728 | 0.89 | \$504 | 1.29 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$53,996,930 | Cash & Cash Equivalents | \$25,498,240 | Current Liabilities | \$403,436,555 |
| Less Deductions | \$27,252,714 | Net Patient Receivables | \$330,761,573 | Long-Term Debt | \$1,376,262,435 |
| Net Patient Revenue | \$26,744,216 | Other Receivables | \$133,522,567 | Other Liabilities | \$116,079,447 |
| Plus Other Revenue | \$129,995 | | | Subtotal | \$1,895,778,437 |
| Total Revenue | \$26,874,210 | Land, Buildings & Equipment (Net) | \$1,150,751,072 | Unrestricted Fund Balance | \$1,152,913,143 |
| Less Expenses | \$29,695,066 | Other Assets | \$1,408,158,130 | Restricted Fund Balance | \$113,689,294 |
| Non-Operating Gains/Losses | \$103,281 | | | Total Liabilities & Fund Balance | \$3,048,691,580 |
| Net Income | -\$2,717,575 | Total Assets | \$3,048,691,582 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 61.5% | 60.7% | 1.01 | 65.2% | 0.94 | 37.9% | 1.62 | 52.5% | 1.17 |
| Obstetrics | 23.6% | 37.3% | 0.63 | 38.4% | 0.02 | 18.2% | 1.29 | 27.9% | 0.85 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 48.9% | 61.9% | 0.79 | 65.0% | 0.75 | 39.7% | 1.23 | 46.6% | 1.05 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 8.0 | 27.3 | 0.29 | 30.6 | 0.26 | 6.8 | 1.18 | 6.8 | 1.17 |
| Obstetrics | 0.7 | 4.7 | 0.15 | 5.3 | 0.13 | 0.9 | 0.83 | 0.8 | 0.85 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 8.8 | 50.5 | 0.17 | 59.7 | 0.15 | 9.8 | 0.90 | 8.4 | 1.05 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.1 | 4.9 | 0.63 | 4.7 | 0.66 | 3.7 | 0.84 | 2.6 | 1.21 |
| Obstetrics | 1.8 | 2.4 | 0.76 | 2.3 | 0.79 | 2.1 | 0.87 | 2.0 | 0.92 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.9 | 5.3 | 0.55 | 4.9 | 0.60 | 4.0 | 0.74 | 2.8 | 1.06 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 361 | 990 | 0.36 | 1,096 | 0.33 | 203 | 1.78 | 388 | 0.93 |
| Outpatient | 3,397 | 4,017 | 0.85 | 4,105 | 0.83 | 1,593 | 2.13 | 3,029 | 1.12 |
| Inpatient as % of All Surgeries | 9.6% | 19.8% | 0.49 | 21.1% | 0.46 | 11.3% | 0.85 | 11.4% | 0.85 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 160,725 | 141,022 | 1.14 | 148,029 | 1.09 | 64,671 | 2.49 | 153,039 | 1.05 |
| Emergency Visits | 10,629 | 17,305 | 0.61 | 21,238 | 0.50 | 8,798 | 1.21 | 8,786 | 1.21 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.8 | 18.8 | 0.04 | 18.9 | 0.04 | 11.5 | 0.07 | 0.8 | 1.00 |
| Nurses, Licensed | 83.8 | 234.4 | 0.36 | 224.6 | 0.37 | 81.9 | 1.02 | 99.7 | 0.84 |
| Ancillary Nursing Personnel | 7.2 | 38.1 | 0.19 | 41.2 | 0.17 | 11.6 | 0.62 | 9.8 | 0.74 |
| All Other Personnel | 190.3 | 466.7 | 0.41 | 410.1 | 0.46 | 181.7 | 1.05 | 187.2 | 1.02 |
| Total FTEs | 282.1 | 758.0 | 0.37 | 694.8 | 0.41 | 286.7 | 0.98 | 297.4 | 0.95 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 1.5 | 12.5 | 0.12 | 10.6 | 0.14 | 21.8 | 0.07 | 1.8 | 0.84 |
| Nurses, Licensed | 162.6 | 156.2 | 1.04 | 125.5 | 1.30 | 155.9 | 1.04 | 231.3 | 0.70 |
| Ancillary Nursing Personnel | 14.0 | 25.4 | 0.55 | 23.0 | 0.61 | 22.0 | 0.64 | 22.7 | 0.62 |
| All Other Personnel | 369.0 | 311.0 | 1.19 | 229.1 | 1.61 | 345.9 | 1.07 | 434.3 | 0.85 |
| Total FTEs | 547.1 | 505.0 | 1.08 | 388.2 | 1.41 | 545.6 | 1.00 | 690.2 | 0.79 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 18 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 1 |
| Discharges | 1,097 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 127 |
| Inpatient Days | 3,211 | | | Inpatient Days | 0 | Newborn Days | 183 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 13 | 933 | 2,918 | 61.5% | 8.0 | 3.1 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 3 | 140 | 258 | 23.6% | 0.7 | 1.8 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 2 | 11 | 35 | 4.8% | 0.1 | 3.2 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 0 | 1 | 0.8 | Surgical Personnel | 4 | 4 | 4.6 |
| Physicians & Dentists | 21 | 27 | 29.3 | Radiological Services Personnel | 5 | 21 | 9.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 1 | 3.8 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 1 | 0.8 |
| Registered Nurses | 43 | 88 | 77.3 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 5 | 3.8 |
| Licensed Practical Nurses | 1 | 4 | 3.3 | Physical Therapy Assistants/Aides | 1 | 1 | 1.9 |
| Ancillary Nursing Personnel | 7 | 4 | 7.2 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 5 | 2 | 5.8 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 1 | 3 | 2.2 | Psychologists | 2 | 0 | 2.0 |
| Certified Registered Nurse Anesthetists | 1 | 4 | 1.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 22 | 41 | 34.7 |
| Health Info Mgmt-Administrators/Technicians | 1 | 2 | 2.7 | All Other Personnel | 40 | 48 | 62.4 |
| Pharmacy Personnel | 7 | 3 | 7.7 | | | | |
| Clinical Laboratory Personnel | 7 | 7 | 8.6 | | | | |
| | | | | Total | 184 | 281 | 282.1 |

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

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$108,715,210 | 42.2% | 47.3% | 0.89 | 52.3% | 0.81 | 48.7% | 0.87 | 42.8% | 0.99 |
| Medical Assistance | \$24,324,677 | 9.4% | 14.4% | 0.66 | 11.4% | 0.83 | 12.5% | 0.76 | 9.0% | 1.05 |
| Commercial | \$86,583,186 | 33.6% | 32.9% | 1.02 | 33.6% | 1.00 | 35.0% | 0.96 | 33.5% | 1.00 |
| All Other | \$37,898,823 | 14.7% | 5.4% | 2.72 | 2.7% | 5.39 | 3.9% | 3.78 | 14.6% | 1.01 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$87,443,475 | 34.0% | 36.1% | 0.94 | 42.5% | 0.80 | 31.8% | 1.07 | 34.3% | 0.99 |
| Medical Assistance | \$20,404,639 | 7.9% | 11.3% | 0.70 | 9.4% | 0.84 | 9.0% | 0.88 | 7.5% | 1.06 |
| Commercial | \$44,385,309 | 17.2% | 14.8% | 1.17 | 15.7% | 1.10 | 14.1% | 1.22 | 15.2% | 1.13 |
| Charity Care | \$892,703 | 0.3% | 0.7% | 0.48 | 0.9% | 0.39 | 0.7% | 0.51 | 0.5% | 0.69 |
| Bad Debt | \$3,687,538 | 1.4% | 0.9% | 1.64 | 0.9% | 1.59 | 1.2% | 1.18 | 2.2% | 0.64 |
| All Other | \$22,053,827 | 8.6% | 3.0% | 2.82 | 1.4% | 6.17 | 2.5% | 3.43 | 8.0% | 1.07 |
| Total Deductions | \$178,867,491 | 69.5% | 66.8% | 1.04 | 70.8% | 0.98 | 59.2% | 1.17 | 67.7% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 26.8% | 5.7% | 4.66 | 4.4% | 6.09 | 6.5% | 4.13 | 26.2% | 1.02 | |
| Net Gains/Losses as % of Net Income | 6.9% | N/A | N/A | N/A | N/A | N/A | N/A | 11.3% | 0.61 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$25,745,130 | 26.2% | 41.8% | 0.63 | 38.5% | 0.68 | 49.3% | 0.53 | 27.8% | 0.94 |
| Supplies & Services | \$66,886,869 | 68.2% | 52.2% | 1.31 | 53.6% | 1.27 | 43.7% | 1.56 | 65.7% | 1.04 |
| Capital Component | \$5,510,493 | 5.6% | 6.0% | 0.94 | 7.9% | 0.71 | 7.0% | 0.81 | 6.5% | 0.86 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 8.6% | 5.7% | 1.51 | 8.7% | 0.99 | 5.9% | 1.47 | 10.6% | 0.81 | |
| Total Hospital Net Income (%) | 9.2% | 3.5% | 2.63 | 7.0% | 1.31 | 2.8% | 3.34 | 11.8% | 0.78 | |
| Return on Equity (%) | 0.0% | 1.4% | N/A | 4.4% | N/A | 0.7% | N/A | 0.0% | N/A | |
| Current Ratio | 0.0 | 3.9 | N/A | 10.2 | N/A | 2.6 | N/A | 0.0 | N/A | |
| Days in Net Patient Accounts Receivable | 0.0 | 91.7 | N/A | 51.6 | N/A | 148.9 | N/A | 0.0 | N/A | |
| Average Payment Period | 0.0 | 91.7 | N/A | 35.0 | N/A | 167.7 | N/A | 0.0 | N/A | |
| Equity Financing (%) | 0.0% | 59.1% | N/A | 80.3% | N/A | 55.3% | N/A | 0.0% | N/A | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.6 | N/A | 0.0 | N/A | |
| Times Interest Earned | 9.3 | 5.7 | 1.63 | 7.4 | 1.26 | 5.2 | 1.81 | 9.2 | 1.02 | |
| Total Asset Turnover | 0.0 | 0.4 | N/A | 0.6 | N/A | 0.3 | N/A | 0.0 | N/A | |
| Average Age of Plant (Years) | 0.0 | 18.1 | N/A | 11.7 | N/A | 22.7 | N/A | 0.0 | N/A | |
| Increase (Decrease) Total Net Patient Revenue | 7.0% | 3.5% | 1.99 | 1.1% | 6.25 | 5.0% | 1.40 | 9.9% | 0.71 | |
| Outpatient Gross Revenue (% of Total GPR) | 82.4% | 66.2% | 1.24 | 66.3% | 1.24 | 81.3% | 1.01 | 81.3% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,255 | \$19,849 | 0.67 | \$15,486 | 0.86 | \$15,118 | 0.88 | \$13,490 | 0.98 | |
| Inpatient Net Revenue per Day | \$4,388 | \$3,697 | 1.19 | \$3,131 | 1.40 | \$3,557 | 1.23 | \$5,066 | 0.87 | |
| Outpatient Net Revenue per Visit | \$396 | \$819 | 0.48 | \$708 | 0.56 | \$717 | 0.55 | \$393 | 1.01 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|-----|----------------------------------|-----|
| Gross Patient Revenue (GPR) | \$257,521,896 | Cash & Cash Equivalents | \$0 | Current Liabilities | \$0 |
| Less Deductions | \$178,867,491 | Net Patient Receivables | \$0 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$78,654,405 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$28,728,288 | | | Subtotal | \$0 |
| Total Revenue | \$107,382,693 | Land, Buildings & Equipment (Net) | \$0 | Unrestricted Fund Balance | \$0 |
| Less Expenses | \$98,142,492 | Other Assets | \$0 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$687,293 | | | Total Liabilities & Fund Balance | \$0 |
| Net Income | \$9,927,495 | Total Assets | \$0 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|-----------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 21.9% | 60.7% | 0.36 | 61.3% | 0.36 | 20.4% | 1.07 | 23.3% | 0.94 |
| Obstetrics | 14.1% | 37.3% | 0.38 | 37.3% | 0.02 | 19.3% | 0.73 | 14.5% | 0.97 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 20.3% | 61.9% | 0.33 | 62.3% | 0.33 | 21.1% | 0.96 | 21.3% | 0.95 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 3.5 | 27.3 | 0.13 | 26.4 | 0.13 | 3.3 | 1.08 | 3.7 | 0.94 |
| Obstetrics | 0.7 | 4.7 | 0.15 | 4.3 | 0.16 | 0.8 | 0.91 | 0.7 | 0.97 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.3 | 50.5 | 0.08 | 54.9 | 0.08 | 3.9 | 1.11 | 4.5 | 0.95 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.1 | 4.9 | 0.83 | 4.9 | 0.84 | 4.1 | 1.00 | 3.4 | 1.19 |
| Obstetrics | 2.0 | 2.4 | 0.85 | 2.5 | 0.81 | 1.9 | 1.05 | 2.0 | 1.02 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.7 | 5.3 | 0.70 | 5.2 | 0.72 | 3.5 | 1.06 | 3.5 | 1.07 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 72 | 990 | 0.07 | 894 | 0.08 | 181 | 0.40 | 67 | 1.07 |
| Outpatient | 1,439 | 4,017 | 0.36 | 4,062 | 0.35 | 1,361 | 1.06 | 1,283 | 1.12 |
| Inpatient as % of All Surgeries | 4.8% | 19.8% | 0.24 | 18.0% | 0.26 | 11.7% | 0.41 | 5.0% | 0.96 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 49,313 | 141,022 | 0.35 | 182,049 | 0.27 | 43,437 | 1.14 | 48,387 | 1.02 |
| Emergency Visits | 3,864 | 17,305 | 0.22 | 17,809 | 0.22 | 4,927 | 0.78 | 3,944 | 0.98 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.0 | 18.8 | 0.27 | 18.6 | 0.27 | 7.3 | 0.68 | 5.0 | 1.00 |
| Nurses, Licensed | 70.9 | 234.4 | 0.30 | 274.7 | 0.26 | 46.6 | 1.52 | 65.8 | 1.08 |
| Ancillary Nursing Personnel | 6.8 | 38.1 | 0.18 | 35.1 | 0.19 | 9.1 | 0.75 | 8.5 | 0.80 |
| All Other Personnel | 155.7 | 466.7 | 0.33 | 644.0 | 0.24 | 110.7 | 1.41 | 143.9 | 1.08 |
| Total FTEs | 238.4 | 758.0 | 0.31 | 972.4 | 0.25 | 173.6 | 1.37 | 223.2 | 1.07 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 16.9 | 12.5 | 1.35 | 12.1 | 1.39 | 33.5 | 0.50 | 17.0 | 0.99 |
| Nurses, Licensed | 239.0 | 156.2 | 1.53 | 178.7 | 1.34 | 213.4 | 1.12 | 224.0 | 1.07 |
| Ancillary Nursing Personnel | 22.9 | 25.4 | 0.90 | 22.9 | 1.00 | 41.6 | 0.55 | 28.9 | 0.79 |
| All Other Personnel | 525.0 | 311.0 | 1.69 | 418.9 | 1.25 | 507.2 | 1.03 | 489.9 | 1.07 |
| Total FTEs | 803.7 | 505.0 | 1.59 | 632.6 | 1.27 | 795.7 | 1.01 | 759.9 | 1.06 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-------|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 21 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 3 | Bassinets | 1 |
| Discharges | 420 | Preferred Provider Organization (PPO) | Yes | Discharges | 86 | Total Births | 119 |
| Inpatient Days | 1,558 | | | Inpatient Days | 1,000 | Newborn Days | 217 |

059 Grant Regional Health Center
Lancaster, WI 53813

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 16 | 311 | 1,279 | 21.9% | 3.5 | 4.1 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 4 | 22 | 0.0% | 0.1 | 5.5 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 5 | 126 | 257 | 14.1% | 0.7 | 2.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 0 | 5.0 | Surgical Personnel | 4 | 2 | 5.9 |
| Physicians & Dentists | 8 | 5 | 12.4 | Radiological Services Personnel | 1 | 10 | 9.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 1 | 1.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 2.0 |
| Registered Nurses | 42 | 25 | 60.1 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.6 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 5 | 5 | 8.3 |
| Licensed Practical Nurses | 3 | 2 | 4.8 | Physical Therapy Assistants/Aides | 2 | 2 | 3.7 |
| Ancillary Nursing Personnel | 4 | 4 | 6.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 0 | 3.0 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 3 | 0 | 3.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 3 | 0 | 3.0 | Social Workers | 1 | 1 | 1.8 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 19 | 4 | 21.7 |
| Health Info Mgmt-Administrators/Technicians | 4 | 1 | 4.7 | All Other Personnel | 38 | 33 | 58.1 |
| Pharmacy Personnel | 2 | 3 | 4.0 | | | | |
| Clinical Laboratory Personnel | 8 | 1 | 8.3 | | | | |
| | | | | Total | 166 | 105 | 238.4 |

059 Grant Regional Health Center
Lancaster, WI 53813

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|--------------------|-------|--------------------|-------|------------------|-------|------|
| | | Value | Ratio | Value ¹ | Ratio | Value ² | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$36,123,956 | 45.6% | 47.3% | 0.97 | 42.3% | 1.08 | 47.2% | 0.97 | 45.4% | 1.00 |
| Medical Assistance | \$9,628,690 | 12.2% | 14.4% | 0.85 | 12.2% | 1.00 | 12.9% | 0.95 | 12.6% | 0.97 |
| Commercial | \$31,953,346 | 40.4% | 32.9% | 1.23 | 36.7% | 1.10 | 35.1% | 1.15 | 39.5% | 1.02 |
| All Other | \$1,455,126 | 1.8% | 5.4% | 0.34 | 8.8% | 0.21 | 4.8% | 0.38 | 2.5% | 0.74 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$16,829,364 | 21.3% | 36.1% | 0.59 | 32.5% | 0.65 | 29.4% | 0.72 | 22.4% | 0.95 |
| Medical Assistance | \$6,039,504 | 7.6% | 11.3% | 0.68 | 9.6% | 0.79 | 9.6% | 0.80 | 7.1% | 1.08 |
| Commercial | \$11,109,492 | 14.0% | 14.8% | 0.95 | 18.5% | 0.76 | 13.1% | 1.07 | 13.1% | 1.07 |
| Charity Care | \$353,846 | 0.4% | 0.7% | 0.62 | 0.6% | 0.74 | 0.6% | 0.75 | 0.4% | 1.09 |
| Bad Debt | \$712,672 | 0.9% | 0.9% | 1.03 | 0.9% | 0.96 | 1.1% | 0.78 | 0.5% | 1.74 |
| All Other | \$880,385 | 1.1% | 3.0% | 0.37 | 4.8% | 0.23 | 3.3% | 0.34 | 1.6% | 0.69 |
| Total Deductions | \$35,925,262 | 45.4% | 66.8% | 0.68 | 67.0% | 0.68 | 57.1% | 0.79 | 45.1% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 11.2% | 5.7% | 1.95 | 4.8% | 2.35 | 4.1% | 2.71 | 5.8% | 1.94 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 5,067.6% | N/A | N/A | N/A | N/A | 58.6% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$26,222,186 | 60.1% | 41.8% | 1.44 | 43.9% | 1.37 | 46.6% | 1.29 | 57.7% | 1.04 |
| Supplies & Services | \$12,710,236 | 29.1% | 52.2% | 0.56 | 48.8% | 0.60 | 47.2% | 0.62 | 29.8% | 0.98 |
| Capital Component | \$4,683,588 | 10.7% | 6.0% | 1.79 | 7.3% | 1.48 | 6.2% | 1.73 | 12.5% | 0.86 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 10.4% | 5.7% | 1.83 | 4.7% | 2.23 | 11.8% | 0.88 | 7.5% | 1.40 | |
| Total Hospital Net Income (%) | 5.9% | 3.5% | 1.70 | -0.1% | N/A | 11.1% | 0.53 | 16.4% | 0.36 | |
| Return on Equity (%) | 3.6% | 1.4% | 2.50 | 0.0% | N/A | 0.8% | 4.37 | 10.1% | 0.35 | |
| Current Ratio | 6.8 | 3.9 | 1.75 | 3.2 | 2.10 | 1.6 | 4.16 | 2.4 | 2.83 | |
| Days in Net Patient Accounts Receivable | 50.0 | 91.7 | 0.54 | 71.6 | 0.70 | 569.1 | 0.09 | 54.3 | 0.92 | |
| Average Payment Period | 34.8 | 91.7 | 0.38 | 90.2 | 0.39 | 772.8 | 0.04 | 102.8 | 0.34 | |
| Equity Financing (%) | 51.0% | 59.1% | 0.86 | 50.6% | 1.01 | 39.2% | 1.30 | 48.9% | 1.04 | |
| Long-Term Debt to Equity Ratio | 0.9 | 0.4 | 2.06 | 0.5 | 1.86 | 1.1 | 0.78 | 0.8 | 1.11 | |
| Times Interest Earned | 4.0 | 5.7 | 0.70 | 0.9 | 4.39 | 17.1 | 0.23 | 7.8 | 0.51 | |
| Total Asset Turnover | 0.6 | 0.4 | 1.51 | 0.4 | 1.42 | 0.1 | 8.53 | 0.6 | 1.13 | |
| Average Age of Plant (Years) | 8.1 | 18.1 | 0.45 | 15.8 | 0.51 | 99.6 | 0.08 | 7.3 | 1.11 | |
| Increase (Decrease) Total Net Patient Revenue | 9.7% | 3.5% | 2.74 | 5.2% | 1.86 | 2.2% | 4.41 | 21.0% | 0.46 | |
| Outpatient Gross Revenue (% of Total GPR) | 86.4% | 66.2% | 1.30 | 63.7% | 1.36 | 81.7% | 1.06 | 85.1% | 1.02 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$17,931 | \$19,849 | 0.90 | \$21,625 | 0.83 | \$21,242 | 0.84 | \$15,779 | 1.14 | |
| Inpatient Net Revenue per Day | \$3,687 | \$3,697 | 1.00 | \$4,090 | 0.90 | \$4,286 | 0.86 | \$3,726 | 0.99 | |
| Outpatient Net Revenue per Visit | \$656 | \$819 | 0.80 | \$759 | 0.86 | \$728 | 0.90 | \$599 | 1.09 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$79,161,118 | Cash & Cash Equivalents | \$13,956,997 | Current Liabilities | \$3,820,580 |
| Less Deductions | \$35,925,262 | Net Patient Receivables | \$5,918,032 | Long-Term Debt | \$33,926,511 |
| Net Patient Revenue | \$43,235,856 | Other Receivables | \$1,524,220 | Other Liabilities | \$0 |
| Plus Other Revenue | \$5,466,681 | | | Subtotal | \$37,747,091 |
| Total Revenue | \$48,702,536 | Land, Buildings & Equipment (Net) | \$37,018,190 | Unrestricted Fund Balance | \$39,359,169 |
| Less Expenses | \$43,616,010 | Other Assets | \$18,688,820 | Restricted Fund Balance | \$274,186 |
| Non-Operating Gains/Losses | -\$2,342,959 | | | Total Liabilities & Fund Balance | \$77,106,260 |
| Net Income | \$2,743,567 | Total Assets | \$77,106,259 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 78.2% | 60.7% | 1.29 | 61.3% | 1.28 | 74.8% | 1.04 | 76.4% | 1.02 |
| Obstetrics | 36.2% | 37.3% | 0.97 | 37.3% | 0.46 | 51.0% | 0.71 | 37.8% | 0.96 |
| Pediatrics | 20.6% | 67.4% | 0.31 | 60.8% | 0.34 | 58.9% | 0.35 | 13.5% | 1.53 |
| Total Hospital | 69.7% | 61.9% | 1.13 | 62.3% | 1.12 | 73.0% | 0.95 | 72.8% | 0.96 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 25.0 | 27.3 | 0.92 | 26.4 | 0.95 | 108.7 | 0.23 | 24.4 | 1.02 |
| Obstetrics | 17.0 | 4.7 | 3.59 | 4.3 | 3.92 | 14.4 | 1.18 | 17.8 | 0.96 |
| Pediatrics | 2.5 | 1.7 | 1.43 | 2.4 | 1.01 | 5.5 | 1.43 | 1.6 | 1.53 |
| Total Hospital | 260.7 | 50.5 | 5.17 | 54.9 | 4.75 | 214.4 | 1.22 | 263.4 | 0.99 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.3 | 4.9 | 1.07 | 4.9 | 1.07 | 5.4 | 0.99 | 5.1 | 1.04 |
| Obstetrics | 2.9 | 2.4 | 1.20 | 2.5 | 1.15 | 2.5 | 1.14 | 2.9 | 0.98 |
| Pediatrics | 2.5 | 4.0 | 0.62 | 4.4 | 0.57 | 4.6 | 0.55 | 2.3 | 1.11 |
| Total Hospital | 5.5 | 5.3 | 1.04 | 5.2 | 1.06 | 5.8 | 0.95 | 3.5 | 1.59 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 4,560 | 990 | 4.61 | 894 | 5.10 | 3,804 | 1.20 | 4,528 | 1.01 |
| Outpatient | 4,929 | 4,017 | 1.23 | 4,062 | 1.21 | 11,772 | 0.42 | 4,514 | 1.09 |
| Inpatient as % of All Surgeries | 48.1% | 19.8% | 2.43 | 18.0% | 2.67 | 24.4% | 1.97 | 50.1% | 0.96 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 52,248 | 141,022 | 0.37 | 182,049 | 0.29 | 460,116 | 0.11 | 52,543 | 0.99 |
| Emergency Visits | 46,671 | 17,305 | 2.70 | 17,809 | 2.62 | 43,288 | 1.08 | 43,540 | 1.07 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 26.7 | 18.8 | 1.42 | 18.6 | 1.43 | 61.8 | 0.43 | 70.5 | 0.38 |
| Nurses, Licensed | 751.2 | 234.4 | 3.20 | 274.7 | 2.73 | 855.9 | 0.88 | 724.4 | 1.04 |
| Ancillary Nursing Personnel | 0.0 | 38.1 | N/A | 35.1 | N/A | 143.5 | N/A | 0.0 | N/A |
| All Other Personnel | 858.9 | 466.7 | 1.84 | 644.0 | 1.33 | 1,747.7 | 0.49 | 686.0 | 1.25 |
| Total FTEs | 1,636.7 | 758.0 | 2.16 | 972.4 | 1.68 | 2,808.9 | 0.58 | 1,480.9 | 1.11 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.6 | 12.5 | 0.53 | 12.1 | 0.54 | 11.2 | 0.58 | 10.7 | 0.61 |
| Nurses, Licensed | 185.1 | 156.2 | 1.19 | 178.7 | 1.04 | 155.4 | 1.19 | 110.2 | 1.68 |
| Ancillary Nursing Personnel | 0.0 | 25.4 | N/A | 22.9 | N/A | 26.1 | N/A | 0.0 | N/A |
| All Other Personnel | 211.7 | 311.0 | 0.68 | 418.9 | 0.51 | 317.4 | 0.67 | 104.4 | 2.03 |
| Total FTEs | 403.3 | 505.0 | 0.80 | 632.6 | 0.64 | 510.1 | 0.79 | 225.4 | 1.79 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 374 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 30 |
| Discharges | 17,274 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,935 |
| Inpatient Days | 95,139 | | | Inpatient Days | 0 | Newborn Days | 3,187 |

063 SSM Health St Mary's Hospital
Madison, WI 53715

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 32 | 1,727 | 9,128 | 78.2% | 25.0 | 5.3 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 1 | 12 | 361 | 902 | 20.6% | 2.5 | 2.5 |
| Obstetrics | 1 | 47 | 2,148 | 6,209 | 36.2% | 17.0 | 2.9 |
| Psychiatric | 1 | 20 | 915 | 5,322 | 72.9% | 14.6 | 5.8 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 27 | 308 | 6,642 | 67.4% | 18.2 | 21.6 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 1 | 198 | 11,171 | 60,946 | 84.3% | 167.0 | 5.5 |
| Neonatal Intensive/Intermediate Care | 1 | 38 | 232 | 5,990 | 43.2% | 16.4 | 25.8 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 18 | 17 | 26.7 | Surgical Personnel | 21 | 28 | 41.2 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 26 | 43 | 59.4 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 17 | 9 | 23.4 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 16 | 14.6 |
| Registered Nurses | 404 | 487 | 748.2 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 18 | 16.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 27 | 0 | 27.0 |
| Ancillary Nursing Personnel | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 3 | 0 | 3.0 | All Other Health Professionals | 96 | 233 | 212.5 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 264 | 84 | 313.5 |
| Pharmacy Personnel | 35 | 37 | 55.3 | | | | |
| Clinical Laboratory Personnel | 60 | 33 | 80.1 | | | | |
| | | | | Total | 982 | 1,022 | 1,636.7 |

063 SSM Health St Mary's Hospital
Madison, WI 53715

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|---------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$904,326,816 | 55.4% | 47.3% | 1.17 | 42.3% | 1.31 | 47.4% | 1.17 | 55.2% | 1.00 |
| Medical Assistance | \$216,452,810 | 13.3% | 14.4% | 0.92 | 12.2% | 1.09 | 13.1% | 1.01 | 12.7% | 1.04 |
| Commercial | \$475,539,223 | 29.1% | 32.9% | 0.89 | 36.7% | 0.79 | 33.3% | 0.88 | 29.8% | 0.98 |
| All Other | \$35,067,040 | 2.1% | 5.4% | 0.40 | 8.8% | 0.24 | 6.2% | 0.35 | 2.2% | 0.96 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$707,866,577 | 43.4% | 36.1% | 1.20 | 32.5% | 1.34 | 37.0% | 1.17 | 42.5% | 1.02 |
| Medical Assistance | \$174,413,978 | 10.7% | 11.3% | 0.95 | 9.6% | 1.11 | 10.4% | 1.02 | 9.8% | 1.10 |
| Commercial | \$167,862,388 | 10.3% | 14.8% | 0.70 | 18.5% | 0.56 | 15.9% | 0.65 | 16.9% | 0.61 |
| Charity Care | \$3,827,580 | 0.2% | 0.7% | 0.32 | 0.6% | 0.39 | 0.7% | 0.31 | 0.4% | 0.63 |
| Bad Debt | \$16,788,599 | 1.0% | 0.9% | 1.18 | 0.9% | 1.09 | 0.8% | 1.36 | 1.2% | 0.85 |
| All Other | \$18,559,839 | 1.1% | 3.0% | 0.37 | 4.8% | 0.24 | 3.3% | 0.35 | 1.0% | 1.08 |
| Total Deductions | \$1,089,318,961 | 66.8% | 66.8% | 1.00 | 67.0% | 1.00 | 68.2% | 0.98 | 71.8% | 0.93 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | -12.0% | 5.7% | N/A | | 4.8% | N/A | 6.3% | N/A | 6.7% | N/A |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | 5,067.6% | N/A | N/A | N/A | 33.8% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$174,080,958 | 39.7% | 41.8% | 0.95 | 43.9% | 0.90 | 40.1% | 0.99 | 42.1% | 0.94 |
| Supplies & Services | \$242,317,723 | 55.3% | 52.2% | 1.06 | 48.8% | 1.13 | 54.5% | 1.02 | 52.6% | 1.05 |
| Capital Component | \$21,752,433 | 5.0% | 6.0% | 0.83 | 7.3% | 0.68 | 5.4% | 0.92 | 5.3% | 0.94 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 9.5% | 5.7% | 1.66 | | 4.7% | 2.02 | 4.7% | 2.02 | 10.8% | 0.88 |
| Total Hospital Net Income (%) | 3.5% | 3.5% | 1.00 | | -0.1% | N/A | 2.5% | 1.42 | 15.4% | 0.23 |
| Return on Equity (%) | 6.4% | 1.4% | 4.47 | | 0.0% | N/A | 1.7% | 3.74 | 30.8% | 0.21 |
| Current Ratio | 2.3 | 3.9 | 0.60 | | 3.2 | 0.72 | 5.3 | 0.44 | 0.8 | 2.97 |
| Days in Net Patient Accounts Receivable | 56.9 | 91.7 | 0.62 | | 71.6 | 0.79 | 59.1 | 0.96 | 63.8 | 0.89 |
| Average Payment Period | 35.1 | 91.7 | 0.38 | | 90.2 | 0.39 | 47.4 | 0.74 | 99.7 | 0.35 |
| Equity Financing (%) | 198.7% | 59.1% | 3.36 | | 50.6% | 3.93 | 68.4% | 2.90 | 30.7% | 6.47 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | | 0.5 | N/A | 0.2 | N/A | 0.0 | N/A |
| Times Interest Earned | 10,383.8 | 5.7 | 1,816.2 | | 0.9 | 11,451.7 | 5.2 | 2,014.1 | 0.0 | N/A |
| Total Asset Turnover | 1.9 | 0.4 | 4.64 | | 0.4 | 4.34 | 0.7 | 2.75 | 1.9 | 1.02 |
| Average Age of Plant (Years) | 20.7 | 18.1 | 1.14 | | 15.8 | 1.31 | 13.2 | 1.56 | 19.2 | 1.07 |
| Increase (Decrease) Total Net Patient Revenue | 21.2% | 3.5% | 6.00 | | 5.2% | 4.07 | 4.6% | 4.61 | -1.4% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 35.8% | 66.2% | 0.54 | | 63.7% | 0.56 | 61.1% | 0.59 | 35.1% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$21,202 | \$19,849 | 1.07 | | \$21,625 | 0.98 | \$23,038 | 0.92 | \$10,101 | 2.10 |
| Inpatient Net Revenue per Day | \$3,849 | \$3,697 | 1.04 | | \$4,090 | 0.94 | \$3,969 | 0.97 | \$1,804 | 2.13 |
| Outpatient Net Revenue per Visit | \$1,947 | \$819 | 2.38 | | \$759 | 2.56 | \$910 | 2.14 | \$1,929 | 1.01 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|----------------|
| Gross Patient Revenue (GPR) | \$1,631,385,889 | Cash & Cash Equivalents | \$7,230 | Current Liabilities | \$40,401,767 |
| Less Deductions | \$1,089,318,961 | Net Patient Receivables | \$84,516,664 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$542,066,928 | Other Receivables | \$2,987,904 | Other Liabilities | -\$287,340,704 |
| Plus Other Revenue | -\$57,964,118 | | | Subtotal | -\$246,938,937 |
| Total Revenue | \$484,102,810 | Land, Buildings & Equipment (Net) | \$130,189,695 | Unrestricted Fund Balance | \$497,188,630 |
| Less Expenses | \$438,151,114 | Other Assets | \$32,548,198 | Restricted Fund Balance | \$7,067,108 |
| Non-Operating Gains/Losses | -\$30,024,421 | | | Total Liabilities & Fund Balance | \$250,249,693 |
| Net Income | \$15,927,275 | Total Assets | \$250,249,691 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 66.2% | 60.7% | 1.09 | 61.3% | 1.08 | 74.8% | 0.89 | 68.1% | 0.97 |
| Obstetrics | 85.9% | 37.3% | 2.30 | 37.3% | 1.03 | 51.0% | 1.68 | 96.7% | 0.89 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 78.1% | 61.9% | 1.26 | 62.3% | 1.25 | 73.0% | 1.07 | 81.1% | 0.96 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 61.6 | 27.3 | 2.26 | 26.4 | 2.34 | 108.7 | 0.57 | 53.2 | 1.16 |
| Obstetrics | 38.6 | 4.7 | 8.15 | 4.3 | 8.90 | 14.4 | 2.69 | 40.6 | 0.95 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 207.8 | 50.5 | 4.12 | 54.9 | 3.79 | 214.4 | 0.97 | 202.0 | 1.03 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.6 | 4.9 | 0.94 | 4.9 | 0.94 | 5.4 | 0.86 | 4.1 | 1.13 |
| Obstetrics | 2.8 | 2.4 | 1.15 | 2.5 | 1.10 | 2.5 | 1.09 | 2.8 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 5.0 | 5.3 | 0.96 | 5.2 | 0.97 | 5.8 | 0.87 | 4.9 | 1.03 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,545 | 990 | 1.56 | 894 | 1.73 | 3,804 | 0.41 | 1,488 | 1.04 |
| Outpatient | 8,554 | 4,017 | 2.13 | 4,062 | 2.11 | 11,772 | 0.73 | 8,115 | 1.05 |
| Inpatient as % of All Surgeries | 15.3% | 19.8% | 0.77 | 18.0% | 0.85 | 24.4% | 0.63 | 15.5% | 0.99 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 296,820 | 141,022 | 2.10 | 182,049 | 1.63 | 460,116 | 0.65 | 285,134 | 1.04 |
| Emergency Visits | 43,985 | 17,305 | 2.54 | 17,809 | 2.47 | 43,288 | 1.02 | 40,844 | 1.08 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 32.0 | 18.8 | 1.71 | 18.6 | 1.72 | 61.8 | 0.52 | 30.0 | 1.07 |
| Nurses, Licensed | 762.7 | 234.4 | 3.25 | 274.7 | 2.78 | 855.9 | 0.89 | 903.2 | 0.84 |
| Ancillary Nursing Personnel | 132.2 | 38.1 | 3.47 | 35.1 | 3.76 | 143.5 | 0.92 | 244.7 | 0.54 |
| All Other Personnel | 1,538.1 | 466.7 | 3.30 | 644.0 | 2.39 | 1,747.7 | 0.88 | 1,802.3 | 0.85 |
| Total FTEs | 2,465.0 | 758.0 | 3.25 | 972.4 | 2.53 | 2,808.9 | 0.88 | 2,980.2 | 0.83 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.8 | 12.5 | 0.54 | 12.1 | 0.56 | 11.2 | 0.60 | 6.8 | 0.99 |
| Nurses, Licensed | 161.2 | 156.2 | 1.03 | 178.7 | 0.90 | 155.4 | 1.04 | 204.9 | 0.79 |
| Ancillary Nursing Personnel | 27.9 | 25.4 | 1.10 | 22.9 | 1.22 | 26.1 | 1.07 | 55.5 | 0.50 |
| All Other Personnel | 325.1 | 311.0 | 1.05 | 418.9 | 0.78 | 317.4 | 1.02 | 408.9 | 0.80 |
| Total FTEs | 521.0 | 505.0 | 1.03 | 632.6 | 0.82 | 510.1 | 1.02 | 676.1 | 0.77 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 266 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 26 |
| Discharges | 15,036 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 4,465 |
| Inpatient Days | 75,862 | | | Inpatient Days | 0 | Newborn Days | 8,690 |

061 UnityPoint Health - Meriter
Madison, WI 53715

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 93 | 4,879 | 22,485 | 66.2% | 61.6 | 4.6 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 45 | 5,094 | 14,102 | 85.9% | 38.6 | 2.8 |
| Psychiatric | 1 | 30 | 1,439 | 8,201 | 74.9% | 22.5 | 5.7 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 14 | 255 | 3,983 | 77.9% | 10.9 | 15.6 |
| Cardiac Intensive Unit | 1 | 40 | 2,115 | 11,667 | 79.9% | 32.0 | 5.5 |
| Pediatric Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 30 | 614 | 11,081 | 101.2% | 30.4 | 18.0 |
| Other Intensive Care | 1 | 14 | 640 | 4,343 | 85.0% | 11.9 | 6.8 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 32 | 0 | 32.0 | Surgical Personnel | 12 | 31 | 33.7 |
| Physicians & Dentists | 57 | 44 | 57.0 | Radiological Services Personnel | 27 | 39 | 49.7 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 6 | 26 | 22.7 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 13 | 31 | 28.1 |
| Registered Nurses | 225 | 739 | 741.6 | Occupational Therapy Assistants/Aides | 1 | 6 | 5.8 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 16 | 46 | 42.1 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 14 | 22 | 29.1 |
| Ancillary Nursing Personnel | 26 | 214 | 132.2 | Recreational Therapists | 1 | 1 | 1.9 |
| Physician Assistants | 1 | 5 | 1.0 | Dietitians & Nutritionists | 6 | 5 | 9.3 |
| Nurse Practitioners | 1 | 16 | 1.9 | Psychologists | 1 | 0 | 1.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 36 | 17 | 43.6 |
| Clinical Nurse Specialists | 16 | 3 | 18.2 | All Other Health Professionals | 193 | 211 | 308.0 |
| Health Info Mgmt-Administrators/Technicians | 1 | 0 | 1.0 | All Other Personnel | 494 | 412 | 724.4 |
| Pharmacy Personnel | 56 | 57 | 79.6 | | | | |
| Clinical Laboratory Personnel | 16 | 20 | 30.2 | | | | |
| | | | | Total | 1,287 | 1,992 | 2,465.0 |

061 UnityPoint Health - Meriter

Madison, WI 53715

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$602,743,662 | 36.1% | 47.3% | 0.76 | 42.3% | 0.85 | 47.4% | 0.76 | 35.2% | 1.02 |
| Medical Assistance | \$287,436,883 | 17.2% | 14.4% | 1.20 | 12.2% | 1.41 | 13.1% | 1.31 | 17.3% | 1.00 |
| Commercial | \$724,235,644 | 43.4% | 32.9% | 1.32 | 36.7% | 1.18 | 33.3% | 1.30 | 43.5% | 1.00 |
| All Other | \$55,590,765 | 3.3% | 5.4% | 0.61 | 8.8% | 0.38 | 6.2% | 0.54 | 4.0% | 0.83 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$472,544,644 | 28.3% | 36.1% | 0.78 | 32.5% | 0.87 | 37.0% | 0.76 | 27.5% | 1.03 |
| Medical Assistance | \$224,961,716 | 13.5% | 11.3% | 1.19 | 9.6% | 1.40 | 10.4% | 1.29 | 13.2% | 1.02 |
| Commercial | \$403,326,542 | 24.2% | 14.8% | 1.63 | 18.5% | 1.31 | 15.9% | 1.51 | 25.2% | 0.96 |
| Charity Care | \$8,747,285 | 0.5% | 0.7% | 0.72 | 0.6% | 0.87 | 0.7% | 0.70 | 0.6% | 0.92 |
| Bad Debt | \$13,747,296 | 0.8% | 0.9% | 0.94 | 0.9% | 0.87 | 0.8% | 1.09 | 0.5% | 1.64 |
| All Other | \$46,500,342 | 2.8% | 3.0% | 0.92 | 4.8% | 0.58 | 3.3% | 0.85 | 3.4% | 0.83 |
| Total Deductions | \$1,169,827,825 | 70.0% | 66.8% | 1.05 | 67.0% | 1.05 | 68.2% | 1.03 | 70.4% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 11.8% | 5.7% | 2.05 | 4.8% | 2.46 | 6.3% | 1.87 | 13.4% | 0.88 | |
| Net Gains/Losses as % of Net Income | 199.7% | N/A | N/A | 5,067.6% | 0.04 | N/A | N/A | 74.9% | 2.67 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$264,750,122 | 48.1% | 41.8% | 1.15 | 43.9% | 1.10 | 40.1% | 1.20 | 49.6% | 0.97 |
| Supplies & Services | \$248,120,089 | 45.1% | 52.2% | 0.86 | 48.8% | 0.92 | 54.5% | 0.83 | 43.3% | 1.04 |
| Capital Component | \$36,986,961 | 6.7% | 6.0% | 1.12 | 7.3% | 0.93 | 5.4% | 1.24 | 7.2% | 0.94 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 3.0% | 5.7% | 0.52 | 4.7% | 0.64 | 4.7% | 0.64 | 4.1% | 0.73 | |
| Total Hospital Net Income (%) | -3.2% | 3.5% | N/A | -0.1% | 32.13 | 2.5% | N/A | 14.6% | N/A | |
| Return on Equity (%) | -1.9% | 1.4% | N/A | 0.0% | 44.31 | 1.7% | N/A | 9.0% | N/A | |
| Current Ratio | 1.6 | 3.9 | 0.42 | 3.2 | 0.50 | 5.3 | 0.31 | 1.3 | 1.23 | |
| Days in Net Patient Accounts Receivable | 39.9 | 91.7 | 0.44 | 71.6 | 0.56 | 59.1 | 0.68 | 27.5 | 1.45 | |
| Average Payment Period | 51.4 | 91.7 | 0.56 | 90.2 | 0.57 | 47.4 | 1.08 | 65.7 | 0.78 | |
| Equity Financing (%) | 74.7% | 59.1% | 1.26 | 50.6% | 1.48 | 68.4% | 1.09 | 74.8% | 1.00 | |
| Long-Term Debt to Equity Ratio | 0.2 | 0.4 | 0.52 | 0.5 | 0.47 | 0.2 | 0.96 | 0.2 | 1.00 | |
| Times Interest Earned | -1.3 | 5.7 | N/A | 0.9 | N/A | 5.2 | N/A | 12.0 | N/A | |
| Total Asset Turnover | 0.6 | 0.4 | 1.49 | 0.4 | 1.40 | 0.7 | 0.88 | 0.6 | 1.13 | |
| Average Age of Plant (Years) | 7.8 | 18.1 | 0.43 | 15.8 | 0.50 | 13.2 | 0.59 | 7.1 | 1.11 | |
| Increase (Decrease) Total Net Patient Revenue | 9.5% | 3.5% | 2.68 | 5.2% | 1.82 | 4.6% | 2.06 | 3.0% | 3.14 | |
| Outpatient Gross Revenue (% of Total GPR) | 56.1% | 66.2% | 0.85 | 63.7% | 0.88 | 61.1% | 0.92 | 54.2% | 1.03 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$16,251 | \$19,849 | 0.82 | \$21,625 | 0.75 | \$23,038 | 0.71 | \$15,150 | 1.07 | |
| Inpatient Net Revenue per Day | \$3,221 | \$3,697 | 0.87 | \$4,090 | 0.79 | \$3,969 | 0.81 | \$3,084 | 1.04 | |
| Outpatient Net Revenue per Visit | \$791 | \$819 | 0.97 | \$759 | 1.04 | \$910 | 0.87 | \$728 | 1.09 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,670,006,954 | Cash & Cash Equivalents | \$40,876,522 | Current Liabilities | \$74,180,923 |
| Less Deductions | \$1,169,827,825 | Net Patient Receivables | \$54,732,354 | Long-Term Debt | \$147,185,000 |
| Net Patient Revenue | \$500,179,129 | Other Receivables | \$16,907,730 | Other Liabilities | \$2,113,353 |
| Plus Other Revenue | \$66,597,218 | | | Subtotal | \$223,479,276 |
| Total Revenue | \$566,776,345 | Land, Buildings & Equipment (Net) | \$283,402,602 | Unrestricted Fund Balance | \$680,536,935 |
| Less Expenses | \$549,857,172 | Other Assets | \$515,141,565 | Restricted Fund Balance | \$8,448,473 |
| Non-Operating Gains/Losses | -\$33,889,435 | | | Total Liabilities & Fund Balance | \$904,016,211 |
| Net Income | -\$16,970,262 | Total Assets | \$911,060,773 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|-----------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 82.6% | 60.7% | 1.36 | 61.3% | 1.35 | 74.8% | 1.10 | 79.2% | 1.04 |
| Obstetrics | 0.0% | 37.3% | N/A | 37.3% | N/A | 51.0% | N/A | 0.0% | N/A |
| Pediatrics | 71.7% | 67.4% | 1.06 | 60.8% | 1.18 | 58.9% | 1.22 | 67.0% | 1.07 |
| Total Hospital | 79.5% | 61.9% | 1.28 | 62.3% | 1.28 | 73.0% | 1.09 | 76.2% | 1.04 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 332.9 | 27.3 | 12.21 | 26.4 | 12.62 | 108.7 | 3.06 | 316.9 | 1.05 |
| Obstetrics | 0.0 | 4.7 | N/A | 4.3 | N/A | 14.4 | N/A | 0.0 | N/A |
| Pediatrics | 38.7 | 1.7 | 22.38 | 2.4 | 15.90 | 5.5 | 22.38 | 36.2 | 1.07 |
| Total Hospital | 504.9 | 50.5 | 10.01 | 54.9 | 9.20 | 214.4 | 2.35 | 484.2 | 1.04 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.9 | 4.9 | 1.19 | 4.9 | 1.20 | 5.4 | 1.10 | 5.5 | 1.07 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.5 | N/A | 2.5 | N/A | 0.0 | N/A |
| Pediatrics | 4.7 | 4.0 | 1.17 | 4.4 | 1.06 | 4.6 | 1.03 | 4.7 | 0.99 |
| Total Hospital | 6.1 | 5.3 | 1.16 | 5.2 | 1.18 | 5.8 | 1.05 | 6.0 | 1.03 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 8,091 | 990 | 8.18 | 894 | 9.05 | 3,804 | 2.13 | 8,747 | 0.93 |
| Outpatient | 37,742 | 4,017 | 9.40 | 4,062 | 9.29 | 11,772 | 3.21 | 35,456 | 1.06 |
| Inpatient as % of All Surgeries | 17.7% | 19.8% | 0.89 | 18.0% | 0.98 | 24.4% | 0.72 | 19.8% | 0.89 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 1,044,356 | 141,022 | 7.41 | 182,049 | 5.74 | 460,116 | 2.27 | 1,002,206 | 1.04 |
| Emergency Visits | 90,318 | 17,305 | 5.22 | 17,809 | 5.07 | 43,288 | 2.09 | 75,321 | 1.20 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 168.0 | 18.8 | 8.95 | 18.6 | 9.04 | 61.8 | 2.72 | 153.0 | 1.10 |
| Nurses, Licensed | 2,459.7 | 234.4 | 10.49 | 274.7 | 8.95 | 855.9 | 2.87 | 2,496.5 | 0.99 |
| Ancillary Nursing Personnel | 410.7 | 38.1 | 10.78 | 35.1 | 11.68 | 143.5 | 2.86 | 352.9 | 1.16 |
| All Other Personnel | 7,014.8 | 466.7 | 15.03 | 644.0 | 10.89 | 1,747.7 | 4.01 | 6,667.1 | 1.05 |
| Total FTEs | 10,053.2 | 758.0 | 13.26 | 972.4 | 10.34 | 2,808.9 | 3.58 | 9,669.5 | 1.04 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 13.4 | 12.5 | 1.07 | 12.1 | 1.11 | 11.2 | 1.19 | 13.7 | 0.98 |
| Nurses, Licensed | 195.9 | 156.2 | 1.25 | 178.7 | 1.10 | 155.4 | 1.26 | 223.3 | 0.88 |
| Ancillary Nursing Personnel | 32.7 | 25.4 | 1.29 | 22.9 | 1.43 | 26.1 | 1.26 | 31.6 | 1.04 |
| All Other Personnel | 558.6 | 311.0 | 1.80 | 418.9 | 1.33 | 317.4 | 1.76 | 596.4 | 0.94 |
| Total FTEs | 800.6 | 505.0 | 1.59 | 632.6 | 1.27 | 510.1 | 1.57 | 864.9 | 0.93 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|---------|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Beds Set Up & Staffed | 635 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 30,137 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 4 |
| Inpatient Days | 184,292 | | | Inpatient Days | 0 | Newborn Days | 0 |

064 UW Hospital and Clinics Authority
Madison, WI 53792

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 403 | 20,656 | 121,492 | 82.6% | 332.9 | 5.9 |
| Orthopedic | 1 | 36 | 2,105 | 10,339 | 78.7% | 28.3 | 4.9 |
| Rehabilitation & Physical Medicine | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 1 | 54 | 3,017 | 14,139 | 71.7% | 38.7 | 4.7 |
| Obstetrics | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 1 | 18 | 1,084 | 4,863 | 74.0% | 13.3 | 4.5 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 31 | 428 | 10,947 | 96.7% | 30.0 | 25.6 |
| Cardiac Intensive Unit | 1 | 7 | 153 | 2,015 | 78.9% | 5.5 | 13.2 |
| Pediatric Intensive Care | 1 | 21 | 400 | 4,738 | 61.8% | 13.0 | 11.8 |
| Burn Care | 1 | 11 | 275 | 3,520 | 87.7% | 9.6 | 12.8 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 26 | 236 | 5,343 | 56.3% | 14.6 | 22.6 |
| Other Intensive Care | 1 | 18 | 423 | 6,020 | 91.6% | 16.5 | 14.2 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 1 | 10 | 160 | 876 | 24.0% | 2.4 | 5.5 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-----------------|
| Administrators/Assistant Administrators | 168 | 0 | 168.0 | Surgical Personnel | 91 | 26 | 108.3 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 221 | 90 | 271.1 |
| Medical & Dental Residents | 748 | 0 | 748.0 | Respiratory Therapists | 93 | 41 | 115.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 30 | 46 | 49.4 |
| Registered Nurses | 1,646 | 1,096 | 2,341.2 | Occupational Therapy Assistants/Aides | 3 | 4 | 5.8 |
| Certified Nurse Midwives | 1 | 2 | 2.4 | Physical Therapists | 72 | 73 | 109.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 7 | 3 | 9.0 |
| Ancillary Nursing Personnel | 221 | 449 | 410.7 | Recreational Therapists | 34 | 68 | 58.2 |
| Physician Assistants | 0 | 2 | 1.5 | Dietitians & Nutritionists | 43 | 14 | 50.9 |
| Nurse Practitioners | 2 | 2 | 3.4 | Psychologists | 7 | 2 | 8.0 |
| Certified Registered Nurse Anesthetists | 65 | 8 | 71.2 | Social Workers | 62 | 18 | 74.4 |
| Clinical Nurse Specialists | 37 | 6 | 41.6 | All Other Health Professionals | 886 | 267 | 982.4 |
| Health Info Mgmt-Administrators/Technicians | 197 | 21 | 210.7 | All Other Personnel | 3,065 | 493 | 3,318.8 |
| Pharmacy Personnel | 206 | 136 | 263.2 | | | | |
| Clinical Laboratory Personnel | 241 | 60 | 276.0 | | | | |
| | | | | Total | 8,432 | 3,026 | 10,053.2 |

064 UW Hospital and Clinics Authority

Madison, WI 53792

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$2,521,897,985 | 35.9% | 47.3% | 0.76 | 42.3% | 0.85 | 47.4% | 0.76 | 35.8% | 1.00 |
| Medical Assistance | \$675,469,930 | 9.6% | 14.4% | 0.67 | 12.2% | 0.79 | 13.1% | 0.73 | 9.4% | 1.02 |
| Commercial | \$2,790,689,782 | 39.7% | 32.9% | 1.21 | 36.7% | 1.08 | 33.3% | 1.19 | 40.7% | 0.98 |
| All Other | \$1,033,570,564 | 14.7% | 5.4% | 2.72 | 8.8% | 1.67 | 6.2% | 2.37 | 14.0% | 1.05 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$1,962,913,790 | 28.0% | 36.1% | 0.77 | 32.5% | 0.86 | 37.0% | 0.75 | 26.8% | 1.04 |
| Medical Assistance | \$511,378,305 | 7.3% | 11.3% | 0.65 | 9.6% | 0.76 | 10.4% | 0.70 | 6.8% | 1.07 |
| Commercial | \$1,518,547,416 | 21.6% | 14.8% | 1.46 | 18.5% | 1.17 | 15.9% | 1.36 | 21.1% | 1.02 |
| Charity Care | \$62,333,682 | 0.9% | 0.7% | 1.22 | 0.6% | 1.47 | 0.7% | 1.18 | 0.7% | 1.31 |
| Bad Debt | \$49,281,409 | 0.7% | 0.9% | 0.80 | 0.9% | 0.74 | 0.8% | 0.93 | 0.6% | 1.16 |
| All Other | \$524,104,400 | 7.5% | 3.0% | 2.46 | 4.8% | 1.55 | 3.3% | 2.27 | 7.0% | 1.06 |
| Total Deductions | \$4,628,559,002 | 65.9% | 66.8% | 0.99 | 67.0% | 0.98 | 68.2% | 0.97 | 63.0% | 1.05 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.7% | 5.7% | 0.12 | | 4.8% | 0.15 | 6.3% | 0.11 | 0.6% | 1.29 |
| Net Gains/Losses as % of Net Income | 737.0% | N/A | N/A | | 5,067.6% | 0.15 | N/A | N/A | 50.6% | 14.58 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$872,699,857 | 37.7% | 41.8% | 0.90 | 43.9% | 0.86 | 40.1% | 0.94 | 38.8% | 0.97 |
| Supplies & Services | \$1,252,049,693 | 54.2% | 52.2% | 1.04 | 48.8% | 1.11 | 54.5% | 0.99 | 55.1% | 0.98 |
| Capital Component | \$187,212,108 | 8.1% | 6.0% | 1.35 | 7.3% | 1.11 | 5.4% | 1.50 | 6.1% | 1.32 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 4.1% | 5.7% | 0.72 | 4.7% | 0.87 | 4.7% | 0.87 | 9.1% | 0.45 |
| Total Hospital Net Income (%) | | -0.7% | 3.5% | N/A | -0.1% | 6.79 | 2.5% | N/A | 16.8% | N/A |
| Return on Equity (%) | | -0.3% | 1.4% | N/A | 0.0% | 7.99 | 1.7% | N/A | 10.2% | N/A |
| Current Ratio | | 2.5 | 3.9 | 0.63 | 3.2 | 0.76 | 5.3 | 0.47 | 3.0 | 0.81 |
| Days in Net Patient Accounts Receivable | | 52.2 | 91.7 | 0.57 | 71.6 | 0.73 | 59.1 | 0.88 | 56.4 | 0.92 |
| Average Payment Period | | 80.2 | 91.7 | 0.87 | 90.2 | 0.89 | 47.4 | 1.69 | 87.7 | 0.91 |
| Equity Financing (%) | | 44.3% | 59.1% | 0.75 | 50.6% | 0.88 | 68.4% | 0.65 | 52.2% | 0.85 |
| Long-Term Debt to Equity Ratio | | 0.5 | 0.4 | 1.28 | 0.5 | 1.15 | 0.2 | 2.36 | 0.3 | 1.70 |
| Times Interest Earned | | 0.5 | 5.7 | 0.08 | 0.9 | 0.51 | 5.2 | 0.09 | 21.1 | 0.02 |
| Total Asset Turnover | | 0.5 | 0.4 | 1.26 | 0.4 | 1.18 | 0.7 | 0.74 | 0.6 | 0.95 |
| Average Age of Plant (Years) | | 11.1 | 18.1 | 0.61 | 15.8 | 0.70 | 13.2 | 0.83 | 11.9 | 0.93 |
| Increase (Decrease) Total Net Patient Revenue | | 3.0% | 3.5% | 0.84 | 5.2% | 0.57 | 4.6% | 0.64 | 13.0% | 0.23 |
| Outpatient Gross Revenue (% of Total GPR) | | 58.2% | 66.2% | 0.88 | 63.7% | 0.91 | 61.1% | 0.95 | 55.4% | 1.05 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$31,919 | \$19,849 | 1.61 | | \$21,625 | 1.48 | \$23,038 | 1.39 | \$32,828 | 0.97 |
| Inpatient Net Revenue per Day | \$5,019 | \$3,697 | 1.36 | | \$4,090 | 1.23 | \$3,969 | 1.26 | \$5,348 | 0.94 |
| Outpatient Net Revenue per Visit | \$1,305 | \$819 | 1.59 | | \$759 | 1.72 | \$910 | 1.43 | \$1,289 | 1.01 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$7,021,628,260 | Cash & Cash Equivalents | \$592,924,820 | Current Liabilities | \$487,524,498 |
| Less Deductions | \$4,628,559,002 | Net Patient Receivables | \$341,968,977 | Long-Term Debt | \$1,085,493,240 |
| Net Patient Revenue | \$2,393,069,258 | Other Receivables | \$22,275,916 | Other Liabilities | \$991,920,300 |
| Plus Other Revenue | \$17,304,563 | | | Subtotal | \$2,564,938,038 |
| Total Revenue | \$2,410,373,821 | Land, Buildings & Equipment (Net) | \$857,319,032 | Unrestricted Fund Balance | \$2,036,481,117 |
| Less Expenses | \$2,311,961,658 | Other Assets | \$2,786,930,410 | Restricted Fund Balance | \$194,591,992 |
| Non-Operating Gains/Losses | -\$113,861,280 | | | Total Liabilities & Fund Balance | \$4,601,419,155 |
| Net Income | -\$15,449,117 | Total Assets | \$4,601,419,155 | | |

178 Froedtert Holy Family Memorial
 2300 Western Ave
 Manitowoc, WI 54220
 920-320-2011

Fiscal Year: 7/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Other Not-For-Profit

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 47.4% | 60.7% | 0.78 | 62.0% | 0.77 | 58.7% | 0.81 | 40.6% | 1.17 |
| Obstetrics | 5.1% | 37.3% | 0.14 | 34.4% | 0.02 | 29.8% | 0.17 | 5.7% | 0.90 |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 39.2% | 61.9% | 0.63 | 56.6% | 0.69 | 59.2% | 0.66 | 35.7% | 1.10 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 16.6 | 27.3 | 0.61 | 27.3 | 0.61 | 18.7 | 0.89 | 14.2 | 1.17 |
| Obstetrics | 0.7 | 4.7 | 0.14 | 3.8 | 0.18 | 2.5 | 0.26 | 0.7 | 0.90 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 22.7 | 50.5 | 0.45 | 46.9 | 0.48 | 35.1 | 0.65 | 20.7 | 1.10 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.7 | 4.9 | 0.96 | 4.6 | 1.03 | 4.5 | 1.06 | 3.4 | 1.40 |
| Obstetrics | 2.0 | 2.4 | 0.82 | 2.3 | 0.87 | 2.2 | 0.90 | 2.0 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.9 | 5.3 | 0.73 | 4.8 | 0.81 | 4.6 | 0.83 | 3.6 | 1.07 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 381 | 990 | 0.38 | 796 | 0.48 | 526 | 0.72 | 632 | 0.60 |
| Outpatient | 2,112 | 4,017 | 0.53 | 5,614 | 0.38 | 3,165 | 0.67 | 2,101 | 1.01 |
| Inpatient as % of All Surgeries | 15.3% | 19.8% | 0.77 | 12.4% | 1.23 | 14.3% | 1.07 | 23.1% | 0.66 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 109,998 | 141,022 | 0.78 | 209,631 | 0.52 | 102,926 | 1.07 | 122,165 | 0.90 |
| Emergency Visits | 10,356 | 17,305 | 0.60 | 18,500 | 0.56 | 18,037 | 0.57 | 9,144 | 1.13 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 29.0 | 18.8 | 1.55 | 21.3 | 1.36 | 17.9 | 1.62 | 19.0 | 1.53 |
| Nurses, Licensed | 83.0 | 234.4 | 0.35 | 265.2 | 0.31 | 148.0 | 0.56 | 166.1 | 0.50 |
| Ancillary Nursing Personnel | 14.6 | 38.1 | 0.38 | 40.3 | 0.36 | 25.5 | 0.57 | 14.0 | 1.04 |
| All Other Personnel | 263.8 | 466.7 | 0.57 | 448.1 | 0.59 | 271.6 | 0.97 | 475.3 | 0.56 |
| Total FTEs | 390.4 | 758.0 | 0.52 | 775.0 | 0.50 | 463.0 | 0.84 | 674.4 | 0.58 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 27.8 | 12.5 | 2.22 | 11.2 | 2.49 | 13.6 | 2.04 | 18.8 | 1.48 |
| Nurses, Licensed | 79.6 | 156.2 | 0.51 | 139.6 | 0.57 | 112.9 | 0.70 | 164.1 | 0.48 |
| Ancillary Nursing Personnel | 14.0 | 25.4 | 0.55 | 21.2 | 0.66 | 19.5 | 0.72 | 13.8 | 1.01 |
| All Other Personnel | 253.0 | 311.0 | 0.81 | 235.8 | 1.07 | 207.1 | 1.22 | 469.8 | 0.54 |
| Total FTEs | 374.4 | 505.0 | 0.74 | 407.8 | 0.92 | 353.1 | 1.06 | 666.6 | 0.56 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 58 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 6 |
| Discharges | 2,150 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 84 |
| Inpatient Days | 8,302 | | | Inpatient Days | 0 | Newborn Days | 255 |

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Manitowoc, WI 54220

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 35 | 1,280 | 6,059 | 47.4% | 16.6 | 4.7 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 13 | 123 | 244 | 5.1% | 0.7 | 2.0 |
| Psychiatric | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 10 | 370 | 1,999 | 54.8% | 5.5 | 5.4 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 29 | 0 | 29.0 | Surgical Personnel | 6 | 2 | 6.6 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 18 | 14 | 28.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 4 | 5 | 5.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 3 | 5.4 |
| Registered Nurses | 60 | 37 | 78.8 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.8 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 9 | 4 | 11.3 |
| Licensed Practical Nurses | 3 | 3 | 4.1 | Physical Therapy Assistants/Aides | 5 | 2 | 5.6 |
| Ancillary Nursing Personnel | 8 | 18 | 14.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 2 | 1.6 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 1 | 1.8 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 35 | 29 | 51.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 88 | 76 | 116.4 |
| Pharmacy Personnel | 9 | 1 | 9.0 | | | | |
| Clinical Laboratory Personnel | 10 | 7 | 13.7 | | | | |
| | | | | Total | 295 | 209 | 390.4 |

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Manitowoc, WI 54220

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|-----------|------------------|---------|--------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$176,262,960 | 54.5% | 47.3% | 1.15 | 47.8% | 1.14 | 50.2% | 1.09 | 54.8% | 1.00 |
| Medical Assistance | \$39,907,026 | 12.3% | 14.4% | 0.86 | 12.4% | 1.00 | 14.7% | 0.84 | 12.2% | 1.02 |
| Commercial | \$92,191,130 | 28.5% | 32.9% | 0.87 | 34.5% | 0.83 | 30.7% | 0.93 | 29.5% | 0.97 |
| All Other | \$14,910,594 | 4.6% | 5.4% | 0.85 | 5.3% | 0.87 | 4.4% | 1.05 | 3.6% | 1.30 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$133,143,230 | 41.2% | 36.1% | 1.14 | 36.7% | 1.12 | 37.5% | 1.10 | 42.0% | 0.98 |
| Medical Assistance | \$33,319,694 | 10.3% | 11.3% | 0.91 | 9.9% | 1.04 | 11.2% | 0.92 | 10.2% | 1.01 |
| Commercial | \$46,469,168 | 14.4% | 14.8% | 0.97 | 15.4% | 0.93 | 12.7% | 1.13 | 13.6% | 1.05 |
| Charity Care | \$711,922 | 0.2% | 0.7% | 0.30 | 0.8% | 0.29 | 0.8% | 0.27 | 0.0% | 853.25 |
| Bad Debt | \$4,959,532 | 1.5% | 0.9% | 1.75 | 0.9% | 1.73 | 1.0% | 1.54 | 1.7% | 0.89 |
| All Other | \$9,908,842 | 3.1% | 3.0% | 1.01 | 3.5% | 0.88 | 2.8% | 1.09 | 2.6% | 1.17 |
| Total Deductions | \$228,512,388 | 70.7% | 66.8% | 1.06 | 67.1% | 1.05 | 66.0% | 1.07 | 70.2% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.8% | 5.7% | 0.48 | | 3.6% | 0.78 | 3.3% | 0.84 | 4.3% | 0.65 |
| Net Gains/Losses as % of Net Income | 1.1% | N/A | N/A | | N/A | N/A | 14,078.6% | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$67,291,787 | 52.5% | 41.8% | 1.26 | 43.8% | 1.20 | 41.0% | 1.28 | 54.6% | 0.96 |
| Supplies & Services | \$56,732,408 | 44.3% | 52.2% | 0.85 | 50.3% | 0.88 | 52.7% | 0.84 | 40.0% | 1.11 |
| Capital Component | \$4,040,076 | 3.2% | 6.0% | 0.53 | 5.9% | 0.53 | 6.3% | 0.50 | 5.4% | 0.58 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -31.4% | 5.7% | N/A | | 6.7% | N/A | 2.9% | N/A | -15.4% | 2.04 |
| Total Hospital Net Income (%) | -31.8% | 3.5% | N/A | | 4.5% | N/A | 0.0% | 1,498.54 | -9.9% | 3.20 |
| Return on Equity (%) | -57.4% | 1.4% | N/A | | 2.9% | N/A | 0.0% | 6,326.47 | -18.2% | 3.16 |
| Current Ratio | 1.9 | 3.9 | 0.48 | | 5.4 | 0.35 | 3.2 | 0.59 | 2.0 | 0.95 |
| Days in Net Patient Accounts Receivable | 20.6 | 91.7 | 0.22 | | 52.8 | 0.39 | 88.3 | 0.23 | 28.7 | 0.72 |
| Average Payment Period | 24.0 | 91.7 | 0.26 | | 47.9 | 0.50 | 85.8 | 0.28 | 40.6 | 0.59 |
| Equity Financing (%) | 84.0% | 59.1% | 1.42 | | 77.7% | 1.08 | 60.3% | 1.39 | 64.1% | 1.31 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.02 | | 0.1 | 0.06 | 0.4 | 0.02 | 0.2 | 0.03 |
| Times Interest Earned | 0.0 | 5.7 | N/A | | 6.8 | N/A | 1.0 | N/A | -11.0 | N/A |
| Total Asset Turnover | 1.8 | 0.4 | 4.34 | | 0.7 | 2.67 | 0.4 | 4.11 | 1.7 | 1.04 |
| Average Age of Plant (Years) | 1.1 | 18.1 | 0.06 | | 10.8 | 0.11 | 16.0 | 0.07 | 0.2 | 6.25 |
| Increase (Decrease) Total Net Patient Revenue | -11.0% | 3.5% | N/A | | 3.1% | N/A | 3.7% | N/A | 3.0% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 79.5% | 66.2% | 1.20 | | 74.8% | 1.06 | 73.1% | 1.09 | 79.5% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$11,289 | \$19,849 | 0.57 | | \$15,277 | 0.74 | \$13,245 | 0.85 | \$9,388 | 1.20 |
| Inpatient Net Revenue per Day | \$3,112 | \$3,697 | 0.84 | | \$3,088 | 1.01 | \$2,825 | 1.10 | \$2,588 | 1.20 |
| Outpatient Net Revenue per Visit | \$627 | \$819 | 0.77 | | \$666 | 0.94 | \$766 | 0.82 | \$710 | 0.88 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$323,271,710 | Cash & Cash Equivalents | | Current Liabilities | \$8,176,165 |
| Less Deductions | \$228,512,388 | Net Patient Receivables | \$-4,496,224 | Long-Term Debt | \$350,207 |
| Net Patient Revenue | \$94,759,322 | Other Receivables | \$5,338,666 | Other Liabilities | \$77,984 |
| Plus Other Revenue | \$2,702,312 | | \$2,064,134 | Subtotal | \$8,604,356 |
| Total Revenue | \$97,461,636 | Land, Buildings & Equipment (Net) | \$25,402,318 | Unrestricted Fund Balance | \$45,276,346 |
| Less Expenses | \$128,064,271 | Other Assets | \$25,571,808 | Restricted Fund Balance | \$3,499,233 |
| Non-Operating Gains/Losses | -\$329,084 | Total Assets | \$53,880,702 | Total Liabilities & Fund Balance | \$53,880,702 |
| Net Income | -\$30,931,719 | | | | |

067 Aurora Medical Center - Bay Area
 3003 University Drive
 Marinette, WI 54143
 715-735-6621

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 61.0% | 60.7% | 1.01 | 62.0% | 0.98 | 58.7% | 1.04 | 59.9% | 1.02 |
| Obstetrics | 28.6% | 37.3% | 0.77 | 34.4% | 0.06 | 29.8% | 0.96 | 36.1% | 0.79 |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 52.2% | 61.9% | 0.84 | 56.6% | 0.92 | 59.2% | 0.88 | 46.9% | 1.11 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 25.0 | 27.3 | 0.92 | 27.3 | 0.92 | 18.7 | 1.33 | 24.6 | 1.02 |
| Obstetrics | 2.0 | 4.7 | 0.42 | 3.8 | 0.53 | 2.5 | 0.79 | 2.5 | 0.79 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 33.9 | 50.5 | 0.67 | 46.9 | 0.72 | 35.1 | 0.97 | 34.2 | 0.99 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.9 | 4.9 | 0.99 | 4.6 | 1.07 | 4.5 | 1.09 | 4.0 | 1.21 |
| Obstetrics | 2.0 | 2.4 | 0.84 | 2.3 | 0.88 | 2.2 | 0.92 | 2.2 | 0.93 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.2 | 5.3 | 0.98 | 4.8 | 1.09 | 4.6 | 1.12 | 4.5 | 1.16 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 290 | 990 | 0.29 | 796 | 0.36 | 526 | 0.55 | 340 | 0.85 |
| Outpatient | 2,187 | 4,017 | 0.54 | 5,614 | 0.39 | 3,165 | 0.69 | 2,249 | 0.97 |
| Inpatient as % of All Surgeries | 11.7% | 19.8% | 0.59 | 12.4% | 0.94 | 14.3% | 0.82 | 13.1% | 0.89 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 81,207 | 141,022 | 0.58 | 209,631 | 0.39 | 102,926 | 0.79 | 82,200 | 0.99 |
| Emergency Visits | 20,264 | 17,305 | 1.17 | 18,500 | 1.10 | 18,037 | 1.12 | 20,474 | 0.99 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 10.0 | 18.8 | 0.53 | 21.3 | 0.47 | 17.9 | 0.56 | 11.0 | 0.91 |
| Nurses, Licensed | 147.6 | 234.4 | 0.63 | 265.2 | 0.56 | 148.0 | 1.00 | 178.8 | 0.83 |
| Ancillary Nursing Personnel | 42.5 | 38.1 | 1.12 | 40.3 | 1.05 | 25.5 | 1.67 | 56.0 | 0.76 |
| All Other Personnel | 283.3 | 466.7 | 0.61 | 448.1 | 0.63 | 271.6 | 1.04 | 348.7 | 0.81 |
| Total FTEs | 483.4 | 758.0 | 0.64 | 775.0 | 0.62 | 463.0 | 1.04 | 594.4 | 0.81 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.2 | 12.5 | 0.49 | 11.2 | 0.55 | 13.6 | 0.45 | 7.8 | 0.79 |
| Nurses, Licensed | 91.1 | 156.2 | 0.58 | 139.6 | 0.65 | 112.9 | 0.81 | 127.0 | 0.72 |
| Ancillary Nursing Personnel | 26.2 | 25.4 | 1.03 | 21.2 | 1.24 | 19.5 | 1.35 | 39.7 | 0.66 |
| All Other Personnel | 174.8 | 311.0 | 0.56 | 235.8 | 0.74 | 207.1 | 0.84 | 247.6 | 0.71 |
| Total FTEs | 298.3 | 505.0 | 0.59 | 407.8 | 0.73 | 353.1 | 0.84 | 422.1 | 0.71 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 65 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 11 |
| Discharges | 2,380 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 160 |
| Inpatient Days | 12,376 | | | Inpatient Days | 0 | Newborn Days | 308 |

067 Aurora Medical Center - Bay Area
Marinette, WI 54143

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 41 | 1,866 | 9,129 | 61.0% | 25.0 | 4.9 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 7 | 362 | 732 | 28.6% | 2.0 | 2.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 10 | 266 | 2,283 | 62.5% | 6.3 | 8.6 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 3 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 1 | 4 | 40 | 232 | 15.9% | 0.6 | 5.8 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 10 | 0 | 10.0 | Surgical Personnel | 8 | 8 | 12.5 |
| Physicians & Dentists | 23 | 10 | 24.0 | Radiological Services Personnel | 27 | 17 | 33.7 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 12 | 9.7 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 73 | 99 | 132.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 0 | 0 | 0.0 |
| Licensed Practical Nurses | 4 | 5 | 7.4 | Physical Therapy Assistants/Aides | 0 | 1 | 0.9 |
| Ancillary Nursing Personnel | 16 | 65 | 42.5 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 0 | 3.0 | Dietitians & Nutritionists | 2 | 0 | 2.0 |
| Nurse Practitioners | 5 | 1 | 5.8 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 2 | 0 | 2.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 22 | 15 | 24.1 |
| Health Info Mgmt-Administrators/Technicians | 12 | 1 | 12.8 | All Other Personnel | 80 | 57 | 110.5 |
| Pharmacy Personnel | 13 | 10 | 16.1 | | | | |
| Clinical Laboratory Personnel | 14 | 19 | 22.9 | | | | |
| | | | | Total | 326 | 325 | 483.4 |

067 Aurora Medical Center - Bay Area

Marinette, WI 54143

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|-----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$272,126,764 | 58.2% | 47.3% | 1.23 | 47.8% | 1.22 | 50.2% | 1.16 | 56.7% | 1.03 |
| Medical Assistance | \$62,737,961 | 13.4% | 14.4% | 0.93 | 12.4% | 1.08 | 14.7% | 0.91 | 13.9% | 0.96 |
| Commercial | \$89,340,728 | 19.1% | 32.9% | 0.58 | 34.5% | 0.55 | 30.7% | 0.62 | 21.6% | 0.88 |
| All Other | \$43,487,209 | 9.3% | 5.4% | 1.72 | 5.3% | 1.75 | 4.4% | 2.11 | 7.8% | 1.20 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$227,885,507 | 48.7% | 36.1% | 1.35 | 36.7% | 1.33 | 37.5% | 1.30 | 46.2% | 1.06 |
| Medical Assistance | \$54,967,558 | 11.8% | 11.3% | 1.04 | 9.9% | 1.19 | 11.2% | 1.05 | 12.0% | 0.98 |
| Commercial | \$49,324,973 | 10.5% | 14.8% | 0.71 | 15.4% | 0.69 | 12.7% | 0.83 | 9.3% | 1.13 |
| Charity Care | \$3,255,718 | 0.7% | 0.7% | 0.96 | 0.8% | 0.93 | 0.8% | 0.84 | 0.8% | 0.84 |
| Bad Debt | \$4,875,692 | 1.0% | 0.9% | 1.19 | 0.9% | 1.18 | 1.0% | 1.04 | 1.5% | 0.70 |
| All Other | \$30,865,079 | 6.6% | 3.0% | 2.17 | 3.5% | 1.90 | 2.8% | 2.35 | 5.1% | 1.29 |
| Total Deductions | \$371,174,527 | 79.4% | 66.8% | 1.19 | 67.1% | 1.18 | 66.0% | 1.20 | 74.9% | 1.06 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.0% | 5.7% | 0.18 | | 3.6% | 0.29 | 3.3% | 0.31 | 0.9% | 1.12 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | N/A | N/A | 14,078.6% | N/A | 25.6% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$45,226,575 | 40.5% | 41.8% | 0.97 | 43.8% | 0.93 | 41.0% | 0.99 | 37.7% | 1.07 |
| Supplies & Services | \$56,582,956 | 50.7% | 52.2% | 0.97 | 50.3% | 1.01 | 52.7% | 0.96 | 51.7% | 0.98 |
| Capital Component | \$9,833,726 | 8.8% | 6.0% | 1.47 | 5.9% | 1.49 | 6.3% | 1.40 | 10.6% | 0.83 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -14.5% | 5.7% | N/A | | 6.7% | N/A | 2.9% | N/A | 4.9% | N/A |
| Total Hospital Net Income (%) | -8.2% | 3.5% | N/A | | 4.5% | N/A | 0.0% | 387.24 | 6.5% | N/A |
| Return on Equity (%) | -4.2% | 1.4% | N/A | | 2.9% | N/A | 0.0% | 466.77 | 3.3% | N/A |
| Current Ratio | 7.0 | 3.9 | 1.79 | | 5.4 | 1.28 | 3.2 | 2.17 | 3.5 | 1.97 |
| Days in Net Patient Accounts Receivable | 57.8 | 91.7 | 0.63 | | 52.8 | 1.09 | 88.3 | 0.65 | 58.7 | 0.98 |
| Average Payment Period | 35.1 | 91.7 | 0.38 | | 47.9 | 0.73 | 85.8 | 0.41 | 85.5 | 0.41 |
| Equity Financing (%) | 51.0% | 59.1% | 0.86 | | 77.7% | 0.66 | 60.3% | 0.85 | 51.4% | 0.99 |
| Long-Term Debt to Equity Ratio | 0.7 | 0.4 | 1.68 | | 0.1 | 5.33 | 0.4 | 1.71 | 0.7 | 1.05 |
| Times Interest Earned | -2.2 | 5.7 | N/A | | 6.8 | N/A | 1.0 | N/A | 3.2 | N/A |
| Total Asset Turnover | 0.5 | 0.4 | 1.17 | | 0.7 | 0.72 | 0.4 | 1.11 | 0.5 | 0.96 |
| Average Age of Plant (Years) | 4.2 | 18.1 | 0.23 | | 10.8 | 0.39 | 16.0 | 0.26 | 2.9 | 1.44 |
| Increase (Decrease) Total Net Patient Revenue | -11.0% | 3.5% | N/A | | 3.1% | N/A | 3.7% | N/A | 12.4% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 77.0% | 66.2% | 1.16 | | 74.8% | 1.03 | 73.1% | 1.05 | 75.0% | 1.03 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,286 | \$19,849 | 0.62 | | \$15,277 | 0.80 | \$13,245 | 0.93 | \$12,404 | 0.99 |
| Inpatient Net Revenue per Day | \$2,146 | \$3,697 | 0.58 | | \$3,088 | 0.69 | \$2,825 | 0.76 | \$2,679 | 0.80 |
| Outpatient Net Revenue per Visit | \$711 | \$819 | 0.87 | | \$666 | 1.07 | \$766 | 0.93 | \$783 | 0.91 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$467,692,661 | Cash & Cash Equivalents | \$40,296,682 | Current Liabilities | \$10,110,936 |
| Less Deductions | \$371,174,527 | Net Patient Receivables | \$15,285,326 | Long-Term Debt | \$71,830,000 |
| Net Patient Revenue | \$96,518,134 | Other Receivables | \$207,977 | Other Liabilities | \$16,219,598 |
| Plus Other Revenue | \$995,204 | | | Subtotal | \$98,160,534 |
| Total Revenue | \$97,513,339 | Land, Buildings & Equipment (Net) | \$127,532,959 | Unrestricted Fund Balance | \$102,254,940 |
| Less Expenses | \$111,643,257 | Other Assets | \$17,092,528 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$5,641,224 | | | Total Liabilities & Fund Balance | \$200,415,474 |
| Net Income | -\$8,488,694 | Total Assets | \$200,415,472 | | |

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

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

County: Wood
 Analysis Area: North Central (6)
 Volume Group: 7

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 84.5% | 60.7% | 1.39 | 55.2% | 1.53 | 74.8% | 1.13 | 98.3% | 0.86 |
| Obstetrics | 51.5% | 37.3% | 1.38 | 32.6% | 0.24 | 51.0% | 1.01 | 113.5% | 0.45 |
| Pediatrics | 63.4% | 67.4% | 0.94 | 86.7% | 0.73 | 58.9% | 1.08 | 61.4% | 1.03 |
| Total Hospital | 84.7% | 61.9% | 1.37 | 62.1% | 1.36 | 73.0% | 1.16 | 94.3% | 0.90 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 125.9 | 27.3 | 4.62 | 17.1 | 7.35 | 108.7 | 1.16 | 125.9 | 1.00 |
| Obstetrics | 7.7 | 4.7 | 1.63 | 3.0 | 2.55 | 14.4 | 0.54 | 9.1 | 0.85 |
| Pediatrics | 10.1 | 1.7 | 5.86 | 3.2 | 3.15 | 5.5 | 5.86 | 9.8 | 1.03 |
| Total Hospital | 188.9 | 50.5 | 3.74 | 38.1 | 4.95 | 214.4 | 0.88 | 193.2 | 0.98 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.9 | 4.9 | 1.19 | 5.2 | 1.12 | 5.4 | 1.10 | 5.3 | 1.11 |
| Obstetrics | 2.9 | 2.4 | 1.20 | 1.8 | 1.58 | 2.5 | 1.15 | 3.1 | 0.93 |
| Pediatrics | 3.1 | 4.0 | 0.77 | 5.4 | 0.57 | 4.6 | 0.68 | 3.0 | 1.04 |
| Total Hospital | 6.1 | 5.3 | 1.16 | 5.3 | 1.17 | 5.8 | 1.06 | 5.8 | 1.06 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 4,215 | 990 | 4.26 | 1,159 | 3.64 | 3,804 | 1.11 | 4,699 | 0.90 |
| Outpatient | 17,879 | 4,017 | 4.45 | 4,194 | 4.26 | 11,772 | 1.52 | 15,073 | 1.19 |
| Inpatient as % of All Surgeries | 19.1% | 19.8% | 0.97 | 21.6% | 0.88 | 24.4% | 0.78 | 23.8% | 0.80 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 502,662 | 141,022 | 3.56 | 96,566 | 5.21 | 460,116 | 1.09 | 526,110 | 0.96 |
| Emergency Visits | 24,211 | 17,305 | 1.40 | 13,569 | 1.78 | 43,288 | 0.56 | 22,926 | 1.06 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 8.0 | 18.8 | 0.43 | 19.9 | 0.40 | 61.8 | 0.13 | 28.0 | 0.29 |
| Nurses, Licensed | 1,025.2 | 234.4 | 4.37 | 195.2 | 5.25 | 855.9 | 1.20 | 855.7 | 1.20 |
| Ancillary Nursing Personnel | 112.3 | 38.1 | 2.95 | 37.3 | 3.01 | 143.5 | 0.78 | 86.4 | 1.30 |
| All Other Personnel | 2,366.8 | 466.7 | 5.07 | 374.4 | 6.32 | 1,747.7 | 1.35 | 3,568.5 | 0.66 |
| Total FTEs | 3,512.3 | 758.0 | 4.63 | 626.9 | 5.60 | 2,808.9 | 1.25 | 4,538.6 | 0.77 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 1.3 | 12.5 | 0.10 | 14.6 | 0.09 | 11.2 | 0.11 | 5.0 | 0.26 |
| Nurses, Licensed | 163.9 | 156.2 | 1.05 | 143.7 | 1.14 | 155.4 | 1.05 | 152.6 | 1.07 |
| Ancillary Nursing Personnel | 17.9 | 25.4 | 0.71 | 27.5 | 0.65 | 26.1 | 0.69 | 15.4 | 1.17 |
| All Other Personnel | 378.3 | 311.0 | 1.22 | 275.6 | 1.37 | 317.4 | 1.19 | 636.3 | 0.59 |
| Total FTEs | 561.4 | 505.0 | 1.11 | 461.4 | 1.22 | 510.1 | 1.10 | 809.3 | 0.69 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 223 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 10 |
| Discharges | 11,210 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 916 |
| Inpatient Days | 68,931 | | | Inpatient Days | 0 | Newborn Days | 1,683 |

069 Marshfield Medical Center
Marshfield, WI 54449

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 149 | 7,809 | 45,944 | 84.5% | 125.9 | 5.9 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 6 | 209 | 2,374 | 108.4% | 6.5 | 11.4 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 1 | 16 | 1,191 | 3,701 | 63.4% | 10.1 | 3.1 |
| Obstetrics | 1 | 15 | 971 | 2,820 | 51.5% | 7.7 | 2.9 |
| Psychiatric | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 22 | 663 | 7,410 | 92.3% | 20.3 | 11.2 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 1 | 4 | 118 | 1,766 | 121.0% | 4.8 | 15.0 |
| Burn Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 11 | 249 | 4,916 | 122.4% | 13.5 | 19.7 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 8 | 0 | 8.0 | Surgical Personnel | 55 | 15 | 59.3 |
| Physicians & Dentists | 227 | 160 | 273.5 | Radiological Services Personnel | 85 | 18 | 94.9 |
| Medical & Dental Residents | 100 | 0 | 100.0 | Respiratory Therapists | 34 | 27 | 46.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 10 | 11 | 15.7 |
| Registered Nurses | 772 | 336 | 914.3 | Occupational Therapy Assistants/Aides | 0 | 2 | 0.8 |
| Certified Nurse Midwives | 3 | 0 | 3.0 | Physical Therapists | 19 | 15 | 25.8 |
| Licensed Practical Nurses | 0 | 4 | 2.2 | Physical Therapy Assistants/Aides | 2 | 2 | 2.7 |
| Ancillary Nursing Personnel | 84 | 120 | 112.3 | Recreational Therapists | 2 | 1 | 2.0 |
| Physician Assistants | 38 | 14 | 44.8 | Dietitians & Nutritionists | 6 | 5 | 7.6 |
| Nurse Practitioners | 57 | 23 | 69.2 | Psychologists | 7 | 3 | 8.7 |
| Certified Registered Nurse Anesthetists | 26 | 10 | 27.2 | Social Workers | 9 | 5 | 11.2 |
| Clinical Nurse Specialists | 9 | 1 | 9.4 | All Other Health Professionals | 610 | 287 | 718.1 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 561 | 194 | 630.0 |
| Pharmacy Personnel | 109 | 37 | 123.0 | | | | |
| Clinical Laboratory Personnel | 1 | 0 | 1.0 | | | | |
| | | | | Total | 3,001 | 1,348 | 3,512.3 |

069 Marshfield Medical Center

Marshfield, WI 54449

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$1,121,029,289 | 51.1% | 47.3% | 1.08 | 50.9% | 1.00 | 47.4% | 1.08 | 50.9% | 1.01 |
| Medical Assistance | \$302,975,411 | 13.8% | 14.4% | 0.96 | 13.5% | 1.03 | 13.1% | 1.06 | 14.0% | 0.98 |
| Commercial | \$653,602,499 | 29.8% | 32.9% | 0.90 | 29.7% | 1.00 | 33.3% | 0.90 | 30.1% | 0.99 |
| All Other | \$115,599,448 | 5.3% | 5.4% | 0.97 | 5.9% | 0.89 | 6.2% | 0.85 | 5.0% | 1.06 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$787,344,749 | 35.9% | 36.1% | 0.99 | 36.5% | 0.98 | 37.0% | 0.97 | 36.5% | 0.98 |
| Medical Assistance | \$233,154,577 | 10.6% | 11.3% | 0.94 | 10.6% | 1.00 | 10.4% | 1.02 | 10.4% | 1.02 |
| Commercial | \$217,464,552 | 9.9% | 14.8% | 0.67 | 9.7% | 1.02 | 15.9% | 0.62 | 10.0% | 1.00 |
| Charity Care | \$10,624,864 | 0.5% | 0.7% | 0.67 | 0.6% | 0.77 | 0.7% | 0.65 | 0.6% | 0.79 |
| Bad Debt | \$11,247,748 | 0.5% | 0.9% | 0.59 | 0.6% | 0.86 | 0.8% | 0.68 | 0.9% | 0.60 |
| All Other | \$76,794,032 | 3.5% | 3.0% | 1.15 | 3.8% | 0.91 | 3.3% | 1.07 | 2.6% | 1.34 |
| Total Deductions | \$1,336,630,522 | 60.9% | 66.8% | 0.91 | 62.0% | 0.98 | 68.2% | 0.89 | 60.9% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.0% | 5.7% | 0.18 | | 3.6% | 0.28 | 6.3% | 0.16 | 1.0% | 1.03 |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | 210.1% | N/A | N/A | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$354,940,444 | 37.5% | 41.8% | 0.90 | 40.5% | 0.93 | 40.1% | 0.94 | 46.6% | 0.80 |
| Supplies & Services | \$562,575,700 | 59.5% | 52.2% | 1.14 | 55.0% | 1.08 | 54.5% | 1.09 | 50.1% | 1.19 |
| Capital Component | \$28,035,377 | 3.0% | 6.0% | 0.49 | 4.5% | 0.65 | 5.4% | 0.55 | 3.3% | 0.90 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -9.3% | 5.7% | N/A | | 1.2% | N/A | 4.7% | N/A | 4.8% | N/A |
| Total Hospital Net Income (%) | -9.3% | 3.5% | N/A | | -1.1% | 8.27 | 2.5% | N/A | 4.8% | N/A |
| Return on Equity (%) | -2.6% | 1.4% | N/A | | -0.3% | 9.38 | 1.7% | N/A | 1.2% | N/A |
| Current Ratio | 1.5 | 3.9 | 0.39 | | 1.8 | 0.84 | 5.3 | 0.29 | 2.8 | 0.54 |
| Days in Net Patient Accounts Receivable | 140.9 | 91.7 | 1.54 | | 167.5 | 0.84 | 59.1 | 2.39 | 151.2 | 0.93 |
| Average Payment Period | 160.3 | 91.7 | 1.75 | | 183.9 | 0.87 | 47.4 | 3.38 | 140.9 | 1.14 |
| Equity Financing (%) | 37.8% | 59.1% | 0.64 | | 42.4% | 0.89 | 68.4% | 0.55 | 47.4% | 0.80 |
| Long-Term Debt to Equity Ratio | 1.2 | 0.4 | 2.86 | | 1.0 | 1.21 | 0.2 | 5.29 | 0.8 | 1.43 |
| Times Interest Earned | 0.0 | 5.7 | N/A | | -1.5 | N/A | 5.2 | N/A | 0.0 | N/A |
| Total Asset Turnover | 0.3 | 0.4 | 0.68 | | 0.3 | 1.11 | 0.7 | 0.40 | 0.2 | 1.15 |
| Average Age of Plant (Years) | 34.2 | 18.1 | 1.89 | | 31.9 | 1.07 | 13.2 | 2.58 | 38.6 | 0.89 |
| Increase (Decrease) Total Net Patient Revenue | 9.9% | 3.5% | 2.79 | | 7.4% | 1.34 | 4.6% | 2.14 | 16.3% | 0.61 |
| Outpatient Gross Revenue (% of Total GPR) | 69.7% | 66.2% | 1.05 | | 71.7% | 0.97 | 61.1% | 1.14 | 66.0% | 1.06 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$22,085 | \$19,849 | 1.11 | | \$17,658 | 1.25 | \$23,038 | 0.96 | \$20,838 | 1.06 |
| Inpatient Net Revenue per Day | \$3,573 | \$3,697 | 0.97 | | \$3,312 | 1.08 | \$3,969 | 0.90 | \$3,650 | 0.98 |
| Outpatient Net Revenue per Visit | \$1,177 | \$819 | 1.44 | | \$1,126 | 1.05 | \$910 | 1.29 | \$988 | 1.19 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$2,193,206,645 | Cash & Cash Equivalents | \$25,498,240 | Current Liabilities | \$403,436,555 |
| Less Deductions | \$1,336,630,522 | Net Patient Receivables | \$330,761,573 | Long-Term Debt | \$1,376,262,435 |
| Net Patient Revenue | \$856,576,123 | Other Receivables | \$133,522,567 | Other Liabilities | \$116,079,447 |
| Plus Other Revenue | \$8,737,182 | | | Subtotal | \$1,895,778,437 |
| Total Revenue | \$865,313,306 | Land, Buildings & Equipment (Net) | \$1,150,751,072 | Unrestricted Fund Balance | \$1,152,913,143 |
| Less Expenses | \$945,551,521 | Other Assets | \$1,408,158,130 | Restricted Fund Balance | \$113,689,294 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$3,048,691,582 | Total Liabilities & Fund Balance | \$3,048,691,580 |
| Net Income | -\$80,238,215 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 61.4% | 60.7% | 1.01 | 55.2% | 1.11 | 20.4% | 3.01 | 52.9% | 1.16 |
| Obstetrics | 28.1% | 37.3% | 0.75 | 32.6% | 0.03 | 19.3% | 1.45 | 27.6% | 1.02 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 55.9% | 61.9% | 0.90 | 62.1% | 0.90 | 21.1% | 2.65 | 48.7% | 1.15 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 9.2 | 27.3 | 0.34 | 17.1 | 0.54 | 3.3 | 2.83 | 7.9 | 1.16 |
| Obstetrics | 0.8 | 4.7 | 0.18 | 3.0 | 0.28 | 0.8 | 1.09 | 0.8 | 1.02 |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 10.1 | 50.5 | 0.20 | 38.1 | 0.26 | 3.9 | 2.60 | 8.8 | 1.15 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.0 | 4.9 | 0.81 | 5.2 | 0.76 | 4.1 | 0.97 | 3.3 | 1.20 |
| Obstetrics | 1.9 | 2.4 | 0.77 | 1.8 | 1.01 | 1.9 | 0.96 | 1.9 | 0.95 |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.6 | 5.3 | 0.69 | 5.3 | 0.69 | 3.5 | 1.03 | 3.1 | 1.16 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 258 | 990 | 0.26 | 1,159 | 0.22 | 181 | 1.42 | 259 | 1.00 |
| Outpatient | 1,645 | 4,017 | 0.41 | 4,194 | 0.39 | 1,361 | 1.21 | 1,689 | 0.97 |
| Inpatient as % of All Surgeries | 13.6% | 19.8% | 0.69 | 21.6% | 0.63 | 11.7% | 1.15 | 13.3% | 1.02 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 180,936 | 141,022 | 1.28 | 96,566 | 1.87 | 43,437 | 4.17 | 168,171 | 1.08 |
| Emergency Visits | 8,614 | 17,305 | 0.50 | 13,569 | 0.63 | 4,927 | 1.75 | 7,974 | 1.08 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 38.6 | 18.8 | 2.06 | 19.9 | 1.94 | 7.3 | 5.29 | 38.3 | 1.01 |
| Nurses, Licensed | 89.6 | 234.4 | 0.38 | 195.2 | 0.46 | 46.6 | 1.93 | 91.2 | 0.98 |
| Ancillary Nursing Personnel | 9.6 | 38.1 | 0.25 | 37.3 | 0.26 | 9.1 | 1.06 | 10.7 | 0.90 |
| All Other Personnel | 388.6 | 466.7 | 0.83 | 374.4 | 1.04 | 110.7 | 3.51 | 369.2 | 1.05 |
| Total FTEs | 526.5 | 758.0 | 0.69 | 626.9 | 0.84 | 173.6 | 3.03 | 509.4 | 1.03 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 105.3 | 12.5 | 8.42 | 14.6 | 7.19 | 33.5 | 3.14 | 75.1 | 1.40 |
| Nurses, Licensed | 244.2 | 156.2 | 1.56 | 143.7 | 1.70 | 213.4 | 1.14 | 178.6 | 1.37 |
| Ancillary Nursing Personnel | 26.2 | 25.4 | 1.03 | 27.5 | 0.96 | 41.6 | 0.63 | 20.9 | 1.25 |
| All Other Personnel | 1,058.7 | 311.0 | 3.40 | 275.6 | 3.84 | 507.2 | 2.09 | 722.8 | 1.46 |
| Total FTEs | 1,434.5 | 505.0 | 2.84 | 461.4 | 3.11 | 795.7 | 1.80 | 997.5 | 1.44 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 18 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 5 |
| Discharges | 1,011 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 100 |
| Inpatient Days | 3,671 | | | Inpatient Days | 0 | Newborn Days | 100 |

070 Mile Bluff Medical Center
Mauston, WI 53948

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 15 | 846 | 3,363 | 61.4% | 9.2 | 4.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 3 | 166 | 308 | 28.1% | 0.8 | 1.9 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 36 | 5 | 38.6 | Surgical Personnel | 5 | 1 | 5.8 |
| Physicians & Dentists | 22 | 6 | 24.4 | Radiological Services Personnel | 15 | 5 | 16.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 5 | 3 | 5.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 1 | 2.5 |
| Registered Nurses | 65 | 24 | 76.2 | Occupational Therapy Assistants/Aides | 1 | 1 | 1.5 |
| Certified Nurse Midwives | 1 | 0 | 1.0 | Physical Therapists | 3 | 1 | 3.2 |
| Licensed Practical Nurses | 5 | 0 | 5.0 | Physical Therapy Assistants/Aides | 3 | 2 | 3.5 |
| Ancillary Nursing Personnel | 9 | 3 | 9.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 12 | 3 | 13.9 | Dietitians & Nutritionists | 2 | 0 | 2.0 |
| Nurse Practitioners | 2 | 2 | 2.6 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 4 | 1 | 4.8 | Social Workers | 2 | 1 | 2.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 64 | 10 | 68.5 |
| Health Info Mgmt-Administrators/Technicians | 4 | 0 | 4.0 | All Other Personnel | 150 | 50 | 168.5 |
| Pharmacy Personnel | 19 | 1 | 19.5 | | | | |
| Clinical Laboratory Personnel | 8 | 5 | 10.7 | | | | |
| | | | | Total | 475 | 128 | 526.5 |

070 Mile Bluff Medical Center
Mauston, WI 53948

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$126,775,000 | 47.4% | 47.3% | 1.00 | 50.9% | 0.93 | 47.2% | 1.00 | 44.8% | 1.06 |
| Medical Assistance | \$41,669,000 | 15.6% | 14.4% | 1.08 | 13.5% | 1.16 | 12.9% | 1.21 | 19.6% | 0.79 |
| Commercial | \$81,094,000 | 30.3% | 32.9% | 0.92 | 29.7% | 1.02 | 35.1% | 0.86 | 30.3% | 1.00 |
| All Other | \$18,002,000 | 6.7% | 5.4% | 1.24 | 5.9% | 1.13 | 4.8% | 1.39 | 5.2% | 1.28 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$86,944,000 | 32.5% | 36.1% | 0.90 | 36.5% | 0.89 | 29.4% | 1.11 | 32.2% | 1.01 |
| Medical Assistance | \$32,441,000 | 12.1% | 11.3% | 1.08 | 10.6% | 1.14 | 9.6% | 1.27 | 13.3% | 0.91 |
| Commercial | \$15,316,000 | 5.7% | 14.8% | 0.39 | 9.7% | 0.59 | 13.1% | 0.44 | 8.0% | 0.72 |
| Charity Care | \$3,520,000 | 1.3% | 0.7% | 1.81 | 0.6% | 2.10 | 0.6% | 2.19 | 1.0% | 1.30 |
| Bad Debt | \$3,682,000 | 1.4% | 0.9% | 1.57 | 0.6% | 2.31 | 1.1% | 1.20 | 1.0% | 1.34 |
| All Other | \$25,650,000 | 9.6% | 3.0% | 3.16 | 3.8% | 2.49 | 3.3% | 2.92 | 2.3% | 4.23 |
| Total Deductions | \$167,553,000 | 62.6% | 66.8% | 0.94 | 62.0% | 1.01 | 57.1% | 1.10 | 57.8% | 1.08 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 5.2% | 5.7% | 0.90 | 3.6% | 1.42 | 4.1% | 1.24 | 12.5% | 0.41 | |
| Net Gains/Losses as % of Net Income | 81.6% | N/A | N/A | 210.1% | 0.39 | N/A | N/A | 3.0% | 27.48 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$62,699,000 | 59.1% | 41.8% | 1.41 | 40.5% | 1.46 | 46.6% | 1.27 | 62.1% | 0.95 |
| Supplies & Services | \$38,709,000 | 36.5% | 52.2% | 0.70 | 55.0% | 0.66 | 47.2% | 0.77 | 33.1% | 1.10 |
| Capital Component | \$4,693,000 | 4.4% | 6.0% | 0.74 | 4.5% | 0.97 | 6.2% | 0.71 | 4.8% | 0.93 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -0.6% | 5.7% | N/A | 1.2% | N/A | 11.8% | N/A | 8.0% | N/A | |
| Total Hospital Net Income (%) | -3.6% | 3.5% | N/A | -1.1% | 3.18 | 11.1% | N/A | 8.3% | N/A | |
| Return on Equity (%) | -3.3% | 1.4% | N/A | -0.3% | 11.63 | 0.8% | N/A | 9.9% | N/A | |
| Current Ratio | 4.0 | 3.9 | 1.04 | 1.8 | 2.25 | 1.6 | 2.47 | 4.9 | 0.83 | |
| Days in Net Patient Accounts Receivable | 68.8 | 91.7 | 0.75 | 167.5 | 0.41 | 569.1 | 0.12 | 45.9 | 1.50 | |
| Average Payment Period | 40.0 | 91.7 | 0.44 | 183.9 | 0.22 | 772.8 | 0.05 | 36.8 | 1.09 | |
| Equity Financing (%) | 39.1% | 59.1% | 0.66 | 42.4% | 0.92 | 39.2% | 1.00 | 51.1% | 0.77 | |
| Long-Term Debt to Equity Ratio | 1.1 | 0.4 | 2.61 | 1.0 | 1.10 | 1.1 | 0.98 | 0.5 | 2.12 | |
| Times Interest Earned | -1.6 | 5.7 | N/A | -1.5 | 1.04 | 17.1 | N/A | 7.5 | N/A | |
| Total Asset Turnover | 0.9 | 0.4 | 2.26 | 0.3 | 3.68 | 0.1 | 12.73 | 1.2 | 0.79 | |
| Average Age of Plant (Years) | 22.1 | 18.1 | 1.22 | 31.9 | 0.69 | 99.6 | 0.22 | 19.6 | 1.13 | |
| Increase (Decrease) Total Net Patient Revenue | 2.9% | 3.5% | 0.82 | 7.4% | 0.39 | 2.2% | 1.32 | 17.9% | 0.16 | |
| Outpatient Gross Revenue (% of Total GPR) | 69.9% | 66.2% | 1.05 | 71.7% | 0.97 | 81.7% | 0.85 | 82.8% | 0.84 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$45,789 | \$19,849 | 2.31 | \$17,658 | 2.59 | \$21,242 | 2.16 | \$19,126 | 2.39 | |
| Inpatient Net Revenue per Day | \$11,473 | \$3,697 | 3.10 | \$3,312 | 3.46 | \$4,286 | 2.68 | \$6,138 | 1.87 | |
| Outpatient Net Revenue per Visit | \$303 | \$819 | 0.37 | \$1,126 | 0.27 | \$728 | 0.42 | \$454 | 0.67 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$267,540,000 | Cash & Cash Equivalents | \$17,935,000 | Current Liabilities | \$11,302,000 |
| Less Deductions | \$167,553,000 | Net Patient Receivables | \$18,843,000 | Long-Term Debt | \$47,657,000 |
| Net Patient Revenue | \$99,987,000 | Other Receivables | \$3,268,000 | Other Liabilities | \$9,177,000 |
| Plus Other Revenue | \$5,442,000 | | | Subtotal | \$68,136,000 |
| Total Revenue | \$105,429,000 | Land, Buildings & Equipment (Net) | \$27,028,000 | Unrestricted Fund Balance | \$43,796,000 |
| Less Expenses | \$106,101,000 | Other Assets | \$44,852,802 | Restricted Fund Balance | \$269,805 |
| Non-Operating Gains/Losses | -\$2,981,000 | | | Total Liabilities & Fund Balance | \$111,932,000 |
| Net Income | -\$3,653,000 | Total Assets | \$111,926,802 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 53.2% | 60.7% | 0.88 | 55.2% | 0.96 | 37.9% | 1.40 | 45.8% | 1.16 |
| Obstetrics | 15.9% | 37.3% | 0.43 | 32.6% | 0.03 | 18.2% | 0.87 | 114.0% | 0.14 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 42.8% | 61.9% | 0.69 | 62.1% | 0.69 | 39.7% | 1.08 | 40.2% | 1.07 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 6.9 | 27.3 | 0.25 | 17.1 | 0.40 | 6.8 | 1.02 | 5.0 | 1.37 |
| Obstetrics | 1.1 | 4.7 | 0.24 | 3.0 | 0.37 | 0.9 | 1.30 | 1.1 | 0.98 |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | 0.00 |
| Total Hospital | 9.0 | 50.5 | 0.18 | 38.1 | 0.24 | 9.8 | 0.92 | 6.8 | 1.32 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.4 | 4.9 | 0.90 | 5.2 | 0.85 | 3.7 | 1.19 | 3.6 | 1.23 |
| Obstetrics | 2.2 | 2.4 | 0.91 | 1.8 | 1.19 | 2.1 | 1.03 | 2.5 | 0.88 |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 0.0 | N/A | 2.0 | 0.00 |
| Total Hospital | 4.0 | 5.3 | 0.76 | 5.3 | 0.76 | 4.0 | 1.01 | 3.1 | 1.27 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 114 | 990 | 0.12 | 1,159 | 0.10 | 203 | 0.56 | 100 | 1.14 |
| Outpatient | 1,356 | 4,017 | 0.34 | 4,194 | 0.32 | 1,593 | 0.85 | 1,348 | 1.01 |
| Inpatient as % of All Surgeries | 7.8% | 19.8% | 0.39 | 21.6% | 0.36 | 11.3% | 0.69 | 6.9% | 1.12 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 70,990 | 141,022 | 0.50 | 96,566 | 0.74 | 64,671 | 1.10 | 89,655 | 0.79 |
| Emergency Visits | 10,785 | 17,305 | 0.62 | 13,569 | 0.79 | 8,798 | 1.23 | 8,498 | 1.27 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 20.0 | 18.8 | 1.07 | 19.9 | 1.01 | 11.5 | 1.75 | 20.0 | 1.00 |
| Nurses, Licensed | 144.6 | 234.4 | 0.62 | 195.2 | 0.74 | 81.9 | 1.77 | 91.8 | 1.58 |
| Ancillary Nursing Personnel | 33.9 | 38.1 | 0.89 | 37.3 | 0.91 | 11.6 | 2.93 | 16.3 | 2.08 |
| All Other Personnel | 244.8 | 466.7 | 0.52 | 374.4 | 0.65 | 181.7 | 1.35 | 204.8 | 1.20 |
| Total FTEs | 443.3 | 758.0 | 0.58 | 626.9 | 0.71 | 286.7 | 1.55 | 332.8 | 1.33 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 31.5 | 12.5 | 2.52 | 14.6 | 2.15 | 21.8 | 1.44 | 30.0 | 1.05 |
| Nurses, Licensed | 227.8 | 156.2 | 1.46 | 143.7 | 1.59 | 155.9 | 1.46 | 137.7 | 1.65 |
| Ancillary Nursing Personnel | 53.3 | 25.4 | 2.10 | 27.5 | 1.94 | 22.0 | 2.42 | 24.4 | 2.19 |
| All Other Personnel | 385.6 | 311.0 | 1.24 | 275.6 | 1.40 | 345.9 | 1.11 | 307.2 | 1.26 |
| Total FTEs | 698.3 | 505.0 | 1.38 | 461.4 | 1.51 | 545.6 | 1.28 | 499.2 | 1.40 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|-----|
| Beds Set Up & Staffed | 21 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 8 |
| Discharges | 820 | Preferred Provider Organization (PPO) | Yes | Discharges | 31 | Total Births | 157 |
| Inpatient Days | 3,280 | | | Inpatient Days | 409 | Newborn Days | 289 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 13 | 567 | 2,523 | 53.2% | 6.9 | 4.4 |
| Orthopedic | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 7 | 186 | 407 | 15.9% | 1.1 | 2.2 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 2 | 1 | 67 | 350 | 95.9% | 1.0 | 5.2 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 16 | 0 | 20.0 | Surgical Personnel | 6 | 1 | 7.5 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 10 | 5 | 22.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 6 | 9.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 3 | 0 | 3.0 |
| Registered Nurses | 25 | 73 | 139.2 | Occupational Therapy Assistants/Aides | 2 | 0 | 3.8 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 4 | 4 | 9.1 |
| Licensed Practical Nurses | 3 | 2 | 4.4 | Physical Therapy Assistants/Aides | 4 | 3 | 5.4 |
| Ancillary Nursing Personnel | 8 | 15 | 33.9 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 2 | 0 | 2.0 |
| Nurse Practitioners | 1 | 0 | 1.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 12 | 23 | 34.3 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 42 | 49 | 102.8 |
| Pharmacy Personnel | 13 | 5 | 17.6 | | | | |
| Clinical Laboratory Personnel | 2 | 7 | 9.8 | | | | |
| | | | | Total | 163 | 201 | 443.3 |

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

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$81,616,044 | 46.0% | 47.3% | 0.97 | 50.9% | 0.90 | 48.7% | 0.95 | 43.5% | 1.06 |
| Medical Assistance | \$25,512,064 | 14.4% | 14.4% | 1.00 | 13.5% | 1.07 | 12.5% | 1.16 | 15.1% | 0.95 |
| Commercial | \$61,176,930 | 34.5% | 32.9% | 1.05 | 29.7% | 1.16 | 35.0% | 0.99 | 39.8% | 0.87 |
| All Other | \$9,050,116 | 5.1% | 5.4% | 0.94 | 5.9% | 0.86 | 3.9% | 1.31 | 1.7% | 3.04 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$48,906,713 | 27.6% | 36.1% | 0.76 | 36.5% | 0.76 | 31.8% | 0.87 | 24.7% | 1.11 |
| Medical Assistance | \$16,485,455 | 9.3% | 11.3% | 0.82 | 10.6% | 0.87 | 9.0% | 1.04 | 9.6% | 0.97 |
| Commercial | \$17,350,499 | 9.8% | 14.8% | 0.66 | 9.7% | 1.00 | 14.1% | 0.69 | 11.2% | 0.87 |
| Charity Care | \$1,724,876 | 1.0% | 0.7% | 1.34 | 0.6% | 1.56 | 0.7% | 1.43 | 1.1% | 0.86 |
| Bad Debt | \$803,724 | 0.5% | 0.9% | 0.52 | 0.6% | 0.76 | 1.2% | 0.37 | 0.6% | 0.79 |
| All Other | \$4,561,014 | 2.6% | 3.0% | 0.85 | 3.8% | 0.67 | 2.5% | 1.03 | 0.7% | 3.64 |
| Total Deductions | \$89,832,280 | 50.7% | 66.8% | 0.76 | 62.0% | 0.82 | 59.2% | 0.86 | 48.0% | 1.06 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 10.0% | 5.7% | 1.74 | 3.6% | 2.75 | 6.5% | 1.54 | 10.3% | 0.98 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 210.1% | N/A | N/A | N/A | N/A | 48.8% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$38,665,145 | 46.5% | 41.8% | 1.11 | 40.5% | 1.15 | 49.3% | 0.94 | 48.8% | 0.95 |
| Supplies & Services | \$40,285,642 | 48.4% | 52.2% | 0.93 | 55.0% | 0.88 | 43.7% | 1.11 | 45.3% | 1.07 |
| Capital Component | \$4,287,011 | 5.2% | 6.0% | 0.86 | 4.5% | 1.13 | 7.0% | 0.74 | 5.9% | 0.87 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 14.4% | 5.7% | 2.53 | 1.2% | 11.94 | 5.9% | 2.45 | 17.4% | 0.83 | |
| Total Hospital Net Income (%) | 5.5% | 3.5% | 1.57 | -1.1% | N/A | 2.8% | 1.99 | 29.2% | 0.19 | |
| Return on Equity (%) | 2.3% | 1.4% | 1.59 | -0.3% | N/A | 0.7% | 3.15 | 16.1% | 0.14 | |
| Current Ratio | 8.2 | 3.9 | 2.11 | 1.8 | 4.56 | 2.6 | 3.17 | 3.9 | 2.13 | |
| Days in Net Patient Accounts Receivable | 52.4 | 91.7 | 0.57 | 167.5 | 0.31 | 148.9 | 0.35 | 45.0 | 1.16 | |
| Average Payment Period | 45.7 | 91.7 | 0.50 | 183.9 | 0.25 | 167.7 | 0.27 | 84.3 | 0.54 | |
| Equity Financing (%) | 88.5% | 59.1% | 1.50 | 42.4% | 2.09 | 55.3% | 1.60 | 81.3% | 1.09 | |
| Long-Term Debt to Equity Ratio | 0.1 | 0.4 | 0.16 | 1.0 | 0.07 | 0.6 | 0.11 | 0.1 | 0.58 | |
| Times Interest Earned | 10.1 | 5.7 | 1.77 | -1.5 | N/A | 5.2 | 1.96 | 58.3 | 0.17 | |
| Total Asset Turnover | 0.5 | 0.4 | 1.10 | 0.3 | 1.79 | 0.3 | 1.69 | 0.5 | 0.97 | |
| Average Age of Plant (Years) | 13.7 | 18.1 | 0.75 | 31.9 | 0.43 | 22.7 | 0.60 | 12.4 | 1.10 | |
| Increase (Decrease) Total Net Patient Revenue | 6.6% | 3.5% | 1.88 | 7.4% | 0.90 | 5.0% | 1.32 | 12.1% | 0.55 | |
| Outpatient Gross Revenue (% of Total GPR) | 85.9% | 66.2% | 1.30 | 71.7% | 1.20 | 81.3% | 1.06 | 87.4% | 0.98 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,560 | \$19,849 | 0.68 | \$17,658 | 0.77 | \$15,118 | 0.90 | \$14,987 | 0.90 | |
| Inpatient Net Revenue per Day | \$3,109 | \$3,697 | 0.84 | \$3,312 | 0.94 | \$3,557 | 0.87 | \$3,480 | 0.89 | |
| Outpatient Net Revenue per Visit | \$938 | \$819 | 1.15 | \$1,126 | 0.83 | \$717 | 1.31 | \$711 | 1.32 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$177,355,154 | Cash & Cash Equivalents | \$41,894,692 | Current Liabilities | \$9,965,575 |
| Less Deductions | \$89,832,280 | Net Patient Receivables | \$12,558,488 | Long-Term Debt | \$12,301,784 |
| Net Patient Revenue | \$87,522,874 | Other Receivables | \$5,584,681 | Other Liabilities | \$2,088,973 |
| Plus Other Revenue | \$9,720,091 | | | Subtotal | \$24,356,332 |
| Total Revenue | \$97,242,965 | Land, Buildings & Equipment (Net) | \$54,756,442 | Unrestricted Fund Balance | \$188,019,930 |
| Less Expenses | \$83,237,798 | Other Assets | \$97,581,959 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$9,188,071 | | | Total Liabilities & Fund Balance | \$212,376,262 |
| Net Income | \$4,817,096 | Total Assets | \$212,376,262 | | |

072 Froedtert Menomonee Falls Hospital
W180 N8085 Town Hall Road
Menomonee Falls, WI 53051
262-251-1000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 56.1% | 60.7% | 0.92 | 65.2% | 0.86 | 62.5% | 0.90 | 52.2% | 1.07 |
| Obstetrics | 27.3% | 37.3% | 0.73 | 38.4% | 0.13 | 29.3% | 0.93 | 26.3% | 1.04 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 54.3% | 61.9% | 0.88 | 65.0% | 0.84 | 58.2% | 0.93 | 48.5% | 1.12 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 59.4 | 27.3 | 2.18 | 30.6 | 1.94 | 36.5 | 1.63 | 55.3 | 1.07 |
| Obstetrics | 4.9 | 4.7 | 1.04 | 5.3 | 0.92 | 4.8 | 1.03 | 4.7 | 1.04 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 109.7 | 50.5 | 2.18 | 59.7 | 1.84 | 68.8 | 1.60 | 98.0 | 1.12 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.3 | 4.9 | 0.87 | 4.7 | 0.91 | 4.8 | 0.89 | 3.8 | 1.13 |
| Obstetrics | 2.3 | 2.4 | 0.95 | 2.3 | 0.98 | 2.4 | 0.95 | 2.2 | 1.05 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.4 | 5.3 | 0.84 | 4.9 | 0.90 | 5.0 | 0.88 | 4.0 | 1.12 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,494 | 990 | 2.52 | 1,096 | 2.28 | 1,312 | 1.90 | 2,840 | 0.88 |
| Outpatient | 5,731 | 4,017 | 1.43 | 4,105 | 1.40 | 5,549 | 1.03 | 5,337 | 1.07 |
| Inpatient as % of All Surgeries | 30.3% | 19.8% | 1.53 | 21.1% | 1.44 | 19.1% | 1.59 | 34.7% | 0.87 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 74,850 | 141,022 | 0.53 | 148,029 | 0.51 | 238,140 | 0.31 | 94,388 | 0.79 |
| Emergency Visits | 20,867 | 17,305 | 1.21 | 21,238 | 0.98 | 27,894 | 0.75 | 23,061 | 0.90 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 77.6 | 18.8 | 4.14 | 18.9 | 4.11 | 19.9 | 3.89 | 76.5 | 1.02 |
| Nurses, Licensed | 307.8 | 234.4 | 1.31 | 224.6 | 1.37 | 376.4 | 0.82 | 339.5 | 0.91 |
| Ancillary Nursing Personnel | 59.2 | 38.1 | 1.55 | 41.2 | 1.44 | 51.2 | 1.16 | 54.2 | 1.09 |
| All Other Personnel | 587.7 | 466.7 | 1.26 | 410.1 | 1.43 | 706.7 | 0.83 | 572.6 | 1.03 |
| Total FTEs | 1,032.3 | 758.0 | 1.36 | 694.8 | 1.49 | 1,154.3 | 0.89 | 1,042.7 | 0.99 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 33.1 | 12.5 | 2.65 | 10.6 | 3.14 | 9.1 | 3.63 | 37.4 | 0.89 |
| Nurses, Licensed | 131.4 | 156.2 | 0.84 | 125.5 | 1.05 | 172.3 | 0.76 | 165.9 | 0.79 |
| Ancillary Nursing Personnel | 25.3 | 25.4 | 1.00 | 23.0 | 1.10 | 23.4 | 1.08 | 26.5 | 0.95 |
| All Other Personnel | 250.8 | 311.0 | 0.81 | 229.1 | 1.10 | 323.5 | 0.78 | 279.8 | 0.90 |
| Total FTEs | 440.6 | 505.0 | 0.87 | 388.2 | 1.14 | 528.4 | 0.83 | 509.6 | 0.86 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|--------|-------------------------|-------|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 202 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 202 | Bassinets | 18 |
| Discharges | 9,079 | Preferred Provider Organization (PPO) | Yes | Discharges | 9,079 | Total Births | 755 |
| Inpatient Days | 40,057 | | | Inpatient Days | 40,057 | Newborn Days | 1,343 |

072 Froedtert Menomonee Falls Hospital
Menomonee Falls, WI 53051

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 106 | 5,047 | 21,696 | 56.1% | 59.4 | 4.3 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 18 | 786 | 1,795 | 27.3% | 4.9 | 2.3 |
| Psychiatric | 1 | 16 | 853 | 4,103 | 70.3% | 11.2 | 4.8 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 15 | 369 | 3,511 | 64.1% | 9.6 | 9.5 |
| Step-Down (Special Care) | 1 | 39 | 1,978 | 8,398 | 59.0% | 23.0 | 4.2 |
| Neonatal Intensive/Intermediate Care | 1 | 8 | 46 | 554 | 19.0% | 1.5 | 12.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 77 | 1 | 77.6 | Surgical Personnel | 18 | 15 | 26.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 20 | 46 | 49.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 14 | 5 | 15.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 17 | 11.9 |
| Registered Nurses | 166 | 223 | 297.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 5 | 20 | 14.9 |
| Licensed Practical Nurses | 1 | 4 | 3.3 | Physical Therapy Assistants/Aides | 0 | 3 | 0.9 |
| Ancillary Nursing Personnel | 13 | 83 | 59.2 | Recreational Therapists | 0 | 1 | 0.6 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 4 | 4 | 7.2 |
| Nurse Practitioners | 3 | 2 | 3.3 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 3 | 1.6 | Social Workers | 11 | 10 | 15.9 |
| Clinical Nurse Specialists | 2 | 0 | 2.0 | All Other Health Professionals | 98 | 116 | 158.9 |
| Health Info Mgmt-Administrators/Technicians | 2 | 1 | 2.8 | All Other Personnel | 125 | 118 | 189.3 |
| Pharmacy Personnel | 48 | 40 | 64.2 | | | | |
| Clinical Laboratory Personnel | 18 | 4 | 20.5 | | | | |
| | | | | Total | 631 | 727 | 1,032.3 |

072 Froedtert Menomonee Falls Hospital

Menomonee Falls, WI 53051

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 2A Value | Ratio | 6 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$482,806,376 | 57.0% | 47.3% | 1.21 | 52.3% | 1.09 | 43.9% | 1.30 | 54.9% | 1.04 |
| Medical Assistance | \$85,281,493 | 10.1% | 14.4% | 0.70 | 11.4% | 0.89 | 19.1% | 0.53 | 10.0% | 1.00 |
| Commercial | \$262,794,754 | 31.0% | 32.9% | 0.94 | 33.6% | 0.92 | 32.6% | 0.95 | 32.7% | 0.95 |
| All Other | \$15,524,526 | 1.8% | 5.4% | 0.34 | 2.7% | 0.67 | 4.4% | 0.42 | 2.3% | 0.78 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$384,802,276 | 45.5% | 36.1% | 1.26 | 42.5% | 1.07 | 34.9% | 1.30 | 43.6% | 1.04 |
| Medical Assistance | \$69,948,738 | 8.3% | 11.3% | 0.73 | 9.4% | 0.88 | 14.9% | 0.55 | 8.2% | 1.01 |
| Commercial | \$124,964,083 | 14.8% | 14.8% | 1.00 | 15.7% | 0.94 | 13.7% | 1.08 | 15.3% | 0.96 |
| Charity Care | \$2,560,797 | 0.3% | 0.7% | 0.42 | 0.9% | 0.34 | 0.6% | 0.52 | 0.7% | 0.44 |
| Bad Debt | \$5,391,521 | 0.6% | 0.9% | 0.73 | 0.9% | 0.71 | 0.9% | 0.69 | 1.0% | 0.64 |
| All Other | \$10,209,354 | 1.2% | 3.0% | 0.40 | 1.4% | 0.87 | 2.7% | 0.44 | 1.4% | 0.85 |
| Total Deductions | \$597,876,769 | 70.6% | 66.8% | 1.06 | 70.8% | 1.00 | 67.7% | 1.04 | 70.2% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.4% | 5.7% | 0.76 | 4.4% | 0.99 | 6.5% | 0.67 | 7.1% | 0.61 | |
| Net Gains/Losses as % of Net Income | 195.9% | N/A | N/A | N/A | N/A | N/A | N/A | 1,140.8% | 0.17 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$121,465,067 | 49.3% | 41.8% | 1.18 | 38.5% | 1.28 | 42.9% | 1.15 | 49.4% | 1.00 |
| Supplies & Services | \$111,937,028 | 45.4% | 52.2% | 0.87 | 53.6% | 0.85 | 50.0% | 0.91 | 44.9% | 1.01 |
| Capital Component | \$13,162,861 | 5.3% | 6.0% | 0.89 | 7.9% | 0.68 | 7.1% | 0.75 | 5.7% | 0.94 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 5.1% | 5.7% | 0.90 | 8.7% | 0.59 | 8.3% | 0.61 | 9.6% | 0.53 | |
| Total Hospital Net Income (%) | -6.0% | 3.5% | N/A | 7.0% | N/A | 6.4% | N/A | -1.0% | 5.75 | |
| Return on Equity (%) | -11.0% | 1.4% | N/A | 4.4% | N/A | 1.6% | N/A | -1.8% | 5.98 | |
| Current Ratio | 2.2 | 3.9 | 0.57 | 10.2 | 0.22 | 4.0 | 0.55 | 1.2 | 1.79 | |
| Days in Net Patient Accounts Receivable | 46.2 | 91.7 | 0.50 | 51.6 | 0.89 | 126.5 | 0.36 | 42.7 | 1.08 | |
| Average Payment Period | 27.0 | 91.7 | 0.30 | 35.0 | 0.77 | 146.1 | 0.19 | 47.5 | 0.57 | |
| Equity Financing (%) | 79.0% | 59.1% | 1.34 | 80.3% | 0.98 | 57.6% | 1.37 | 69.8% | 1.13 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.5 | N/A | 0.0 | N/A | |
| Times Interest Earned | -6.0 | 5.7 | N/A | 7.4 | N/A | 6.7 | N/A | -0.1 | 48.00 | |
| Total Asset Turnover | 2.1 | 0.4 | 4.93 | 0.6 | 3.24 | 0.3 | 7.88 | 2.0 | 1.04 | |
| Average Age of Plant (Years) | 17.9 | 18.1 | 0.98 | 11.7 | 1.52 | 22.6 | 0.79 | 16.7 | 1.07 | |
| Increase (Decrease) Total Net Patient Revenue | 5.6% | 3.5% | 1.58 | 1.1% | 4.96 | -0.3% | N/A | -9.7% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 53.1% | 66.2% | 0.80 | 66.3% | 0.80 | 68.3% | 0.78 | 51.5% | 1.03 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$14,089 | \$19,849 | 0.71 | \$15,486 | 0.91 | \$18,944 | 0.74 | \$13,861 | 1.02 | |
| Inpatient Net Revenue per Day | \$3,188 | \$3,697 | 0.86 | \$3,131 | 1.02 | \$3,762 | 0.85 | \$3,466 | 0.92 | |
| Outpatient Net Revenue per Visit | \$1,316 | \$819 | 1.61 | \$708 | 1.86 | \$679 | 1.94 | \$1,003 | 1.31 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$846,407,149 | Cash & Cash Equivalents | \$7,273 | Current Liabilities | \$17,563,007 |
| Less Deductions | \$597,876,769 | Net Patient Receivables | \$31,425,316 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$248,530,380 | Other Receivables | \$148,585 | Other Liabilities | \$8,892,299 |
| Plus Other Revenue | \$11,319,593 | | | Subtotal | \$26,455,306 |
| Total Revenue | \$259,849,973 | Land, Buildings & Equipment (Net) | \$78,901,155 | Unrestricted Fund Balance | \$99,771,114 |
| Less Expenses | \$246,564,956 | Other Assets | \$15,744,091 | Restricted Fund Balance | \$754,363 |
| Non-Operating Gains/Losses | -\$27,140,017 | | | Total Liabilities & Fund Balance | \$126,226,420 |
| Net Income | -\$13,855,000 | Total Assets | \$126,226,420 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 50.7% | 60.7% | 0.84 | 51.4% | 0.99 | 58.7% | 0.86 | 52.7% | 0.96 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | 0.05 | 29.8% | N/A | 25.0% | 0.00 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 52.8% | 61.9% | 0.85 | 51.8% | 1.02 | 59.2% | 0.89 | 44.6% | 1.18 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 7.1 | 27.3 | 0.26 | 12.6 | 0.57 | 18.7 | 0.38 | 7.4 | 0.96 |
| Obstetrics | 1.3 | 4.7 | 0.28 | 2.0 | 0.66 | 2.5 | 0.53 | 1.5 | 0.89 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 9.5 | 50.5 | 0.19 | 19.0 | 0.50 | 35.1 | 0.27 | 10.3 | 0.93 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.2 | 4.9 | 0.66 | 4.5 | 0.72 | 4.5 | 0.72 | 3.6 | 0.90 |
| Obstetrics | 2.1 | 2.4 | 0.89 | 2.1 | 1.00 | 2.2 | 0.97 | 2.2 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.2 | 5.3 | 0.60 | 4.6 | 0.69 | 4.6 | 0.68 | 3.4 | 0.93 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 47 | 990 | 0.05 | 339 | 0.14 | 526 | 0.09 | 66 | 0.71 |
| Outpatient | 2,175 | 4,017 | 0.54 | 2,633 | 0.83 | 3,165 | 0.69 | 2,509 | 0.87 |
| Inpatient as % of All Surgeries | 2.1% | 19.8% | 0.11 | 11.4% | 0.19 | 14.3% | 0.15 | 2.6% | 0.83 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 113,892 | 141,022 | 0.81 | 82,166 | 1.39 | 102,926 | 1.11 | 98,182 | 1.16 |
| Emergency Visits | 13,631 | 17,305 | 0.79 | 8,774 | 1.55 | 18,037 | 0.76 | 13,254 | 1.03 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.0 | 18.8 | 0.05 | 10.2 | 0.10 | 17.9 | 0.06 | 1.0 | 1.00 |
| Nurses, Licensed | 131.3 | 234.4 | 0.56 | 129.2 | 1.02 | 148.0 | 0.89 | 142.8 | 0.92 |
| Ancillary Nursing Personnel | 16.8 | 38.1 | 0.44 | 20.8 | 0.81 | 25.5 | 0.66 | 16.4 | 1.03 |
| All Other Personnel | 171.6 | 466.7 | 0.37 | 279.2 | 0.61 | 271.6 | 0.63 | 195.2 | 0.88 |
| Total FTEs | 320.8 | 758.0 | 0.42 | 439.4 | 0.73 | 463.0 | 0.69 | 355.4 | 0.90 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 1.1 | 12.5 | 0.09 | 12.5 | 0.09 | 13.6 | 0.08 | 1.1 | 1.01 |
| Nurses, Licensed | 149.2 | 156.2 | 0.96 | 158.9 | 0.94 | 112.9 | 1.32 | 161.0 | 0.93 |
| Ancillary Nursing Personnel | 19.1 | 25.4 | 0.75 | 25.5 | 0.75 | 19.5 | 0.98 | 18.5 | 1.03 |
| All Other Personnel | 194.9 | 311.0 | 0.63 | 343.4 | 0.57 | 207.1 | 0.94 | 220.0 | 0.89 |
| Total FTEs | 364.4 | 505.0 | 0.72 | 540.3 | 0.67 | 353.1 | 1.03 | 400.7 | 0.91 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-------|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 18 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 5 | Bassinets | 0 |
| Discharges | 1,094 | Preferred Provider Organization (PPO) | Yes | Discharges | 163 | Total Births | 206 |
| Inpatient Days | 3,467 | | | Inpatient Days | 1,953 | Newborn Days | 379 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 14 | 800 | 2,592 | 50.7% | 7.1 | 3.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 0 | 229 | 489 | 0.0% | 1.3 | 2.1 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 1 | 4 | 65 | 386 | 26.4% | 1.1 | 5.9 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 1 | 0 | 1.0 | Surgical Personnel | 0 | 10 | 5.6 |
| Physicians & Dentists | 18 | 8 | 23.0 | Radiological Services Personnel | 10 | 8 | 15.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 3 | 4.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 2.0 |
| Registered Nurses | 35 | 94 | 95.6 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 8 | 5 | 11.9 |
| Licensed Practical Nurses | 6 | 24 | 23.7 | Physical Therapy Assistants/Aides | 2 | 4 | 4.0 |
| Ancillary Nursing Personnel | 8 | 19 | 16.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 8 | 7 | 12.5 | Dietitians & Nutritionists | 1 | 1 | 1.9 |
| Nurse Practitioners | 6 | 4 | 8.9 | Psychologists | 1 | 0 | 1.0 |
| Certified Registered Nurse Anesthetists | 2 | 3 | 3.1 | Social Workers | 2 | 0 | 2.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 13 | 18 | 22.4 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 18 | 13 | 24.9 |
| Pharmacy Personnel | 10 | 7 | 14.4 | | | | |
| Clinical Laboratory Personnel | 9 | 6 | 12.1 | | | | |
| | | | | Total | 167 | 247 | 320.8 |

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

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|--------|---------------|-------|--------------|---------|------------------|-------|------|
| | | Value | Ratio | 5A Value | Ratio | 5 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$130,853,059 | 50.1% | 47.3% | 1.06 | 51.1% | 0.98 | 50.2% | 1.00 | 47.7% | 1.05 |
| Medical Assistance | \$34,146,856 | 13.1% | 14.4% | 0.91 | 12.0% | 1.09 | 14.7% | 0.89 | 12.6% | 1.04 |
| Commercial | \$87,626,498 | 33.6% | 32.9% | 1.02 | 32.3% | 1.04 | 30.7% | 1.09 | 36.4% | 0.92 |
| All Other | \$8,543,304 | 3.3% | 5.4% | 0.60 | 4.6% | 0.71 | 4.4% | 0.74 | 3.4% | 0.97 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$83,017,012 | 31.8% | 36.1% | 0.88 | 34.5% | 0.92 | 37.5% | 0.85 | 29.7% | 1.07 |
| Medical Assistance | \$23,469,655 | 9.0% | 11.3% | 0.80 | 8.8% | 1.03 | 11.2% | 0.80 | 8.9% | 1.01 |
| Commercial | \$22,020,447 | 8.4% | 14.8% | 0.57 | 10.3% | 0.82 | 12.7% | 0.67 | 9.2% | 0.91 |
| Charity Care | \$2,036,654 | 0.8% | 0.7% | 1.07 | 0.5% | 1.60 | 0.8% | 0.94 | 0.8% | 0.99 |
| Bad Debt | \$3,315,330 | 1.3% | 0.9% | 1.45 | 0.9% | 1.43 | 1.0% | 1.27 | 2.2% | 0.56 |
| All Other | \$3,884,135 | 1.5% | 3.0% | 0.49 | 3.0% | 0.50 | 2.8% | 0.53 | 1.3% | 1.10 |
| Total Deductions | \$137,743,233 | 52.7% | 66.8% | 0.79 | 58.0% | 0.91 | 66.0% | 0.80 | 52.2% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.4% | 5.7% | 0.60 | 3.6% | 0.95 | 3.3% | 1.04 | 3.5% | 0.99 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 136.6% | N/A | 14,078.6% | N/A | 5.2% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$50,982,466 | 49.5% | 41.8% | 1.18 | 49.3% | 1.00 | 41.0% | 1.21 | 51.7% | 0.96 |
| Supplies & Services | \$48,527,295 | 47.1% | 52.2% | 0.90 | 45.8% | 1.03 | 52.7% | 0.89 | 44.9% | 1.05 |
| Capital Component | \$3,493,655 | 3.4% | 6.0% | 0.57 | 4.9% | 0.70 | 6.3% | 0.54 | 3.4% | 1.00 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 19.4% | 5.7% | 3.41 | 0.5% | 40.20 | 2.9% | 6.73 | 20.7% | 0.94 | |
| Total Hospital Net Income (%) | 19.0% | 3.5% | 5.44 | -1.3% | N/A | 0.0% | N/A | 21.6% | 0.88 | |
| Return on Equity (%) | 26.9% | 1.4% | 18.89 | -0.2% | N/A | 0.0% | N/A | 30.1% | 0.89 | |
| Current Ratio | 13.6 | 3.9 | 3.50 | 1.7 | 8.09 | 3.2 | 4.25 | 9.9 | 1.37 | |
| Days in Net Patient Accounts Receivable | 50.3 | 91.7 | 0.55 | 260.0 | 0.19 | 88.3 | 0.57 | 49.3 | 1.02 | |
| Average Payment Period | 14.8 | 91.7 | 0.16 | 309.6 | 0.05 | 85.8 | 0.17 | 21.4 | 0.69 | |
| Equity Financing (%) | 82.0% | 59.1% | 1.39 | 43.6% | 1.88 | 60.3% | 1.36 | 80.4% | 1.02 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.9 | N/A | 0.4 | N/A | 0.0 | N/A | |
| Times Interest Earned | 1,815.9 | 5.7 | 317.61 | -2.9 | N/A | 1.0 | 1,865.2 | 1,971.5 | 0.92 | |
| Total Asset Turnover | 1.4 | 0.4 | 3.41 | 0.2 | 8.97 | 0.4 | 3.24 | 1.4 | 1.03 | |
| Average Age of Plant (Years) | 14.8 | 18.1 | 0.82 | 52.7 | 0.28 | 16.0 | 0.93 | 13.8 | 1.08 | |
| Increase (Decrease) Total Net Patient Revenue | -2.3% | 3.5% | N/A | -1.2% | 1.87 | 3.7% | N/A | 23.3% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 89.2% | 66.2% | 1.35 | 76.7% | 1.16 | 73.1% | 1.22 | 88.4% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$16,119 | \$19,849 | 0.81 | \$16,058 | 1.00 | \$13,245 | 1.22 | \$17,717 | 0.91 | |
| Inpatient Net Revenue per Day | \$3,566 | \$3,697 | 0.96 | \$3,281 | 1.09 | \$2,825 | 1.26 | \$4,088 | 0.87 | |
| Outpatient Net Revenue per Visit | \$833 | \$819 | 1.02 | \$891 | 0.93 | \$766 | 1.09 | \$989 | 0.84 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$261,169,717 | Cash & Cash Equivalents | \$316,068 | Current Liabilities | \$4,046,515 |
| Less Deductions | \$137,743,233 | Net Patient Receivables | \$17,017,873 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$123,426,484 | Other Receivables | \$236,466 | Other Liabilities | \$12,161,131 |
| Plus Other Revenue | \$4,403,369 | | | Subtotal | \$16,207,646 |
| Total Revenue | \$127,829,853 | Land, Buildings & Equipment (Net) | \$26,647,687 | Unrestricted Fund Balance | \$73,589,582 |
| Less Expenses | \$103,003,416 | Other Assets | \$45,579,134 | Restricted Fund Balance | \$6,483,437 |
| Non-Operating Gains/Losses | -\$689,777 | Total Assets | \$89,797,228 | Total Liabilities & Fund Balance | \$89,797,228 |
| Net Income | \$24,136,660 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 94.0% | 60.7% | 1.55 | 65.2% | 1.44 | 58.7% | 1.60 | 62.6% | 1.50 |
| Obstetrics | 46.9% | 37.3% | 1.26 | 38.4% | 0.07 | 29.8% | 1.58 | 18.6% | 2.52 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 77.4% | 61.9% | 1.25 | 65.0% | 1.19 | 59.2% | 1.31 | 51.4% | 1.51 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 30.1 | 27.3 | 1.10 | 30.6 | 0.98 | 18.7 | 1.61 | 30.7 | 0.98 |
| Obstetrics | 2.8 | 4.7 | 0.59 | 5.3 | 0.53 | 2.5 | 1.12 | 2.8 | 1.01 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 58.8 | 50.5 | 1.17 | 59.7 | 0.99 | 35.1 | 1.68 | 57.6 | 1.02 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.9 | 4.9 | 0.99 | 4.7 | 1.03 | 4.5 | 1.09 | 4.3 | 1.14 |
| Obstetrics | 2.4 | 2.4 | 0.98 | 2.3 | 1.02 | 2.2 | 1.08 | 2.4 | 0.97 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.2 | 5.3 | 0.98 | 4.9 | 1.06 | 4.6 | 1.11 | 4.7 | 1.10 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 817 | 990 | 0.83 | 1,096 | 0.75 | 526 | 1.55 | 812 | 1.01 |
| Outpatient | 3,925 | 4,017 | 0.98 | 4,105 | 0.96 | 3,165 | 1.24 | 3,824 | 1.03 |
| Inpatient as % of All Surgeries | 17.2% | 19.8% | 0.87 | 21.1% | 0.82 | 14.3% | 1.21 | 17.5% | 0.98 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 236,979 | 141,022 | 1.68 | 148,029 | 1.60 | 102,926 | 2.30 | 228,875 | 1.04 |
| Emergency Visits | 14,703 | 17,305 | 0.85 | 21,238 | 0.69 | 18,037 | 0.82 | 15,338 | 0.96 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 11.6 | 18.8 | 0.62 | 18.9 | 0.62 | 17.9 | 0.65 | 14.5 | 0.80 |
| Nurses, Licensed | 151.7 | 234.4 | 0.65 | 224.6 | 0.68 | 148.0 | 1.02 | 209.5 | 0.72 |
| Ancillary Nursing Personnel | 3.7 | 38.1 | 0.10 | 41.2 | 0.09 | 25.5 | 0.15 | 4.4 | 0.86 |
| All Other Personnel | 281.2 | 466.7 | 0.60 | 410.1 | 0.69 | 271.6 | 1.04 | 369.6 | 0.76 |
| Total FTEs | 448.2 | 758.0 | 0.59 | 694.8 | 0.65 | 463.0 | 0.97 | 597.9 | 0.75 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 7.0 | 12.5 | 0.56 | 10.6 | 0.66 | 13.6 | 0.51 | 9.5 | 0.73 |
| Nurses, Licensed | 91.0 | 156.2 | 0.58 | 125.5 | 0.73 | 112.9 | 0.81 | 137.8 | 0.66 |
| Ancillary Nursing Personnel | 2.2 | 25.4 | 0.09 | 23.0 | 0.10 | 19.5 | 0.12 | 2.9 | 0.78 |
| All Other Personnel | 168.7 | 311.0 | 0.54 | 229.1 | 0.74 | 207.1 | 0.81 | 243.2 | 0.69 |
| Total FTEs | 268.9 | 505.0 | 0.53 | 388.2 | 0.69 | 353.1 | 0.76 | 393.4 | 0.68 |

Total Hospital:
 Beds Set Up & Staffed 76
 Discharges 4,162
 Inpatient Days 21,474

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

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

Newborn Nursery:
 Bassinets 6
 Total Births 410
 Newborn Days 823

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 32 | 2,244 | 10,978 | 94.0% | 30.1 | 4.9 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 6 | 434 | 1,028 | 46.9% | 2.8 | 2.4 |
| Psychiatric | 1 | 12 | 471 | 2,773 | 63.3% | 7.6 | 5.9 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 26 | 1,013 | 6,695 | 70.5% | 18.3 | 6.6 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 11 | 2 | 11.6 | Surgical Personnel | 24 | 12 | 28.3 |
| Physicians & Dentists | 26 | 23 | 33.5 | Radiological Services Personnel | 24 | 23 | 35.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 7 | 6 | 8.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 11 | 6.2 |
| Registered Nurses | 106 | 102 | 142.4 | Occupational Therapy Assistants/Aides | 0 | 3 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 9 | 12 | 11.2 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 1 | 2 | 1.0 |
| Ancillary Nursing Personnel | 3 | 5 | 3.7 | Recreational Therapists | 0 | 1 | 0.3 |
| Physician Assistants | 1 | 1 | 1.5 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 6 | 9 | 9.3 | Psychologists | 0 | 1 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 5 | 0 | 5.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 29 | 42 | 39.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 32 | 18 | 39.8 |
| Pharmacy Personnel | 18 | 5 | 20.5 | | | | |
| Clinical Laboratory Personnel | 9 | 6 | 9.0 | | | | |
| | | | | Total | 353 | 293 | 448.2 |

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

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|-----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$303,156,702 | 58.4% | 47.3% | 1.24 | 52.3% | 1.12 | 50.2% | 1.16 | 56.9% | 1.03 |
| Medical Assistance | \$37,051,726 | 7.1% | 14.4% | 0.50 | 11.4% | 0.63 | 14.7% | 0.48 | 7.2% | 1.00 |
| Commercial | \$170,003,179 | 32.8% | 32.9% | 0.99 | 33.6% | 0.98 | 30.7% | 1.07 | 33.8% | 0.97 |
| All Other | \$8,683,117 | 1.7% | 5.4% | 0.31 | 2.7% | 0.61 | 4.4% | 0.38 | 2.2% | 0.78 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$247,581,507 | 47.7% | 36.1% | 1.32 | 42.5% | 1.12 | 37.5% | 1.27 | 46.8% | 1.02 |
| Medical Assistance | \$31,781,562 | 6.1% | 11.3% | 0.54 | 9.4% | 0.65 | 11.2% | 0.55 | 6.1% | 1.00 |
| Commercial | \$91,936,344 | 17.7% | 14.8% | 1.20 | 15.7% | 1.13 | 12.7% | 1.40 | 18.2% | 0.97 |
| Charity Care | \$3,058,159 | 0.6% | 0.7% | 0.81 | 0.9% | 0.66 | 0.8% | 0.71 | 0.6% | 1.01 |
| Bad Debt | \$5,138,282 | 1.0% | 0.9% | 1.13 | 0.9% | 1.10 | 1.0% | 0.99 | 0.8% | 1.28 |
| All Other | \$4,798,625 | 0.9% | 3.0% | 0.30 | 1.4% | 0.67 | 2.8% | 0.33 | 1.2% | 0.76 |
| Total Deductions | \$384,294,479 | 74.1% | 66.8% | 1.11 | 70.8% | 1.05 | 66.0% | 1.12 | 73.8% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.8% | 5.7% | 0.13 | | 4.4% | 0.17 | 3.3% | 0.23 | 0.8% | 0.92 |
| Net Gains/Losses as % of Net Income | 24.9% | N/A | N/A | | N/A | N/A | 14,078.6% | N/A | 81.2% | 0.31 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$42,506,289 | 34.0% | 41.8% | 0.81 | 38.5% | 0.88 | 41.0% | 0.83 | 36.0% | 0.94 |
| Supplies & Services | \$75,007,972 | 59.9% | 52.2% | 1.15 | 53.6% | 1.12 | 52.7% | 1.14 | 57.1% | 1.05 |
| Capital Component | \$7,685,764 | 6.1% | 6.0% | 1.02 | 7.9% | 0.78 | 6.3% | 0.98 | 6.9% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 7.7% | 5.7% | 1.35 | | 8.7% | 0.88 | 2.9% | 2.67 | 3.4% | 2.28 |
| Total Hospital Net Income (%) | 10.0% | 3.5% | 2.86 | | 7.0% | 1.43 | 0.0% | N/A | 15.6% | 0.64 |
| Return on Equity (%) | 11.5% | 1.4% | 8.10 | | 4.4% | 2.64 | 0.0% | N/A | 16.2% | 0.71 |
| Current Ratio | 4.2 | 3.9 | 1.09 | | 10.2 | 0.41 | 3.2 | 1.32 | 6.5 | 0.65 |
| Days in Net Patient Accounts Receivable | 78.0 | 91.7 | 0.85 | | 51.6 | 1.51 | 88.3 | 0.88 | 50.3 | 1.55 |
| Average Payment Period | 34.1 | 91.7 | 0.37 | | 35.0 | 0.97 | 85.8 | 0.40 | 30.4 | 1.12 |
| Equity Financing (%) | 76.7% | 59.1% | 1.30 | | 80.3% | 0.96 | 60.3% | 1.27 | 83.8% | 0.91 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | | 0.1 | N/A | 0.4 | N/A | 0.0 | N/A |
| Times Interest Earned | 0.0 | 5.7 | N/A | | 7.4 | N/A | 1.0 | N/A | 0.0 | N/A |
| Total Asset Turnover | 1.1 | 0.4 | 2.69 | | 0.6 | 1.77 | 0.4 | 2.56 | 0.9 | 1.24 |
| Average Age of Plant (Years) | 19.8 | 18.1 | 1.09 | | 11.7 | 1.69 | 16.0 | 1.24 | 16.7 | 1.19 |
| Increase (Decrease) Total Net Patient Revenue | 4.6% | 3.5% | 1.30 | | 1.1% | 4.09 | 3.7% | 1.23 | 5.4% | 0.86 |
| Outpatient Gross Revenue (% of Total GPR) | 65.2% | 66.2% | 0.98 | | 66.3% | 0.98 | 73.1% | 0.89 | 62.2% | 1.05 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,304 | \$19,849 | 0.62 | | \$15,486 | 0.79 | \$13,245 | 0.93 | \$11,472 | 1.07 |
| Inpatient Net Revenue per Day | \$2,420 | \$3,697 | 0.65 | | \$3,131 | 0.77 | \$2,825 | 0.86 | \$2,461 | 0.98 |
| Outpatient Net Revenue per Visit | \$352 | \$819 | 0.43 | | \$708 | 0.50 | \$766 | 0.46 | \$331 | 1.06 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$518,894,726 | Cash & Cash Equivalents | \$3,182 | Current Liabilities | \$11,057,508 |
| Less Deductions | \$384,294,479 | Net Patient Receivables | \$28,755,497 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$134,600,247 | Other Receivables | \$174,361 | Other Liabilities | \$17,071,768 |
| Plus Other Revenue | \$1,037,996 | | | Subtotal | \$28,129,276 |
| Total Revenue | \$135,638,241 | Land, Buildings & Equipment (Net) | \$72,110,080 | Unrestricted Fund Balance | \$92,544,146 |
| Less Expenses | \$125,200,025 | Other Assets | \$19,630,302 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$3,466,285 | | | Total Liabilities & Fund Balance | \$120,673,422 |
| Net Income | \$13,904,501 | Total Assets | \$120,673,422 | | |

074 Aspirus Merrill Hospital
 601 Center Avenue South
 Merrill, WI 54452
 715-536-5511

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

County: Lincoln
 Analysis Area: North Central (6)
 Volume Group: 1

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 16.9% | 60.7% | 0.28 | 55.2% | 0.31 | 15.0% | 1.13 | 34.3% | 0.49 |
| Obstetrics | 0.0% | 37.3% | N/A | 32.6% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 16.9% | 61.9% | 0.27 | 62.1% | 0.27 | 19.9% | 0.85 | 34.3% | 0.49 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 4.7 | 27.3 | 0.17 | 17.1 | 0.28 | 2.6 | 1.85 | 3.4 | 1.38 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 4.7 | 50.5 | 0.09 | 38.1 | 0.12 | 3.5 | 1.34 | 3.4 | 1.38 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.6 | 4.9 | 0.93 | 5.2 | 0.87 | 3.9 | 1.16 | 3.6 | 1.28 |
| Obstetrics | 0.0 | 2.4 | N/A | 1.8 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 5.0 | 5.3 | 0.95 | 5.3 | 0.95 | 4.8 | 1.04 | 3.5 | 1.45 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 3 | 990 | 0.00 | 1,159 | 0.00 | 64 | 0.05 | 9 | 0.33 |
| Outpatient | 262 | 4,017 | 0.07 | 4,194 | 0.06 | 1,572 | 0.17 | 271 | 0.97 |
| Inpatient as % of All Surgeries | 1.1% | 19.8% | 0.06 | 21.6% | 0.05 | 3.9% | 0.29 | 3.2% | 0.35 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 3,161 | 141,022 | 0.02 | 96,566 | 0.03 | 20,590 | 0.15 | 9,864 | 0.32 |
| Emergency Visits | 10,725 | 17,305 | 0.62 | 13,569 | 0.79 | 4,256 | 2.52 | 5,094 | 2.11 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 8.8 | 18.8 | 0.47 | 19.9 | 0.44 | 3.1 | 2.81 | 2.0 | 4.38 |
| Nurses, Licensed | 21.7 | 234.4 | 0.09 | 195.2 | 0.11 | 36.9 | 0.59 | 23.2 | 0.94 |
| Ancillary Nursing Personnel | 3.5 | 38.1 | 0.09 | 37.3 | 0.09 | 6.4 | 0.55 | 3.0 | 1.17 |
| All Other Personnel | 38.8 | 466.7 | 0.08 | 374.4 | 0.10 | 63.8 | 0.61 | 27.3 | 1.42 |
| Total FTEs | 72.7 | 758.0 | 0.10 | 626.9 | 0.12 | 110.2 | 0.66 | 55.5 | 1.31 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 32.7 | 12.5 | 2.62 | 14.6 | 2.23 | 16.5 | 1.98 | 8.0 | 4.08 |
| Nurses, Licensed | 81.1 | 156.2 | 0.52 | 143.7 | 0.56 | 195.6 | 0.41 | 92.8 | 0.87 |
| Ancillary Nursing Personnel | 13.1 | 25.4 | 0.52 | 27.5 | 0.48 | 33.9 | 0.39 | 12.0 | 1.09 |
| All Other Personnel | 144.9 | 311.0 | 0.47 | 275.6 | 0.53 | 338.7 | 0.43 | 109.5 | 1.32 |
| Total FTEs | 271.8 | 505.0 | 0.54 | 461.4 | 0.59 | 584.8 | 0.46 | 222.3 | 1.22 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 28 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 345 | Preferred Provider Organization (PPO) | Yes | Discharges | 24 | Total Births | 0 |
| Inpatient Days | 1,730 | | | Inpatient Days | 132 | Newborn Days | 0 |

074 Aspirus Merrill Hospital
Merrill, WI 54452

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 28 | 379 | 1,730 | 16.9% | 4.7 | 4.6 |
| Orthopedic | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 5 | 3 | 8.8 | Surgical Personnel | 1 | 1 | 2.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 4 | 2 | 5.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 0 | 2.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 12 | 11 | 21.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 0 | 1.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 2 | 3 | 3.5 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 1 | 0 | 1.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 16 | 3 | 16.8 |
| Pharmacy Personnel | 2 | 2 | 3.1 | | | | |
| Clinical Laboratory Personnel | 5 | 2 | 5.0 | | | | |
| | | | | Total | 52 | 28 | 72.7 |

074 Aspirus Merrill Hospital

Merrill, WI 54452

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$20,709,418 | 46.9% | 47.3% | 0.99 | 50.9% | 0.92 | 47.0% | 1.00 | 49.6% | 0.94 |
| Medical Assistance | \$8,424,099 | 19.1% | 14.4% | 1.32 | 13.5% | 1.42 | 13.0% | 1.46 | 20.0% | 0.95 |
| Commercial | \$12,510,389 | 28.3% | 32.9% | 0.86 | 29.7% | 0.95 | 36.0% | 0.79 | 24.1% | 1.18 |
| All Other | \$2,550,682 | 5.8% | 5.4% | 1.07 | 5.9% | 0.97 | 4.0% | 1.43 | 6.3% | 0.92 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$11,779,956 | 26.7% | 36.1% | 0.74 | 36.5% | 0.73 | 26.2% | 1.02 | 23.7% | 1.12 |
| Medical Assistance | \$5,407,624 | 12.2% | 11.3% | 1.09 | 10.6% | 1.15 | 9.3% | 1.32 | 12.3% | 0.99 |
| Commercial | \$7,132,681 | 16.1% | 14.8% | 1.09 | 9.7% | 1.66 | 11.3% | 1.43 | 4.6% | 3.54 |
| Charity Care | \$741,786 | 1.7% | 0.7% | 2.31 | 0.6% | 2.68 | 0.7% | 2.41 | 2.6% | 0.65 |
| Bad Debt | \$872,880 | 2.0% | 0.9% | 2.26 | 0.6% | 3.31 | 1.5% | 1.28 | 3.8% | 0.52 |
| All Other | \$1,244,724 | 2.8% | 3.0% | 0.93 | 3.8% | 0.73 | 2.2% | 1.26 | 4.5% | 0.63 |
| Total Deductions | \$27,179,651 | 61.5% | 66.8% | 0.92 | 62.0% | 0.99 | 51.3% | 1.20 | 51.5% | 1.19 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.3% | 5.7% | 0.57 | | 3.6% | 0.91 | 4.8% | 0.69 | 1.5% | 2.23 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | 210.1% | N/A | 11.4% | N/A | 18.2% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$9,646,837 | 43.4% | 41.8% | 1.04 | 40.5% | 1.07 | 49.1% | 0.88 | 30.6% | 1.42 |
| Supplies & Services | \$10,912,143 | 49.0% | 52.2% | 0.94 | 55.0% | 0.89 | 43.7% | 1.12 | 64.5% | 0.76 |
| Capital Component | \$1,693,593 | 7.6% | 6.0% | 1.27 | 4.5% | 1.67 | 7.2% | 1.06 | 4.9% | 1.56 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -26.5% | 5.7% | N/A | | 1.2% | N/A | 6.2% | N/A | -21.0% | 1.26 |
| Total Hospital Net Income (%) | -26.4% | 3.5% | N/A | | -1.1% | 23.56 | 6.9% | N/A | -26.9% | 0.98 |
| Return on Equity (%) | -39.8% | 1.4% | N/A | | -0.3% | 141.84 | 7.1% | N/A | -53.2% | 0.75 |
| Current Ratio | 2.5 | 3.9 | 0.65 | | 1.8 | 1.40 | 3.3 | 0.77 | 2.3 | 1.08 |
| Days in Net Patient Accounts Receivable | 74.9 | 91.7 | 0.82 | | 167.5 | 0.45 | 58.5 | 1.28 | 49.2 | 1.52 |
| Average Payment Period | 25.6 | 91.7 | 0.28 | | 183.9 | 0.14 | 38.2 | 0.67 | 19.3 | 1.32 |
| Equity Financing (%) | 36.4% | 59.1% | 0.62 | | 42.4% | 0.86 | 49.5% | 0.74 | 9.1% | 3.99 |
| Long-Term Debt to Equity Ratio | 1.3 | 0.4 | 3.17 | | 1.0 | 1.34 | 0.8 | 1.74 | 0.0 | N/A |
| Times Interest Earned | -38.9 | 5.7 | N/A | | -1.5 | 25.51 | 6.4 | N/A | 0.0 | N/A |
| Total Asset Turnover | 1.5 | 0.4 | 3.61 | | 0.3 | 5.88 | 1.0 | 1.46 | 2.1 | 0.73 |
| Average Age of Plant (Years) | 1.0 | 18.1 | 0.05 | | 31.9 | 0.03 | 7.1 | 0.13 | 9.5 | 0.10 |
| Increase (Decrease) Total Net Patient Revenue | 0.9% | 3.5% | 0.26 | | 7.4% | 0.13 | 8.5% | 0.11 | 8.7% | 0.11 |
| Outpatient Gross Revenue (% of Total GPR) | 83.8% | 66.2% | 1.27 | | 71.7% | 1.17 | 81.4% | 1.03 | 86.4% | 0.97 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,287 | \$19,849 | 0.62 | | \$17,658 | 0.70 | \$19,261 | 0.64 | \$10,774 | 1.14 |
| Inpatient Net Revenue per Day | \$2,581 | \$3,697 | 0.70 | | \$3,312 | 0.78 | \$2,916 | 0.89 | \$2,962 | 0.87 |
| Outpatient Net Revenue per Visit | \$966 | \$819 | 1.18 | | \$1,126 | 0.86 | \$812 | 1.19 | \$948 | 1.02 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$44,194,589 | Cash & Cash Equivalents | \$2,057 | Current Liabilities | \$1,457,581 |
| Less Deductions | \$27,179,651 | Net Patient Receivables | \$3,490,914 | Long-Term Debt | \$5,640,162 |
| Net Patient Revenue | \$17,014,938 | Other Receivables | -\$22,876 | Other Liabilities | \$329,169 |
| Plus Other Revenue | \$580,215 | | | Subtotal | \$7,426,912 |
| Total Revenue | \$17,595,153 | Land, Buildings & Equipment (Net) | \$7,988,553 | Unrestricted Fund Balance | \$4,255,283 |
| Less Expenses | \$22,252,573 | Other Assets | \$223,548 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$6,634 | | | Total Liabilities & Fund Balance | \$11,682,195 |
| Net Income | -\$4,650,786 | Total Assets | \$11,682,196 | | |

316 Ascension Columbia St. Mary's Hospital Milwaukee
 2301 N. Lake Drive
 Milwaukee, WI 53211
 414-961-3300

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 59.9% | 60.7% | 0.99 | 71.4% | 0.84 | 74.8% | 0.80 | 58.7% | 1.02 |
| Obstetrics | 55.2% | 37.3% | 1.48 | 47.6% | 0.38 | 51.0% | 1.08 | 37.0% | 1.49 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 62.8% | 61.9% | 1.01 | 72.8% | 0.86 | 73.0% | 0.86 | 55.8% | 1.13 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 125.7 | 27.3 | 4.61 | 107.8 | 1.17 | 108.7 | 1.16 | 123.3 | 1.02 |
| Obstetrics | 18.2 | 4.7 | 3.85 | 17.5 | 1.04 | 14.4 | 1.27 | 18.1 | 1.01 |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 194.0 | 50.5 | 3.84 | 161.9 | 1.20 | 214.4 | 0.90 | 193.5 | 1.00 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 6.9 | 4.9 | 1.41 | 5.8 | 1.19 | 5.4 | 1.29 | 6.2 | 1.11 |
| Obstetrics | 2.5 | 2.4 | 1.04 | 2.6 | 0.95 | 2.5 | 0.99 | 2.5 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 6.5 | 5.3 | 1.23 | 6.4 | 1.02 | 5.8 | 1.12 | 6.0 | 1.08 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,093 | 990 | 2.11 | 2,650 | 0.79 | 3,804 | 0.55 | 2,203 | 0.95 |
| Outpatient | 3,416 | 4,017 | 0.85 | 4,920 | 0.69 | 11,772 | 0.29 | 3,563 | 0.96 |
| Inpatient as % of All Surgeries | 38.0% | 19.8% | 1.92 | 35.0% | 1.09 | 24.4% | 1.56 | 38.2% | 0.99 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 664,204 | 141,022 | 4.71 | 243,526 | 2.73 | 460,116 | 1.44 | 636,163 | 1.04 |
| Emergency Visits | 43,707 | 17,305 | 2.53 | 38,698 | 1.13 | 43,288 | 1.01 | 47,460 | 0.92 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 105.9 | 18.8 | 5.65 | 51.9 | 2.04 | 61.8 | 1.71 | 102.1 | 1.04 |
| Nurses, Licensed | 565.1 | 234.4 | 2.41 | 603.9 | 0.94 | 855.9 | 0.66 | 745.1 | 0.76 |
| Ancillary Nursing Personnel | 27.8 | 38.1 | 0.73 | 132.7 | 0.21 | 143.5 | 0.19 | 23.3 | 1.20 |
| All Other Personnel | 1,084.0 | 466.7 | 2.32 | 1,090.5 | 0.99 | 1,747.7 | 0.62 | 1,244.3 | 0.87 |
| Total FTEs | 1,782.8 | 758.0 | 2.35 | 1,879.0 | 0.95 | 2,808.9 | 0.63 | 2,114.7 | 0.84 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 26.6 | 12.5 | 2.13 | 14.6 | 1.82 | 11.2 | 2.37 | 26.3 | 1.01 |
| Nurses, Licensed | 141.8 | 156.2 | 0.91 | 169.6 | 0.84 | 155.4 | 0.91 | 192.3 | 0.74 |
| Ancillary Nursing Personnel | 7.0 | 25.4 | 0.28 | 37.3 | 0.19 | 26.1 | 0.27 | 6.0 | 1.16 |
| All Other Personnel | 272.1 | 311.0 | 0.87 | 306.3 | 0.89 | 317.4 | 0.86 | 321.0 | 0.85 |
| Total FTEs | 447.5 | 505.0 | 0.89 | 527.8 | 0.85 | 510.1 | 0.88 | 545.6 | 0.82 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 309 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 15 |
| Discharges | 10,883 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 2,456 |
| Inpatient Days | 70,807 | | | Inpatient Days | 0 | Newborn Days | 4,148 |

316 Ascension Columbia St. Mary's Hospital Milwaukee
Milwaukee, WI 53211

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 210 | 6,624 | 45,896 | 59.9% | 125.7 | 6.9 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 33 | 2,652 | 6,654 | 55.2% | 18.2 | 2.5 |
| Psychiatric | 1 | 0 | 329 | 1,642 | 0.0% | 4.5 | 5.0 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 1 | 12 | 199 | 3,123 | 71.3% | 8.6 | 15.7 |
| Mixed Intensive Care | 1 | 36 | 772 | 9,279 | 70.6% | 25.4 | 12.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 18 | 307 | 4,213 | 64.1% | 11.5 | 13.7 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 97 | 28 | 105.9 | Surgical Personnel | 35 | 18 | 39.3 |
| Physicians & Dentists | 168 | 29 | 184.0 | Radiological Services Personnel | 52 | 26 | 53.1 |
| Medical & Dental Residents | 9 | 0 | 9.0 | Respiratory Therapists | 20 | 17 | 25.5 |
| Dental Hygienists | 0 | 10 | 7.6 | Occupational Therapists | 9 | 7 | 10.9 |
| Registered Nurses | 430 | 279 | 524.4 | Occupational Therapy Assistants/Aides | 1 | 1 | 1.5 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 17 | 15 | 23.2 |
| Licensed Practical Nurses | 3 | 0 | 3.0 | Physical Therapy Assistants/Aides | 3 | 5 | 4.2 |
| Ancillary Nursing Personnel | 21 | 65 | 27.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 28 | 5 | 30.4 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 31 | 14 | 37.6 | Psychologists | 3 | 1 | 3.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 5 | 2 | 6.2 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 175 | 126 | 209.6 |
| Health Info Mgmt-Administrators/Technicians | 2 | 1 | 2.0 | All Other Personnel | 169 | 56 | 192.3 |
| Pharmacy Personnel | 50 | 22 | 52.5 | | | | |
| Clinical Laboratory Personnel | 58 | 27 | 68.1 | | | | |
| | | | | Total | 1,533 | 784 | 1,782.8 |

316 Ascension Columbia St. Mary's Hospital Milwaukee
Milwaukee, WI 53211

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 2B Value | Ratio | 7 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$748,816,763 | 49.0% | 47.3% | 1.04 | 45.8% | 1.07 | 47.4% | 1.03 | 47.5% | 1.03 |
| Medical Assistance | \$362,131,934 | 23.7% | 14.4% | 1.65 | 21.1% | 1.12 | 13.1% | 1.81 | 24.3% | 0.97 |
| Commercial | \$382,195,339 | 25.0% | 32.9% | 0.76 | 29.3% | 0.85 | 33.3% | 0.75 | 25.0% | 1.00 |
| All Other | \$35,593,224 | 2.3% | 5.4% | 0.43 | 3.8% | 0.61 | 6.2% | 0.37 | 3.2% | 0.73 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$592,361,840 | 38.7% | 36.1% | 1.07 | 36.9% | 1.05 | 37.0% | 1.05 | 37.5% | 1.03 |
| Medical Assistance | \$280,565,229 | 18.4% | 11.3% | 1.63 | 16.3% | 1.13 | 10.4% | 1.76 | 18.0% | 1.02 |
| Commercial | \$206,664,093 | 13.5% | 14.8% | 0.91 | 14.0% | 0.97 | 15.9% | 0.85 | 12.5% | 1.08 |
| Charity Care | \$22,649,753 | 1.5% | 0.7% | 2.04 | 0.9% | 1.64 | 0.7% | 1.98 | 1.4% | 1.03 |
| Bad Debt | \$23,481,706 | 1.5% | 0.9% | 1.75 | 0.8% | 1.96 | 0.8% | 2.04 | 1.4% | 1.12 |
| All Other | \$8,306,603 | 0.5% | 3.0% | 0.18 | 1.4% | 0.40 | 3.3% | 0.17 | 0.8% | 0.68 |
| Total Deductions | \$1,134,029,224 | 74.2% | 66.8% | 1.11 | 70.2% | 1.06 | 68.2% | 1.09 | 71.6% | 1.04 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 7.6% | 5.7% | 1.32 | 4.9% | 1.56 | 6.3% | 1.21 | 7.0% | 1.09 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 10.4% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$139,339,616 | 30.3% | 41.8% | 0.72 | 35.0% | 0.87 | 40.1% | 0.75 | 30.6% | 0.99 |
| Supplies & Services | \$286,334,798 | 62.2% | 52.2% | 1.19 | 59.6% | 1.04 | 54.5% | 1.14 | 61.7% | 1.01 |
| Capital Component | \$34,591,652 | 7.5% | 6.0% | 1.25 | 5.5% | 1.38 | 5.4% | 1.39 | 7.7% | 0.98 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -7.8% | 5.7% | N/A | 7.7% | N/A | 4.7% | N/A | -3.8% | 2.02 | |
| Total Hospital Net Income (%) | -7.4% | 3.5% | N/A | 6.7% | N/A | 2.5% | N/A | -4.3% | 1.72 | |
| Return on Equity (%) | -6.0% | 1.4% | N/A | 4.5% | N/A | 1.7% | N/A | -3.0% | 2.00 | |
| Current Ratio | 3.0 | 3.9 | 0.77 | 9.7 | 0.31 | 5.3 | 0.57 | 3.5 | 0.87 | |
| Days in Net Patient Accounts Receivable | 61.3 | 91.7 | 0.67 | 56.6 | 1.08 | 59.1 | 1.04 | 50.5 | 1.21 | |
| Average Payment Period | 40.8 | 91.7 | 0.45 | 36.1 | 1.13 | 47.4 | 0.86 | 49.9 | 0.82 | |
| Equity Financing (%) | 76.6% | 59.1% | 1.30 | 84.2% | 0.91 | 68.4% | 1.12 | 73.5% | 1.04 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.2 | N/A | 0.0 | N/A | |
| Times Interest Earned | 1,442,466.0 | 5.7 | N/A | 10.0 | N/A | 5.2 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 0.8 | 0.4 | 1.94 | 0.7 | 1.20 | 0.7 | 1.15 | 0.7 | 1.15 | |
| Average Age of Plant (Years) | 14.1 | 18.1 | 0.78 | 12.6 | 1.12 | 13.2 | 1.07 | 13.6 | 1.04 | |
| Increase (Decrease) Total Net Patient Revenue | 1.4% | 3.5% | 0.40 | 4.5% | 0.31 | 4.6% | 0.30 | 7.9% | 0.18 | |
| Outpatient Gross Revenue (% of Total GPR) | 51.0% | 66.2% | 0.77 | 54.4% | 0.94 | 61.1% | 0.84 | 50.0% | 1.02 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$19,812 | \$19,849 | 1.00 | \$27,619 | 0.72 | \$23,038 | 0.86 | \$18,273 | 1.08 | |
| Inpatient Net Revenue per Day | \$3,028 | \$3,697 | 0.82 | \$4,320 | 0.70 | \$3,969 | 0.76 | \$3,022 | 1.00 | |
| Outpatient Net Revenue per Visit | \$286 | \$819 | 0.35 | \$896 | 0.32 | \$910 | 0.31 | \$284 | 1.01 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,528,737,260 | Cash & Cash Equivalents | \$232,129 | Current Liabilities | \$48,140,211 |
| Less Deductions | \$1,134,029,224 | Net Patient Receivables | \$66,243,397 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$394,708,036 | Other Receivables | \$1,478,324 | Other Liabilities | \$75,185,166 |
| Plus Other Revenue | \$32,450,839 | | | Subtotal | \$123,325,377 |
| Total Revenue | \$427,158,875 | Land, Buildings & Equipment (Net) | \$373,988,198 | Unrestricted Fund Balance | \$403,408,584 |
| Less Expenses | \$460,266,066 | Other Assets | \$84,791,913 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$1,372,918 | | | Total Liabilities & Fund Balance | \$526,733,961 |
| Net Income | -\$31,734,273 | Total Assets | \$526,733,961 | | |

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

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

County: **Milwaukee**
 Analysis Area: **Milwaukee County (2B)**
 Volume Group: **5**

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 124.7% | 60.7% | 2.05 | 71.4% | 1.75 | 58.7% | 2.12 | 48.4% | 2.57 |
| Obstetrics | 43.3% | 37.3% | 1.16 | 47.6% | 0.24 | 29.8% | 1.45 | 32.6% | 1.33 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 75.3% | 61.9% | 1.22 | 72.8% | 1.03 | 59.2% | 1.27 | 41.7% | 1.80 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 29.9 | 27.3 | 1.10 | 107.8 | 0.28 | 18.7 | 1.60 | 28.6 | 1.05 |
| Obstetrics | 11.3 | 4.7 | 2.37 | 17.5 | 0.64 | 2.5 | 4.46 | 12.4 | 0.91 |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 69.3 | 50.5 | 1.37 | 161.9 | 0.43 | 35.1 | 1.98 | 69.7 | 0.99 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.1 | 4.9 | 1.03 | 5.8 | 0.87 | 4.5 | 1.13 | 4.5 | 1.12 |
| Obstetrics | 2.5 | 2.4 | 1.02 | 2.6 | 0.93 | 2.2 | 1.12 | 2.5 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.5 | 5.3 | 1.03 | 6.4 | 0.86 | 4.6 | 1.18 | 5.2 | 1.05 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 404 | 990 | 0.41 | 2,650 | 0.15 | 526 | 0.77 | 447 | 0.90 |
| Outpatient | 873 | 4,017 | 0.22 | 4,920 | 0.18 | 3,165 | 0.28 | 960 | 0.91 |
| Inpatient as % of All Surgeries | 31.6% | 19.8% | 1.60 | 35.0% | 0.90 | 14.3% | 2.22 | 31.8% | 1.00 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 79,313 | 141,022 | 0.56 | 243,526 | 0.33 | 102,926 | 0.77 | 89,933 | 0.88 |
| Emergency Visits | 60,185 | 17,305 | 3.48 | 38,698 | 1.56 | 18,037 | 3.34 | 54,646 | 1.10 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 16.3 | 18.8 | 0.87 | 51.9 | 0.31 | 17.9 | 0.91 | 26.1 | 0.62 |
| Nurses, Licensed | 198.5 | 234.4 | 0.85 | 603.9 | 0.33 | 148.0 | 1.34 | 253.4 | 0.78 |
| Ancillary Nursing Personnel | 42.1 | 38.1 | 1.11 | 132.7 | 0.32 | 25.5 | 1.65 | 51.0 | 0.82 |
| All Other Personnel | 188.9 | 466.7 | 0.40 | 1,090.5 | 0.17 | 271.6 | 0.70 | 212.1 | 0.89 |
| Total FTEs | 445.8 | 758.0 | 0.59 | 1,879.0 | 0.24 | 463.0 | 0.96 | 542.6 | 0.82 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 11.0 | 12.5 | 0.88 | 14.6 | 0.75 | 13.6 | 0.81 | 16.8 | 0.65 |
| Nurses, Licensed | 133.8 | 156.2 | 0.86 | 169.6 | 0.79 | 112.9 | 1.19 | 162.9 | 0.82 |
| Ancillary Nursing Personnel | 28.4 | 25.4 | 1.12 | 37.3 | 0.76 | 19.5 | 1.46 | 32.8 | 0.86 |
| All Other Personnel | 127.3 | 311.0 | 0.41 | 306.3 | 0.42 | 207.1 | 0.61 | 136.3 | 0.93 |
| Total FTEs | 300.5 | 505.0 | 0.59 | 527.8 | 0.57 | 353.1 | 0.85 | 348.8 | 0.86 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 92 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 10 |
| Discharges | 4,640 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,516 |
| Inpatient Days | 25,288 | | | Inpatient Days | 0 | Newborn Days | 2,358 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 24 | 2,151 | 10,920 | 124.7% | 29.9 | 5.1 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 26 | 1,665 | 4,108 | 43.3% | 11.3 | 2.5 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 14 | 540 | 4,563 | 89.3% | 12.5 | 8.5 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 28 | 284 | 5,697 | 55.7% | 15.6 | 20.1 |
| Other Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 15 | 2 | 16.3 | Surgical Personnel | 14 | 6 | 16.7 |
| Physicians & Dentists | 0 | 2 | 0.0 | Radiological Services Personnel | 25 | 14 | 30.4 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 12 | 12 | 15.8 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 7 | 6.3 |
| Registered Nurses | 143 | 104 | 194.5 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 1 | 0 | 1.0 | Physical Therapists | 8 | 8 | 11.6 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 29 | 37 | 42.1 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 2 | 0 | 2.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 1 | 1.5 |
| Clinical Nurse Specialists | 1 | 0 | 1.0 | All Other Health Professionals | 17 | 14 | 19.4 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 32 | 6 | 35.7 |
| Pharmacy Personnel | 21 | 11 | 22.6 | | | | |
| Clinical Laboratory Personnel | 10 | 9 | 15.7 | | | | |
| | | | | Total | 346 | 236 | 445.8 |

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

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 2B Value | Ratio | 5 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$115,470,603 | 26.6% | 47.3% | 0.56 | 45.8% | 0.58 | 50.2% | 0.53 | 26.3% | 1.01 |
| Medical Assistance | \$255,652,843 | 58.9% | 14.4% | 4.10 | 21.1% | 2.80 | 14.7% | 4.00 | 58.7% | 1.00 |
| Commercial | \$54,409,438 | 12.5% | 32.9% | 0.38 | 29.3% | 0.43 | 30.7% | 0.41 | 12.2% | 1.03 |
| All Other | \$8,277,401 | 1.9% | 5.4% | 0.35 | 3.8% | 0.50 | 4.4% | 0.43 | 2.7% | 0.70 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$84,892,592 | 19.6% | 36.1% | 0.54 | 36.9% | 0.53 | 37.5% | 0.52 | 19.1% | 1.02 |
| Medical Assistance | \$176,083,876 | 40.6% | 11.3% | 3.60 | 16.3% | 2.49 | 11.2% | 3.63 | 38.7% | 1.05 |
| Commercial | \$23,845,001 | 5.5% | 14.8% | 0.37 | 14.0% | 0.39 | 12.7% | 0.43 | 5.1% | 1.09 |
| Charity Care | \$5,751,479 | 1.3% | 0.7% | 1.83 | 0.9% | 1.47 | 0.8% | 1.60 | 1.6% | 0.84 |
| Bad Debt | \$4,915,892 | 1.1% | 0.9% | 1.29 | 0.8% | 1.45 | 1.0% | 1.13 | 2.0% | 0.55 |
| All Other | \$3,487,624 | 0.8% | 3.0% | 0.26 | 1.4% | 0.59 | 2.8% | 0.29 | 0.6% | 1.40 |
| Total Deductions | \$298,976,464 | 68.9% | 66.8% | 1.03 | 70.2% | 0.98 | 66.0% | 1.04 | 67.2% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.8% | 5.7% | 0.49 | 4.9% | 0.57 | 3.3% | 0.84 | 2.0% | 1.40 | |
| Net Gains/Losses as % of Net Income | 157.5% | N/A | N/A | N/A | N/A | 14,078.6% | N/A | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$53,851,454 | 38.7% | 41.8% | 0.93 | 35.0% | 1.11 | 41.0% | 0.94 | 38.4% | 1.01 |
| Supplies & Services | \$82,633,549 | 59.4% | 52.2% | 1.14 | 59.6% | 1.00 | 52.7% | 1.13 | 59.8% | 0.99 |
| Capital Component | \$2,603,853 | 1.9% | 6.0% | 0.31 | 5.5% | 0.34 | 6.3% | 0.30 | 1.8% | 1.05 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -0.3% | 5.7% | N/A | 7.7% | N/A | 2.9% | N/A | -1.7% | 0.16 | |
| Total Hospital Net Income (%) | 0.5% | 3.5% | 0.14 | 6.7% | 0.07 | 0.0% | N/A | -1.1% | N/A | |
| Return on Equity (%) | 1.0% | 1.4% | 0.71 | 4.5% | 0.23 | 0.0% | N/A | -2.4% | N/A | |
| Current Ratio | 1.3 | 3.9 | 0.34 | 9.7 | 0.14 | 3.2 | 0.41 | 0.7 | 1.91 | |
| Days in Net Patient Accounts Receivable | 35.0 | 91.7 | 0.38 | 56.6 | 0.62 | 88.3 | 0.40 | 30.2 | 1.16 | |
| Average Payment Period | 61.8 | 91.7 | 0.67 | 36.1 | 1.71 | 85.8 | 0.72 | 111.2 | 0.56 | |
| Equity Financing (%) | 3.0% | 59.1% | 0.05 | 84.2% | 0.04 | 60.3% | 0.05 | 0.0% | N/A | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.4 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 10.0 | N/A | 1.0 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 2.1 | 0.4 | 5.03 | 0.7 | 3.11 | 0.4 | 4.77 | 2.1 | 0.99 | |
| Average Age of Plant (Years) | 7.0 | 18.1 | 0.38 | 12.6 | 0.55 | 16.0 | 0.44 | 5.5 | 1.26 | |
| Increase (Decrease) Total Net Patient Revenue | -1.4% | 3.5% | N/A | 4.5% | N/A | 3.7% | N/A | 8.8% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 53.7% | 66.2% | 0.81 | 54.4% | 0.99 | 73.1% | 0.73 | 54.0% | 0.99 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,468 | \$19,849 | 0.78 | \$27,619 | 0.56 | \$13,245 | 1.17 | \$15,249 | 1.01 | |
| Inpatient Net Revenue per Day | \$2,861 | \$3,697 | 0.77 | \$4,320 | 0.66 | \$2,825 | 1.01 | \$2,862 | 1.00 | |
| Outpatient Net Revenue per Visit | \$487 | \$819 | 0.59 | \$896 | 0.54 | \$766 | 0.64 | \$488 | 1.00 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$433,810,285 | Cash & Cash Equivalents | \$103,738 | Current Liabilities | \$23,202,718 |
| Less Deductions | \$298,976,464 | Net Patient Receivables | \$12,912,038 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$134,833,821 | Other Receivables | \$307,402 | Other Liabilities | \$40,948,053 |
| Plus Other Revenue | \$3,871,506 | | | Subtotal | \$64,150,771 |
| Total Revenue | \$138,705,327 | Land, Buildings & Equipment (Net) | \$34,048,683 | Unrestricted Fund Balance | \$1,960,518 |
| Less Expenses | \$139,088,856 | Other Assets | \$18,739,428 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$1,051,084 | | | Total Liabilities & Fund Balance | \$66,111,289 |
| Net Income | \$667,555 | Total Assets | \$66,111,289 | | |

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

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

County: Milwaukee
 Analysis Area: Milwaukee County (2B)
 Volume Group: 5

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 0.8% | 60.7% | 0.01 | 71.4% | 0.01 | 58.7% | 0.01 | 0.2% | 4.68 |
| Obstetrics | 73.1% | 37.3% | 1.96 | 47.6% | 0.06 | 29.8% | 2.46 | 142.9% | 0.51 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 104.7% | 61.9% | 1.69 | 72.8% | 1.44 | 59.2% | 1.77 | 127.0% | 0.82 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.2 | 27.3 | 0.01 | 107.8 | 0.00 | 18.7 | 0.01 | 0.0 | 5.67 |
| Obstetrics | 2.9 | 4.7 | 0.62 | 17.5 | 0.17 | 2.5 | 1.16 | 4.3 | 0.68 |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 56.6 | 50.5 | 1.12 | 161.9 | 0.35 | 35.1 | 1.61 | 63.5 | 0.89 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 1.5 | 4.9 | 0.31 | 5.8 | 0.26 | 4.5 | 0.34 | 1.7 | 0.88 |
| Obstetrics | 2.6 | 2.4 | 1.08 | 2.6 | 0.99 | 2.2 | 1.19 | 3.3 | 0.80 |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.6 | 5.3 | 1.07 | 6.4 | 0.89 | 4.6 | 1.22 | 5.5 | 1.03 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 375 | 990 | 0.38 | 2,650 | 0.14 | 526 | 0.71 | 435 | 0.86 |
| Outpatient | 751 | 4,017 | 0.19 | 4,920 | 0.15 | 3,165 | 0.24 | 803 | 0.94 |
| Inpatient as % of All Surgeries | 33.3% | 19.8% | 1.68 | 35.0% | 0.95 | 14.3% | 2.34 | 35.1% | 0.95 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 94,169 | 141,022 | 0.67 | 243,526 | 0.39 | 102,926 | 0.91 | 100,869 | 0.93 |
| Emergency Visits | 39,093 | 17,305 | 2.26 | 38,698 | 1.01 | 18,037 | 2.17 | 31,580 | 1.24 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 17.0 | 18.8 | 0.91 | 51.9 | 0.33 | 17.9 | 0.95 | 18.0 | 0.94 |
| Nurses, Licensed | 121.4 | 234.4 | 0.52 | 603.9 | 0.20 | 148.0 | 0.82 | 158.9 | 0.76 |
| Ancillary Nursing Personnel | 35.9 | 38.1 | 0.94 | 132.7 | 0.27 | 25.5 | 1.41 | 38.7 | 0.93 |
| All Other Personnel | 190.4 | 466.7 | 0.41 | 1,090.5 | 0.17 | 271.6 | 0.70 | 207.9 | 0.92 |
| Total FTEs | 364.7 | 758.0 | 0.48 | 1,879.0 | 0.19 | 463.0 | 0.79 | 423.5 | 0.86 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 8.5 | 12.5 | 0.68 | 14.6 | 0.58 | 13.6 | 0.62 | 9.2 | 0.92 |
| Nurses, Licensed | 60.4 | 156.2 | 0.39 | 169.6 | 0.36 | 112.9 | 0.54 | 80.8 | 0.75 |
| Ancillary Nursing Personnel | 17.9 | 25.4 | 0.70 | 37.3 | 0.48 | 19.5 | 0.92 | 19.7 | 0.91 |
| All Other Personnel | 94.7 | 311.0 | 0.30 | 306.3 | 0.31 | 207.1 | 0.46 | 105.8 | 0.90 |
| Total FTEs | 181.5 | 505.0 | 0.36 | 527.8 | 0.34 | 353.1 | 0.51 | 215.5 | 0.84 |

Total Hospital:
 Beds Set Up & Staffed 54
 Discharges 3,661
 Inpatient Days 20,644

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

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

Newborn Nursery:
 Bassinets 2
 Total Births 352
 Newborn Days 649

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 23 | 45 | 68 | 0.8% | 0.2 | 1.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 4 | 408 | 1,067 | 73.1% | 2.9 | 2.6 |
| Psychiatric | 1 | 10 | 802 | 3,795 | 104.0% | 10.4 | 4.7 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 6 | 183 | 2,643 | 120.7% | 7.2 | 14.4 |
| Step-Down (Special Care) | 1 | 11 | 2,223 | 13,071 | 325.6% | 35.8 | 5.9 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 17 | 0 | 17.0 | Surgical Personnel | 13 | 4 | 13.8 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 20 | 14 | 25.4 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 12 | 3 | 12.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 12 | 5.9 |
| Registered Nurses | 96 | 60 | 121.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 11 | 10 | 15.4 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 26 | 27 | 35.9 | Recreational Therapists | 0 | 1 | 0.8 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 2 | 1.7 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 15 | 18 | 17.9 |
| Health Info Mgmt-Administrators/Technicians | 12 | 1 | 12.8 | All Other Personnel | 36 | 12 | 41.4 |
| Pharmacy Personnel | 26 | 10 | 28.1 | | | | |
| Clinical Laboratory Personnel | 4 | 4 | 6.2 | | | | |
| | | | | Total | 297 | 180 | 364.7 |

085 Ascension St. Francis Hospital
Milwaukee, WI 53215

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|----------|------------------|-------|------|
| | | Value | Ratio | 2B Value | Ratio | 5 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$210,084,265 | 47.2% | 47.3% | 1.00 | 45.8% | 1.03 | 50.2% | 0.94 | 48.2% | 0.98 |
| Medical Assistance | \$129,539,932 | 29.1% | 14.4% | 2.02 | 21.1% | 1.38 | 14.7% | 1.98 | 27.0% | 1.08 |
| Commercial | \$83,369,415 | 18.7% | 32.9% | 0.57 | 29.3% | 0.64 | 30.7% | 0.61 | 19.3% | 0.97 |
| All Other | \$22,462,267 | 5.0% | 5.4% | 0.93 | 3.8% | 1.33 | 4.4% | 1.15 | 5.5% | 0.91 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$156,847,040 | 35.2% | 36.1% | 0.97 | 36.9% | 0.95 | 37.5% | 0.94 | 35.1% | 1.00 |
| Medical Assistance | \$99,557,363 | 22.3% | 11.3% | 1.98 | 16.3% | 1.37 | 11.2% | 2.00 | 20.2% | 1.11 |
| Commercial | \$38,729,668 | 8.7% | 14.8% | 0.59 | 14.0% | 0.62 | 12.7% | 0.69 | 7.9% | 1.09 |
| Charity Care | \$16,260,033 | 3.7% | 0.7% | 5.03 | 0.9% | 4.04 | 0.8% | 4.41 | 3.1% | 1.16 |
| Bad Debt | \$7,806,799 | 1.8% | 0.9% | 2.00 | 0.8% | 2.24 | 1.0% | 1.75 | 1.6% | 1.09 |
| All Other | \$4,507,764 | 1.0% | 3.0% | 0.33 | 1.4% | 0.74 | 2.8% | 0.36 | 1.7% | 0.58 |
| Total Deductions | \$323,708,667 | 72.7% | 66.8% | 1.09 | 70.2% | 1.03 | 66.0% | 1.10 | 69.7% | 1.04 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 12.6% | 5.7% | 2.19 | 4.9% | 2.59 | 3.3% | 3.80 | 7.9% | 1.59 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | N/A | N/A | 14,078.6% | N/A | N/A | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$43,675,713 | 28.2% | 41.8% | 0.67 | 35.0% | 0.81 | 41.0% | 0.69 | 29.5% | 0.96 |
| Supplies & Services | \$106,152,375 | 68.5% | 52.2% | 1.31 | 59.6% | 1.15 | 52.7% | 1.30 | 67.3% | 1.02 |
| Capital Component | \$5,157,706 | 3.3% | 6.0% | 0.55 | 5.5% | 0.61 | 6.3% | 0.53 | 3.2% | 1.05 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -11.3% | 5.7% | N/A | 7.7% | N/A | 2.9% | N/A | -9.3% | 1.21 | |
| Total Hospital Net Income (%) | -9.3% | 3.5% | N/A | 6.7% | N/A | 0.0% | 438.37 | -1.2% | 7.66 | |
| Return on Equity (%) | -14.8% | 1.4% | N/A | 4.5% | N/A | 0.0% | 1,628.80 | -2.1% | 7.15 | |
| Current Ratio | 1.5 | 3.9 | 0.40 | 9.7 | 0.16 | 3.2 | 0.48 | 1.3 | 1.17 | |
| Days in Net Patient Accounts Receivable | 46.2 | 91.7 | 0.50 | 56.6 | 0.82 | 88.3 | 0.52 | 43.5 | 1.06 | |
| Average Payment Period | 49.0 | 91.7 | 0.53 | 36.1 | 1.36 | 85.8 | 0.57 | 60.2 | 0.81 | |
| Equity Financing (%) | 58.0% | 59.1% | 0.98 | 84.2% | 0.69 | 60.3% | 0.96 | 53.9% | 1.08 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.4 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 10.0 | N/A | 1.0 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 1.6 | 0.4 | 3.74 | 0.7 | 2.31 | 0.4 | 3.54 | 1.6 | 0.99 | |
| Average Age of Plant (Years) | 6.2 | 18.1 | 0.34 | 12.6 | 0.49 | 16.0 | 0.39 | 5.3 | 1.16 | |
| Increase (Decrease) Total Net Patient Revenue | -9.8% | 3.5% | N/A | 4.5% | N/A | 3.7% | N/A | -10.1% | 0.97 | |
| Outpatient Gross Revenue (% of Total GPR) | 72.0% | 66.2% | 1.09 | 54.4% | 1.32 | 73.1% | 0.98 | 67.9% | 1.06 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,580 | \$19,849 | 0.63 | \$27,619 | 0.46 | \$13,245 | 0.95 | \$12,596 | 1.00 | |
| Inpatient Net Revenue per Day | \$2,241 | \$3,697 | 0.61 | \$4,320 | 0.52 | \$2,825 | 0.79 | \$2,313 | 0.97 | |
| Outpatient Net Revenue per Visit | \$627 | \$819 | 0.76 | \$896 | 0.70 | \$766 | 0.82 | \$671 | 0.93 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$445,455,880 | Cash & Cash Equivalents | \$251,742 | Current Liabilities | \$20,131,153 |
| Less Deductions | \$323,708,667 | Net Patient Receivables | \$15,401,659 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$121,747,213 | Other Receivables | \$867,247 | Other Liabilities | \$17,427,522 |
| Plus Other Revenue | \$17,535,697 | | | Subtotal | \$37,558,675 |
| Total Revenue | \$139,282,906 | Land, Buildings & Equipment (Net) | \$58,354,704 | Unrestricted Fund Balance | \$51,800,968 |
| Less Expenses | \$154,985,794 | Other Assets | \$14,484,292 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$2,495,407 | | | Total Liabilities & Fund Balance | \$89,359,643 |
| Net Income | -\$13,207,481 | Total Assets | \$89,359,644 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 47.0% | 60.7% | 0.77 | 71.4% | 0.66 | 62.5% | 0.75 | 43.8% | 1.07 |
| Obstetrics | 36.5% | 37.3% | 0.98 | 47.6% | 0.39 | 29.3% | 1.25 | 41.8% | 0.87 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 43.1% | 61.9% | 0.70 | 72.8% | 0.59 | 58.2% | 0.74 | 42.0% | 1.03 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 43.7 | 27.3 | 1.60 | 107.8 | 0.41 | 36.5 | 1.20 | 43.4 | 1.01 |
| Obstetrics | 18.6 | 4.7 | 3.93 | 17.5 | 1.07 | 4.8 | 3.90 | 19.2 | 0.97 |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 96.1 | 50.5 | 1.90 | 161.9 | 0.59 | 68.8 | 1.40 | 96.5 | 1.00 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 6.5 | 4.9 | 1.33 | 5.8 | 1.12 | 4.8 | 1.36 | 5.7 | 1.15 |
| Obstetrics | 2.9 | 2.4 | 1.21 | 2.6 | 1.10 | 2.4 | 1.21 | 2.9 | 0.99 |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 6.2 | 5.3 | 1.18 | 6.4 | 0.98 | 5.0 | 1.25 | 5.0 | 1.24 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,297 | 990 | 1.31 | 2,650 | 0.49 | 1,312 | 0.99 | 1,422 | 0.91 |
| Outpatient | 2,736 | 4,017 | 0.68 | 4,920 | 0.56 | 5,549 | 0.49 | 2,574 | 1.06 |
| Inpatient as % of All Surgeries | 32.2% | 19.8% | 1.63 | 35.0% | 0.92 | 19.1% | 1.68 | 35.6% | 0.90 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 133,850 | 141,022 | 0.95 | 243,526 | 0.55 | 238,140 | 0.56 | 129,134 | 1.04 |
| Emergency Visits | 47,510 | 17,305 | 2.75 | 38,698 | 1.23 | 27,894 | 1.70 | 48,980 | 0.97 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 30.0 | 18.8 | 1.60 | 51.9 | 0.58 | 19.9 | 1.50 | 36.0 | 0.83 |
| Nurses, Licensed | 493.3 | 234.4 | 2.10 | 603.9 | 0.82 | 376.4 | 1.31 | 547.3 | 0.90 |
| Ancillary Nursing Personnel | 147.6 | 38.1 | 3.87 | 132.7 | 1.11 | 51.2 | 2.88 | 165.6 | 0.89 |
| All Other Personnel | 1,119.5 | 466.7 | 2.40 | 1,090.5 | 1.03 | 706.7 | 1.58 | 1,191.3 | 0.94 |
| Total FTEs | 1,790.4 | 758.0 | 2.36 | 1,879.0 | 0.95 | 1,154.3 | 1.55 | 1,940.2 | 0.92 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 13.8 | 12.5 | 1.11 | 14.6 | 0.95 | 9.1 | 1.51 | 13.8 | 1.00 |
| Nurses, Licensed | 227.4 | 156.2 | 1.46 | 169.6 | 1.34 | 172.3 | 1.32 | 209.6 | 1.09 |
| Ancillary Nursing Personnel | 68.0 | 25.4 | 2.68 | 37.3 | 1.83 | 23.4 | 2.90 | 63.4 | 1.07 |
| All Other Personnel | 516.0 | 311.0 | 1.66 | 306.3 | 1.68 | 323.5 | 1.60 | 456.1 | 1.13 |
| Total FTEs | 825.3 | 505.0 | 1.63 | 527.8 | 1.56 | 528.4 | 1.56 | 742.9 | 1.11 |

Total Hospital:
 Beds Set Up & Staffed 223
 Discharges 5,611
 Inpatient Days 35,063

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

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

Newborn Nursery:
 Bassinets 30
 Total Births 2,131
 Newborn Days 3,604

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 93 | 2,440 | 15,939 | 47.0% | 43.7 | 6.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 14 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 51 | 2,335 | 6,799 | 36.5% | 18.6 | 2.9 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 22 | 592 | 5,004 | 62.3% | 13.7 | 8.5 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 43 | 378 | 7,321 | 46.6% | 20.1 | 19.4 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 30 | 0 | 30.0 | Surgical Personnel | 29 | 9 | 30.7 |
| Physicians & Dentists | 95 | 42 | 111.2 | Radiological Services Personnel | 34 | 17 | 40.1 |
| Medical & Dental Residents | 65 | 0 | 65.0 | Respiratory Therapists | 29 | 8 | 29.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 8 | 7 | 11.4 |
| Registered Nurses | 367 | 214 | 445.2 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 8 | 4 | 9.6 | Physical Therapists | 16 | 9 | 18.2 |
| Licensed Practical Nurses | 1 | 2 | 1.5 | Physical Therapy Assistants/Aides | 6 | 7 | 7.4 |
| Ancillary Nursing Personnel | 87 | 139 | 147.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 26 | 6 | 27.5 | Dietitians & Nutritionists | 8 | 10 | 12.9 |
| Nurse Practitioners | 18 | 6 | 20.3 | Psychologists | 4 | 0 | 4.0 |
| Certified Registered Nurse Anesthetists | 6 | 1 | 6.0 | Social Workers | 20 | 10 | 25.3 |
| Clinical Nurse Specialists | 6 | 10 | 10.8 | All Other Health Professionals | 155 | 61 | 177.4 |
| Health Info Mgmt-Administrators/Technicians | 21 | 1 | 21.5 | All Other Personnel | 342 | 64 | 366.0 |
| Pharmacy Personnel | 66 | 21 | 73.7 | | | | |
| Clinical Laboratory Personnel | 28 | 15 | 34.1 | | | | |
| | | | | Total | 1,529 | 685 | 1,790.4 |

168 Aurora Sinai Medical Center
Milwaukee, WI 53233

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 6 | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------------|-------|-------------------|-------|------------------|--------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$285,667,804 | 32.0% | 47.3% | 0.68 | 45.8% | 0.70 | 43.9% | 0.73 | 30.0% | 1.07 |
| Medical Assistance | \$419,095,898 | 47.0% | 14.4% | 3.26 | 21.1% | 2.23 | 19.1% | 2.46 | 47.8% | 0.98 |
| Commercial | \$159,601,750 | 17.9% | 32.9% | 0.54 | 29.3% | 0.61 | 32.6% | 0.55 | 18.9% | 0.95 |
| All Other | \$28,203,831 | 3.2% | 5.4% | 0.58 | 3.8% | 0.83 | 4.4% | 0.72 | 3.4% | 0.94 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$241,119,400 | 27.0% | 36.1% | 0.75 | 36.9% | 0.73 | 34.9% | 0.78 | 24.9% | 1.09 |
| Medical Assistance | \$351,283,401 | 39.4% | 11.3% | 3.49 | 16.3% | 2.41 | 14.9% | 2.64 | 38.4% | 1.02 |
| Commercial | \$69,708,156 | 7.8% | 14.8% | 0.53 | 14.0% | 0.56 | 13.7% | 0.57 | 9.0% | 0.87 |
| Charity Care | \$12,278,184 | 1.4% | 0.7% | 1.90 | 0.9% | 1.52 | 0.6% | 2.35 | 1.7% | 0.80 |
| Bad Debt | \$7,449,989 | 0.8% | 0.9% | 0.95 | 0.8% | 1.07 | 0.9% | 0.91 | 1.3% | 0.65 |
| All Other | \$9,010,881 | 1.0% | 3.0% | 0.33 | 1.4% | 0.74 | 2.7% | 0.37 | 0.9% | 1.07 |
| Total Deductions | \$690,850,011 | 77.4% | 66.8% | 1.16 | 70.2% | 1.10 | 67.7% | 1.14 | 76.2% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.6% | 5.7% | 0.80 | 4.9% | 0.95 | 6.5% | 0.71 | 5.0% | 0.92 | |
| Net Gains/Losses as % of Net Income | 0.2% | N/A | N/A | N/A | N/A | N/A | N/A | 0.0% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$107,649,001 | 45.5% | 41.8% | 1.09 | 35.0% | 1.30 | 42.9% | 1.06 | 45.0% | 1.01 |
| Supplies & Services | \$117,502,006 | 49.7% | 52.2% | 0.95 | 59.6% | 0.83 | 50.0% | 0.99 | 49.6% | 1.00 |
| Capital Component | \$11,357,405 | 4.8% | 6.0% | 0.80 | 5.5% | 0.88 | 7.1% | 0.67 | 5.4% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -11.9% | 5.7% | N/A | 7.7% | N/A | 8.3% | N/A | -0.1% | 153.12 | |
| Total Hospital Net Income (%) | -11.9% | 3.5% | N/A | 6.7% | N/A | 6.4% | N/A | -0.1% | 153.44 | |
| Return on Equity (%) | -5.7% | 1.4% | N/A | 4.5% | N/A | 1.6% | N/A | 0.0% | N/A | |
| Current Ratio | 27.5 | 3.9 | 7.08 | 9.7 | 2.83 | 4.0 | 6.91 | 0.0 | N/A | |
| Days in Net Patient Accounts Receivable | 67.1 | 91.7 | 0.73 | 56.6 | 1.18 | 126.5 | 0.53 | 0.0 | N/A | |
| Average Payment Period | 22.6 | 91.7 | 0.25 | 36.1 | 0.63 | 146.1 | 0.15 | 0.0 | N/A | |
| Equity Financing (%) | 91.7% | 59.1% | 1.55 | 84.2% | 1.09 | 57.6% | 1.59 | 0.0% | N/A | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.5 | N/A | 0.0 | N/A | |
| Times Interest Earned | -17.2 | 5.7 | N/A | 10.0 | N/A | 6.7 | N/A | 0.9 | N/A | |
| Total Asset Turnover | 0.5 | 0.4 | 1.14 | 0.7 | 0.71 | 0.3 | 1.82 | 0.0 | N/A | |
| Average Age of Plant (Years) | 11.0 | 18.1 | 0.60 | 12.6 | 0.87 | 22.6 | 0.48 | 0.0 | N/A | |
| Increase (Decrease) Total Net Patient Revenue | -2.8% | 3.5% | N/A | 4.5% | N/A | -0.3% | 9.41 | 8.8% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 61.3% | 66.2% | 0.93 | 54.4% | 1.13 | 68.3% | 0.90 | 60.0% | 1.02 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$14,561 | \$19,849 | 0.73 | \$27,619 | 0.53 | \$18,944 | 0.77 | \$11,642 | 1.25 | |
| Inpatient Net Revenue per Day | \$2,666 | \$3,697 | 0.72 | \$4,320 | 0.62 | \$3,762 | 0.71 | \$2,141 | 1.25 | |
| Outpatient Net Revenue per Visit | \$703 | \$819 | 0.86 | \$896 | 0.78 | \$679 | 1.04 | \$769 | 0.91 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$892,569,284 | Cash & Cash Equivalents | \$315,564,780 | Current Liabilities | \$14,094,286 |
| Less Deductions | \$690,850,011 | Net Patient Receivables | \$37,077,501 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$201,719,273 | Other Receivables | \$1,372,054 | Other Liabilities | \$22,802,877 |
| Plus Other Revenue | \$9,709,428 | | | Subtotal | \$36,897,163 |
| Total Revenue | \$211,428,702 | Land, Buildings & Equipment (Net) | \$55,822,714 | Unrestricted Fund Balance | \$407,522,030 |
| Less Expenses | \$236,508,412 | Other Assets | \$34,582,146 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$46,965 | Total Assets | \$444,419,195 | Total Liabilities & Fund Balance | \$444,419,193 |
| Net Income | -\$25,126,675 | | | | |

087 Aurora St Luke's Medical Center
 2900 W Oklahoma Avenue
 Milwaukee, WI 53215
 414-649-6000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 74.7% | 60.7% | 1.23 | 71.4% | 1.05 | 74.8% | 1.00 | 74.8% | 1.00 |
| Obstetrics | 0.0% | 37.3% | N/A | 47.6% | N/A | 51.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 77.3% | 61.9% | 1.25 | 72.8% | 1.06 | 73.0% | 1.06 | 77.2% | 1.00 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 314.6 | 27.3 | 11.53 | 107.8 | 2.92 | 108.7 | 2.89 | 320.3 | 0.98 |
| Obstetrics | 0.0 | 4.7 | N/A | 17.5 | N/A | 14.4 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 489.0 | 50.5 | 9.69 | 161.9 | 3.02 | 214.4 | 2.28 | 495.5 | 0.99 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 6.7 | 4.9 | 1.35 | 5.8 | 1.15 | 5.4 | 1.25 | 6.4 | 1.03 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.6 | N/A | 2.5 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 7.7 | 5.3 | 1.46 | 6.4 | 1.21 | 5.8 | 1.33 | 7.5 | 1.03 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 8,021 | 990 | 8.10 | 2,650 | 3.03 | 3,804 | 2.11 | 8,162 | 0.98 |
| Outpatient | 11,628 | 4,017 | 2.89 | 4,920 | 2.36 | 11,772 | 0.99 | 11,119 | 1.05 |
| Inpatient as % of All Surgeries | 40.8% | 19.8% | 2.06 | 35.0% | 1.17 | 24.4% | 1.67 | 42.3% | 0.96 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 444,068 | 141,022 | 3.15 | 243,526 | 1.82 | 460,116 | 0.97 | 451,071 | 0.98 |
| Emergency Visits | 65,656 | 17,305 | 3.79 | 38,698 | 1.70 | 43,288 | 1.52 | 66,354 | 0.99 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 50.0 | 18.8 | 2.66 | 51.9 | 0.96 | 61.8 | 0.81 | 57.0 | 0.88 |
| Nurses, Licensed | 1,821.8 | 234.4 | 7.77 | 603.9 | 3.02 | 855.9 | 2.13 | 2,213.0 | 0.82 |
| Ancillary Nursing Personnel | 557.1 | 38.1 | 14.63 | 132.7 | 4.20 | 143.5 | 3.88 | 664.8 | 0.84 |
| All Other Personnel | 3,420.2 | 466.7 | 7.33 | 1,090.5 | 3.14 | 1,747.7 | 1.96 | 3,793.1 | 0.90 |
| Total FTEs | 5,849.1 | 758.0 | 7.72 | 1,879.0 | 3.11 | 2,808.9 | 2.08 | 6,727.9 | 0.87 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 4.6 | 12.5 | 0.37 | 14.6 | 0.31 | 11.2 | 0.41 | 5.4 | 0.84 |
| Nurses, Licensed | 166.7 | 156.2 | 1.07 | 169.6 | 0.98 | 155.4 | 1.07 | 211.6 | 0.79 |
| Ancillary Nursing Personnel | 51.0 | 25.4 | 2.01 | 37.3 | 1.37 | 26.1 | 1.96 | 63.6 | 0.80 |
| All Other Personnel | 313.0 | 311.0 | 1.01 | 306.3 | 1.02 | 317.4 | 0.99 | 362.6 | 0.86 |
| Total FTEs | 535.3 | 505.0 | 1.06 | 527.8 | 1.01 | 510.1 | 1.05 | 643.2 | 0.83 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|---------|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Beds Set Up & Staffed | 633 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 23,175 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 178,495 | | | Inpatient Days | 0 | Newborn Days | 0 |

087 Aurora St Luke's Medical Center
Milwaukee, WI 53215

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 421 | 17,210 | 114,815 | 74.7% | 314.6 | 6.7 |
| Orthopedic | 1 | 48 | 1,943 | 12,640 | 72.1% | 34.6 | 6.5 |
| Rehabilitation & Physical Medicine | 1 | 38 | 954 | 12,435 | 89.7% | 34.1 | 13.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 1 | 0 | 230 | 269 | 0.0% | 0.7 | 1.2 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 45 | 1,084 | 14,037 | 85.5% | 38.5 | 12.9 |
| Cardiac Intensive Unit | 1 | 54 | 1,043 | 16,430 | 83.4% | 45.0 | 15.8 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 1 | 27 | 905 | 7,869 | 79.8% | 21.6 | 8.7 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 50 | 0 | 50.0 | Surgical Personnel | 166 | 36 | 177.1 |
| Physicians & Dentists | 318 | 39 | 335.0 | Radiological Services Personnel | 240 | 102 | 288.8 |
| Medical & Dental Residents | 113 | 0 | 113.0 | Respiratory Therapists | 49 | 19 | 56.7 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 36 | 28 | 48.7 |
| Registered Nurses | 1,330 | 524 | 1,560.4 | Occupational Therapy Assistants/Aides | 4 | 7 | 8.5 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 40 | 27 | 53.2 |
| Licensed Practical Nurses | 15 | 17 | 23.7 | Physical Therapy Assistants/Aides | 24 | 23 | 29.7 |
| Ancillary Nursing Personnel | 324 | 584 | 557.1 | Recreational Therapists | 1 | 2 | 2.0 |
| Physician Assistants | 65 | 8 | 69.1 | Dietitians & Nutritionists | 15 | 2 | 16.3 |
| Nurse Practitioners | 158 | 27 | 169.9 | Psychologists | 8 | 2 | 8.8 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 29 | 14 | 35.5 |
| Clinical Nurse Specialists | 61 | 14 | 67.8 | All Other Health Professionals | 410 | 179 | 465.2 |
| Health Info Mgmt-Administrators/Technicians | 175 | 42 | 188.1 | All Other Personnel | 862 | 307 | 980.9 |
| Pharmacy Personnel | 199 | 83 | 229.9 | | | | |
| Clinical Laboratory Personnel | 133 | 74 | 158.1 | | | | |
| | | | | Total | 4,967 | 2,197 | 5,849.1 |

087 Aurora St Luke's Medical Center
Milwaukee, WI 53215

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 2B Value | Ratio | 7 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$3,529,993,258 | 58.5% | 47.3% | 1.24 | 45.8% | 1.28 | 47.4% | 1.23 | 56.8% | 1.03 |
| Medical Assistance | \$845,778,301 | 14.0% | 14.4% | 0.97 | 21.1% | 0.67 | 13.1% | 1.07 | 14.9% | 0.94 |
| Commercial | \$1,502,568,331 | 24.9% | 32.9% | 0.76 | 29.3% | 0.85 | 33.3% | 0.75 | 26.1% | 0.95 |
| All Other | \$152,612,451 | 2.5% | 5.4% | 0.47 | 3.8% | 0.67 | 6.2% | 0.41 | 2.1% | 1.18 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$2,941,141,530 | 48.8% | 36.1% | 1.35 | 36.9% | 1.32 | 37.0% | 1.32 | 47.7% | 1.02 |
| Medical Assistance | \$714,698,417 | 11.9% | 11.3% | 1.05 | 16.3% | 0.73 | 10.4% | 1.13 | 12.2% | 0.97 |
| Commercial | \$787,812,148 | 13.1% | 14.8% | 0.88 | 14.0% | 0.93 | 15.9% | 0.82 | 13.3% | 0.98 |
| Charity Care | \$70,733,934 | 1.2% | 0.7% | 1.62 | 0.9% | 1.30 | 0.7% | 1.56 | 1.0% | 1.15 |
| Bad Debt | \$27,842,040 | 0.5% | 0.9% | 0.53 | 0.8% | 0.59 | 0.8% | 0.61 | 0.6% | 0.73 |
| All Other | \$62,870,721 | 1.0% | 3.0% | 0.34 | 1.4% | 0.76 | 3.3% | 0.32 | 0.8% | 1.24 |
| Total Deductions | \$4,605,098,790 | 76.4% | 66.8% | 1.14 | 70.2% | 1.09 | 68.2% | 1.12 | 75.8% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 8.7% | 5.7% | 1.51 | 4.9% | 1.79 | 6.3% | 1.38 | 9.9% | 0.88 | |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | N/A | N/A | N/A | N/A | 0.3% | 0.13 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$461,750,334 | 33.3% | 41.8% | 0.80 | 35.0% | 0.95 | 40.1% | 0.83 | 33.1% | 1.01 |
| Supplies & Services | \$871,135,381 | 62.9% | 52.2% | 1.21 | 59.6% | 1.06 | 54.5% | 1.16 | 62.5% | 1.01 |
| Capital Component | \$51,923,107 | 3.7% | 6.0% | 0.62 | 5.5% | 0.69 | 5.4% | 0.69 | 4.4% | 0.85 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 11.3% | 5.7% | 1.98 | 7.7% | 1.46 | 4.7% | 2.41 | 14.5% | 0.78 | |
| Total Hospital Net Income (%) | 11.3% | 3.5% | 3.24 | 6.7% | 1.68 | 2.5% | 4.58 | 14.6% | 0.78 | |
| Return on Equity (%) | 5.9% | 1.4% | 4.13 | 4.5% | 1.31 | 1.7% | 3.46 | 6.5% | 0.91 | |
| Current Ratio | 27.5 | 3.9 | 7.08 | 9.7 | 2.83 | 5.3 | 5.21 | 14.1 | 1.95 | |
| Days in Net Patient Accounts Receivable | 64.1 | 91.7 | 0.70 | 56.6 | 1.13 | 59.1 | 1.09 | 82.3 | 0.78 | |
| Average Payment Period | 25.8 | 91.7 | 0.28 | 36.1 | 0.72 | 47.4 | 0.55 | 60.3 | 0.43 | |
| Equity Financing (%) | 91.7% | 59.1% | 1.55 | 84.2% | 1.09 | 68.4% | 1.34 | 93.7% | 0.98 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.2 | N/A | 0.0 | N/A | |
| Times Interest Earned | 21.3 | 5.7 | 3.73 | 10.0 | 2.13 | 5.2 | 4.14 | 23.0 | 0.93 | |
| Total Asset Turnover | 0.5 | 0.4 | 1.25 | 0.7 | 0.77 | 0.7 | 0.74 | 0.4 | 1.17 | |
| Average Age of Plant (Years) | 17.1 | 18.1 | 0.94 | 12.6 | 1.36 | 13.2 | 1.29 | 18.2 | 0.94 | |
| Increase (Decrease) Total Net Patient Revenue | 3.6% | 3.5% | 1.03 | 4.5% | 0.81 | 4.6% | 0.79 | 12.4% | 0.29 | |
| Outpatient Gross Revenue (% of Total GPR) | 53.0% | 66.2% | 0.80 | 54.4% | 0.98 | 61.1% | 0.87 | 51.1% | 1.04 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$34,950 | \$19,849 | 1.76 | \$27,619 | 1.27 | \$23,038 | 1.52 | \$32,936 | 1.06 | |
| Inpatient Net Revenue per Day | \$4,324 | \$3,697 | 1.17 | \$4,320 | 1.00 | \$3,969 | 1.09 | \$4,259 | 1.02 | |
| Outpatient Net Revenue per Visit | \$1,263 | \$819 | 1.54 | \$896 | 1.41 | \$910 | 1.39 | \$1,192 | 1.06 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$6,030,952,343 | Cash & Cash Equivalents | \$2,132,222,322 | Current Liabilities | \$95,232,909 |
| Less Deductions | \$4,605,098,790 | Net Patient Receivables | \$250,526,926 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$1,425,853,553 | Other Receivables | \$9,270,758 | Other Liabilities | \$154,075,514 |
| Plus Other Revenue | \$135,458,108 | | | Subtotal | \$249,308,423 |
| Total Revenue | \$1,561,311,661 | Land, Buildings & Equipment (Net) | \$377,185,423 | Unrestricted Fund Balance | \$2,753,563,211 |
| Less Expenses | \$1,384,808,822 | Other Assets | \$233,666,202 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$58,812 | | | Total Liabilities & Fund Balance | \$3,002,871,634 |
| Net Income | \$176,561,651 | Total Assets | \$3,002,871,631 | | |

075 Children's Wisconsin-Milwaukee Hospital
 9000 W Wisconsin Ave
 Milwaukee, WI 53226
 414-266-2000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 0.0% | 60.7% | N/A | 71.4% | N/A | 62.5% | N/A | 0.0% | N/A |
| Obstetrics | 0.0% | 37.3% | N/A | 47.6% | N/A | 29.3% | N/A | 0.0% | N/A |
| Pediatrics | 86.4% | 67.4% | 1.28 | 86.4% | 1.00 | 84.5% | 1.02 | 78.9% | 1.10 |
| Total Hospital | 91.8% | 61.9% | 1.48 | 72.8% | 1.26 | 58.2% | 1.58 | 89.3% | 1.03 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 27.3 | N/A | 107.8 | N/A | 36.5 | N/A | 0.0 | N/A |
| Obstetrics | 0.0 | 4.7 | N/A | 17.5 | N/A | 4.8 | N/A | 0.0 | N/A |
| Pediatrics | 71.7 | 1.7 | 41.42 | 9.0 | 8.00 | 4.5 | 41.42 | 59.9 | 1.20 |
| Total Hospital | 192.7 | 50.5 | 3.82 | 161.9 | 1.19 | 68.8 | 2.80 | 181.2 | 1.06 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 4.9 | N/A | 5.8 | N/A | 4.8 | N/A | 0.0 | N/A |
| Obstetrics | 0.0 | 2.4 | N/A | 2.6 | N/A | 2.4 | N/A | 0.0 | N/A |
| Pediatrics | 3.6 | 4.0 | 0.88 | 3.6 | 1.00 | 3.5 | 1.00 | 3.5 | 1.01 |
| Total Hospital | 7.2 | 5.3 | 1.37 | 6.4 | 1.13 | 5.0 | 1.44 | 7.3 | 0.99 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,860 | 990 | 2.89 | 2,650 | 1.08 | 1,312 | 2.18 | 3,041 | 0.94 |
| Outpatient | 9,260 | 4,017 | 2.31 | 4,920 | 1.88 | 5,549 | 1.67 | 9,850 | 0.94 |
| Inpatient as % of All Surgeries | 23.6% | 19.8% | 1.19 | 35.0% | 0.67 | 19.1% | 1.23 | 23.6% | 1.00 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 331,148 | 141,022 | 2.35 | 243,526 | 1.36 | 238,140 | 1.39 | 319,086 | 1.04 |
| Emergency Visits | 72,921 | 17,305 | 4.21 | 38,698 | 1.88 | 27,894 | 2.61 | 62,837 | 1.16 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 37.0 | 18.8 | 1.97 | 51.9 | 0.71 | 19.9 | 1.86 | 37.0 | 1.00 |
| Nurses, Licensed | 1,016.2 | 234.4 | 4.33 | 603.9 | 1.68 | 376.4 | 2.70 | 1,002.2 | 1.01 |
| Ancillary Nursing Personnel | 97.8 | 38.1 | 2.57 | 132.7 | 0.74 | 51.2 | 1.91 | 102.6 | 0.95 |
| All Other Personnel | 1,528.3 | 466.7 | 3.27 | 1,090.5 | 1.40 | 706.7 | 2.16 | 1,433.3 | 1.07 |
| Total FTEs | 2,679.4 | 758.0 | 3.53 | 1,879.0 | 1.43 | 1,154.3 | 2.32 | 2,575.0 | 1.04 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 11.1 | 12.5 | 0.89 | 14.6 | 0.76 | 9.1 | 1.22 | 11.7 | 0.95 |
| Nurses, Licensed | 305.6 | 156.2 | 1.96 | 169.6 | 1.80 | 172.3 | 1.77 | 316.8 | 0.96 |
| Ancillary Nursing Personnel | 29.4 | 25.4 | 1.16 | 37.3 | 0.79 | 23.4 | 1.26 | 32.4 | 0.91 |
| All Other Personnel | 459.6 | 311.0 | 1.48 | 306.3 | 1.50 | 323.5 | 1.42 | 453.1 | 1.01 |
| Total FTEs | 805.8 | 505.0 | 1.60 | 527.8 | 1.53 | 528.4 | 1.52 | 814.1 | 0.99 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 210 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 9,752 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 70,350 | | | Inpatient Days | 0 | Newborn Days | 0 |

075 Children's Wisconsin-Milwaukee Hospital
Milwaukee, WI 53226

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 1 | 83 | 7,363 | 26,167 | 86.4% | 71.7 | 3.6 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 1 | 49 | 1,010 | 16,081 | 89.9% | 44.1 | 15.9 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 66 | 720 | 22,863 | 94.9% | 62.6 | 31.8 |
| Other Intensive Care | 1 | 12 | 659 | 5,239 | 119.6% | 14.4 | 7.9 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 37 | 0 | 37.0 | Surgical Personnel | 26 | 10 | 29.1 |
| Physicians & Dentists | 9 | 7 | 9.5 | Radiological Services Personnel | 87 | 54 | 113.1 |
| Medical & Dental Residents | 8 | 2 | 8.0 | Respiratory Therapists | 75 | 34 | 85.1 |
| Dental Hygienists | 3 | 2 | 4.0 | Occupational Therapists | 13 | 14 | 21.3 |
| Registered Nurses | 649 | 669 | 948.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 41 | 18 | 49.9 |
| Licensed Practical Nurses | 0 | 3 | 1.6 | Physical Therapy Assistants/Aides | 0 | 2 | 1.1 |
| Ancillary Nursing Personnel | 39 | 172 | 97.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 0 | 3.0 | Dietitians & Nutritionists | 23 | 18 | 35.0 |
| Nurse Practitioners | 47 | 12 | 51.4 | Psychologists | 7 | 1 | 7.8 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 29 | 32 | 37.8 |
| Clinical Nurse Specialists | 14 | 1 | 14.6 | All Other Health Professionals | 267 | 185 | 325.7 |
| Health Info Mgmt-Administrators/Technicians | 1 | 3 | 1.0 | All Other Personnel | 465 | 143 | 523.6 |
| Pharmacy Personnel | 93 | 63 | 115.4 | | | | |
| Clinical Laboratory Personnel | 74 | 41 | 87.8 | | | | |
| | | | | Total | 2,068 | 1,510 | 2,679.4 |

075 Children's Wisconsin-Milwaukee Hospital

Milwaukee, WI 53226

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 2B Value | Ratio | 6 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$5,390,050 | 0.4% | 47.3% | 0.01 | 45.8% | 0.01 | 43.9% | 0.01 | 0.3% | 1.07 |
| Medical Assistance | \$779,260,873 | 53.2% | 14.4% | 3.70 | 21.1% | 2.52 | 19.1% | 2.79 | 52.3% | 1.02 |
| Commercial | \$653,607,803 | 44.6% | 32.9% | 1.36 | 29.3% | 1.52 | 32.6% | 1.37 | 45.4% | 0.98 |
| All Other | \$25,999,955 | 1.8% | 5.4% | 0.33 | 3.8% | 0.47 | 4.4% | 0.41 | 1.9% | 0.91 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$2,826,258 | 0.2% | 36.1% | 0.01 | 36.9% | 0.01 | 34.9% | 0.01 | 0.2% | 0.84 |
| Medical Assistance | \$485,101,653 | 33.1% | 11.3% | 2.94 | 16.3% | 2.03 | 14.9% | 2.22 | 32.7% | 1.01 |
| Commercial | \$146,668,914 | 10.0% | 14.8% | 0.68 | 14.0% | 0.72 | 13.7% | 0.73 | 10.3% | 0.97 |
| Charity Care | \$2,470,095 | 0.2% | 0.7% | 0.23 | 0.9% | 0.19 | 0.6% | 0.29 | 0.2% | 1.09 |
| Bad Debt | \$6,411,408 | 0.4% | 0.9% | 0.50 | 0.8% | 0.56 | 0.9% | 0.48 | 0.4% | 1.12 |
| All Other | \$25,681,170 | 1.8% | 3.0% | 0.58 | 1.4% | 1.28 | 2.7% | 0.64 | 1.6% | 1.11 |
| Total Deductions | \$669,159,498 | 45.7% | 66.8% | 0.68 | 70.2% | 0.65 | 67.7% | 0.68 | 45.4% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 6.7% | 5.7% | 1.17 | 4.9% | 1.38 | 6.5% | 1.03 | 6.9% | 0.98 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$298,307,007 | 39.5% | 41.8% | 0.94 | 35.0% | 1.13 | 42.9% | 0.92 | 39.9% | 0.99 |
| Supplies & Services | \$378,943,830 | 50.2% | 52.2% | 0.96 | 59.6% | 0.84 | 50.0% | 1.00 | 48.3% | 1.04 |
| Capital Component | \$77,980,871 | 10.3% | 6.0% | 1.72 | 5.5% | 1.89 | 7.1% | 1.45 | 11.8% | 0.88 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 11.4% | 5.7% | 1.99 | 7.7% | 1.47 | 8.3% | 1.36 | 12.9% | 0.88 | |
| Total Hospital Net Income (%) | 8.9% | 3.5% | 2.54 | 6.7% | 1.32 | 6.4% | 1.39 | 12.8% | 0.69 | |
| Return on Equity (%) | 3.1% | 1.4% | 2.20 | 4.5% | 0.70 | 1.6% | 1.91 | 4.1% | 0.77 | |
| Current Ratio | 2.7 | 3.9 | 0.68 | 9.7 | 0.27 | 4.0 | 0.67 | 2.7 | 0.97 | |
| Days in Net Patient Accounts Receivable | 59.5 | 91.7 | 0.65 | 56.6 | 1.05 | 126.5 | 0.47 | 58.9 | 1.01 | |
| Average Payment Period | 85.6 | 91.7 | 0.93 | 36.1 | 2.37 | 146.1 | 0.59 | 71.5 | 1.20 | |
| Equity Financing (%) | 71.5% | 59.1% | 1.21 | 84.2% | 0.85 | 57.6% | 1.24 | 74.0% | 0.97 | |
| Long-Term Debt to Equity Ratio | 0.3 | 0.4 | 0.65 | 0.1 | 4.28 | 0.5 | 0.60 | 0.3 | 1.07 | |
| Times Interest Earned | 6.0 | 5.7 | 1.05 | 10.0 | 0.60 | 6.7 | 0.90 | 7.4 | 0.81 | |
| Total Asset Turnover | 0.4 | 0.4 | 0.87 | 0.7 | 0.54 | 0.3 | 1.39 | 0.3 | 1.14 | |
| Average Age of Plant (Years) | 9.9 | 18.1 | 0.55 | 12.6 | 0.79 | 22.6 | 0.44 | 9.2 | 1.09 | |
| Increase (Decrease) Total Net Patient Revenue | 8.5% | 3.5% | 2.39 | 4.5% | 1.89 | -0.3% | N/A | 14.2% | 0.59 | |
| Outpatient Gross Revenue (% of Total GPR) | 40.8% | 66.2% | 0.62 | 54.4% | 0.75 | 68.3% | 0.60 | 42.5% | 0.96 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$50,352 | \$19,849 | 2.54 | \$27,619 | 1.82 | \$18,944 | 2.66 | \$48,893 | 1.03 | |
| Inpatient Net Revenue per Day | \$6,832 | \$3,697 | 1.85 | \$4,320 | 1.58 | \$3,762 | 1.82 | \$6,671 | 1.02 | |
| Outpatient Net Revenue per Visit | \$768 | \$819 | 0.94 | \$896 | 0.86 | \$679 | 1.13 | \$773 | 0.99 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$1,464,258,681 | Cash & Cash Equivalents | \$51,817,297 | Current Liabilities | \$164,280,916 |
| Less Deductions | \$669,159,498 | Net Patient Receivables | \$129,562,012 | Long-Term Debt | \$459,717,690 |
| Net Patient Revenue | \$795,099,183 | Other Receivables | \$14,180,684 | Other Liabilities | \$46,520,518 |
| Plus Other Revenue | \$57,061,112 | | | Subtotal | \$670,519,124 |
| Total Revenue | \$852,160,294 | Land, Buildings & Equipment (Net) | \$635,099,128 | Unrestricted Fund Balance | \$1,681,122,847 |
| Less Expenses | \$755,231,708 | Other Assets | \$1,520,982,850 | Restricted Fund Balance | \$298,524,112 |
| Non-Operating Gains/Losses | -\$23,337,297 | | | Total Liabilities & Fund Balance | \$2,351,641,971 |
| Net Income | \$73,591,289 | Total Assets | \$2,351,641,971 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 86.3% | 60.7% | 1.42 | 71.4% | 1.21 | 74.8% | 1.15 | 86.3% | 1.00 |
| Obstetrics | 50.0% | 37.3% | 1.34 | 47.6% | 0.54 | 51.0% | 0.98 | 45.7% | 1.09 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 84.3% | 61.9% | 1.36 | 72.8% | 1.16 | 73.0% | 1.16 | 80.2% | 1.05 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 355.7 | 27.3 | 13.04 | 107.8 | 3.30 | 108.7 | 3.27 | 341.6 | 1.04 |
| Obstetrics | 25.5 | 4.7 | 5.38 | 17.5 | 1.46 | 14.4 | 1.77 | 23.3 | 1.09 |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 618.1 | 50.5 | 12.25 | 161.9 | 3.82 | 214.4 | 2.88 | 574.9 | 1.08 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.2 | 4.9 | 1.06 | 5.8 | 0.90 | 5.4 | 0.98 | 5.0 | 1.05 |
| Obstetrics | 2.5 | 2.4 | 1.05 | 2.6 | 0.96 | 2.5 | 1.00 | 2.5 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 6.1 | 5.3 | 1.16 | 6.4 | 0.96 | 5.8 | 1.05 | 5.9 | 1.04 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 11,314 | 990 | 11.43 | 2,650 | 4.27 | 3,804 | 2.97 | 11,388 | 0.99 |
| Outpatient | 10,770 | 4,017 | 2.68 | 4,920 | 2.19 | 11,772 | 0.91 | 10,301 | 1.05 |
| Inpatient as % of All Surgeries | 51.2% | 19.8% | 2.59 | 35.0% | 1.46 | 24.4% | 2.10 | 52.5% | 0.98 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 895,620 | 141,022 | 6.35 | 243,526 | 3.68 | 460,116 | 1.95 | 840,897 | 1.07 |
| Emergency Visits | 52,583 | 17,305 | 3.04 | 38,698 | 1.36 | 43,288 | 1.21 | 50,083 | 1.05 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 310.1 | 18.8 | 16.53 | 51.9 | 5.97 | 61.8 | 5.01 | 279.9 | 1.11 |
| Nurses, Licensed | 2,151.7 | 234.4 | 9.18 | 603.9 | 3.56 | 855.9 | 2.51 | 2,259.8 | 0.95 |
| Ancillary Nursing Personnel | 437.2 | 38.1 | 11.48 | 132.7 | 3.30 | 143.5 | 3.05 | 396.1 | 1.10 |
| All Other Personnel | 3,501.7 | 466.7 | 7.50 | 1,090.5 | 3.21 | 1,747.7 | 2.00 | 3,364.7 | 1.04 |
| Total FTEs | 6,400.7 | 758.0 | 8.44 | 1,879.0 | 3.41 | 2,808.9 | 2.28 | 6,300.5 | 1.02 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 23.1 | 12.5 | 1.85 | 14.6 | 1.58 | 11.2 | 2.06 | 23.2 | 1.00 |
| Nurses, Licensed | 160.2 | 156.2 | 1.03 | 169.6 | 0.94 | 155.4 | 1.03 | 187.0 | 0.86 |
| Ancillary Nursing Personnel | 32.6 | 25.4 | 1.28 | 37.3 | 0.87 | 26.1 | 1.25 | 32.8 | 0.99 |
| All Other Personnel | 260.8 | 311.0 | 0.84 | 306.3 | 0.85 | 317.4 | 0.82 | 278.4 | 0.94 |
| Total FTEs | 476.7 | 505.0 | 0.94 | 527.8 | 0.90 | 510.1 | 0.93 | 521.3 | 0.91 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|---------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 733 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 32 |
| Discharges | 36,890 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 3,460 |
| Inpatient Days | 225,594 | | | Inpatient Days | 0 | Newborn Days | 5,307 |

079 Froedtert Hospital
Milwaukee, WI 53226

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 412 | 24,808 | 129,823 | 86.3% | 355.7 | 5.2 |
| Orthopedic | 1 | 32 | 1,665 | 10,324 | 88.4% | 28.3 | 6.2 |
| Rehabilitation & Physical Medicine | 1 | 26 | 622 | 7,754 | 81.7% | 21.2 | 12.5 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 1 | 93 | 4,085 | 31,654 | 0.0% | 86.7 | 7.7 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 51 | 3,665 | 9,306 | 50.0% | 25.5 | 2.5 |
| Psychiatric | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 59 | 1,069 | 18,059 | 83.9% | 49.5 | 16.9 |
| Cardiac Intensive Unit | 1 | 20 | 146 | 6,496 | 89.0% | 17.8 | 44.5 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 1 | 40 | 830 | 12,178 | 83.4% | 33.4 | 14.7 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 305 | 8 | 310.1 | Surgical Personnel | 81 | 28 | 96.1 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 241 | 158 | 312.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 49 | 33 | 69.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 41 | 61 | 71.2 |
| Registered Nurses | 1,514 | 938 | 2,065.1 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.5 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 61 | 70 | 95.6 |
| Licensed Practical Nurses | 7 | 5 | 9.3 | Physical Therapy Assistants/Aides | 2 | 10 | 7.9 |
| Ancillary Nursing Personnel | 166 | 608 | 437.2 | Recreational Therapists | 1 | 0 | 1.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 25 | 16 | 35.1 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 1 | 0 | 1.0 |
| Certified Registered Nurse Anesthetists | 51 | 10 | 54.8 | Social Workers | 69 | 22 | 79.3 |
| Clinical Nurse Specialists | 19 | 5 | 22.6 | All Other Health Professionals | 730 | 420 | 940.1 |
| Health Info Mgmt-Administrators/Technicians | 8 | 0 | 8.0 | All Other Personnel | 1,113 | 352 | 1,304.5 |
| Pharmacy Personnel | 241 | 101 | 279.8 | | | | |
| Clinical Laboratory Personnel | 18 | 3 | 19.9 | | | | |
| | | | | Total | 4,885 | 2,907 | 6,400.7 |

079 Froedtert Hospital
Milwaukee, WI 53226

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 7 | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|-------|---------------------|-------|-------------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$3,173,108,380 | 46.0% | 47.3% | 0.97 | 45.8% | 1.00 | 47.4% | 0.97 | 45.0% | 1.02 |
| Medical Assistance | \$1,060,318,895 | 15.4% | 14.4% | 1.07 | 21.1% | 0.73 | 13.1% | 1.17 | 16.2% | 0.95 |
| Commercial | \$2,231,160,739 | 32.3% | 32.9% | 0.98 | 29.3% | 1.10 | 33.3% | 0.97 | 32.9% | 0.98 |
| All Other | \$433,032,961 | 6.3% | 5.4% | 1.16 | 3.8% | 1.65 | 6.2% | 1.01 | 5.9% | 1.07 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$2,467,768,923 | 35.8% | 36.1% | 0.99 | 36.9% | 0.97 | 37.0% | 0.97 | 34.7% | 1.03 |
| Medical Assistance | \$848,223,551 | 12.3% | 11.3% | 1.09 | 16.3% | 0.75 | 10.4% | 1.18 | 12.9% | 0.96 |
| Commercial | \$1,132,392,191 | 16.4% | 14.8% | 1.11 | 14.0% | 1.18 | 15.9% | 1.03 | 16.5% | 1.00 |
| Charity Care | \$29,563,083 | 0.4% | 0.7% | 0.59 | 0.9% | 0.47 | 0.7% | 0.57 | 0.5% | 0.90 |
| Bad Debt | \$57,384,140 | 0.8% | 0.9% | 0.95 | 0.8% | 1.06 | 0.8% | 1.10 | 1.0% | 0.87 |
| All Other | \$135,729,462 | 2.0% | 3.0% | 0.65 | 1.4% | 1.44 | 3.3% | 0.60 | 1.9% | 1.05 |
| Total Deductions | \$4,671,061,350 | 67.7% | 66.8% | 1.01 | 70.2% | 0.96 | 68.2% | 0.99 | 67.3% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.6% | 5.7% | 0.27 | 4.9% | 0.32 | 6.3% | 0.25 | 2.3% | 0.67 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$689,608,210 | 33.0% | 41.8% | 0.79 | 35.0% | 0.94 | 40.1% | 0.82 | 31.7% | 1.04 |
| Supplies & Services | \$1,295,188,229 | 62.0% | 52.2% | 1.19 | 59.6% | 1.04 | 54.5% | 1.14 | 63.0% | 0.99 |
| Capital Component | \$102,810,580 | 4.9% | 6.0% | 0.82 | 5.5% | 0.90 | 5.4% | 0.91 | 5.3% | 0.92 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 7.7% | 5.7% | 1.35 | 7.7% | 1.00 | 4.7% | 1.64 | 10.4% | 0.74 | |
| Total Hospital Net Income (%) | 5.7% | 3.5% | 1.63 | 6.7% | 0.85 | 2.5% | 2.30 | 8.7% | 0.65 | |
| Return on Equity (%) | 10.6% | 1.4% | 7.42 | 4.5% | 2.35 | 1.7% | 6.21 | 15.0% | 0.71 | |
| Current Ratio | 2.5 | 3.9 | 0.64 | 9.7 | 0.25 | 5.3 | 0.47 | 1.4 | 1.72 | |
| Days in Net Patient Accounts Receivable | 49.6 | 91.7 | 0.54 | 56.6 | 0.88 | 59.1 | 0.84 | 51.0 | 0.97 | |
| Average Payment Period | 24.2 | 91.7 | 0.26 | 36.1 | 0.67 | 47.4 | 0.51 | 43.4 | 0.56 | |
| Equity Financing (%) | 85.4% | 59.1% | 1.44 | 84.2% | 1.01 | 68.4% | 1.25 | 78.5% | 1.09 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.08 | 0.1 | 0.55 | 0.2 | 0.16 | 0.0 | 0.86 | |
| Times Interest Earned | 7.7 | 5.7 | 1.35 | 10.0 | 0.77 | 5.2 | 1.50 | 10.5 | 0.73 | |
| Total Asset Turnover | 1.9 | 0.4 | 4.55 | 0.7 | 2.81 | 0.7 | 2.69 | 1.8 | 1.08 | |
| Average Age of Plant (Years) | 12.1 | 18.1 | 0.67 | 12.6 | 0.96 | 13.2 | 0.91 | 11.3 | 1.07 | |
| Increase (Decrease) Total Net Patient Revenue | 7.9% | 3.5% | 2.24 | 4.5% | 1.77 | 4.6% | 1.72 | 12.9% | 0.61 | |
| Outpatient Gross Revenue (% of Total GPR) | 54.0% | 66.2% | 0.82 | 54.4% | 0.99 | 61.1% | 0.88 | 52.0% | 1.04 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$30,269 | \$19,849 | 1.52 | \$27,619 | 1.10 | \$23,038 | 1.31 | \$30,015 | 1.01 | |
| Inpatient Net Revenue per Day | \$4,954 | \$3,697 | 1.34 | \$4,320 | 1.15 | \$3,969 | 1.25 | \$5,065 | 0.98 | |
| Outpatient Net Revenue per Visit | \$1,231 | \$819 | 1.50 | \$896 | 1.37 | \$910 | 1.35 | \$1,180 | 1.04 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$6,897,620,975 | Cash & Cash Equivalents | \$1,176,847 | Current Liabilities | \$133,364,040 |
| Less Deductions | \$4,671,061,350 | Net Patient Receivables | \$302,505,242 | Long-Term Debt | \$35,874,689 |
| Net Patient Revenue | \$2,226,559,625 | Other Receivables | \$6,161,860 | Other Liabilities | \$5,243,271 |
| Plus Other Revenue | \$35,412,265 | | | Subtotal | \$174,482,000 |
| Total Revenue | \$2,261,971,891 | Land, Buildings & Equipment (Net) | \$859,843,096 | Unrestricted Fund Balance | \$1,017,822,000 |
| Less Expenses | \$2,087,607,019 | Other Assets | \$22,616,955 | Restricted Fund Balance | \$33,454,000 |
| Non-Operating Gains/Losses | -\$48,416,872 | | | Total Liabilities & Fund Balance | \$1,192,304,000 |
| Net Income | \$125,948,000 | Total Assets | \$1,192,304,000 | | |

323 Marshfield Medical Center - Minocqua
 9576 Highway 70
 Minocqua, WI 54548

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 79.6% | 60.7% | 1.31 | 55.2% | 1.44 | 58.7% | 1.36 | 78.6% | 1.01 |
| Obstetrics | 27.7% | 37.3% | 0.74 | 32.6% | 0.04 | 29.8% | 0.93 | 29.3% | 0.95 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 65.9% | 61.9% | 1.07 | 62.1% | 1.06 | 59.2% | 1.11 | 65.6% | 1.00 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 11.1 | 27.3 | 0.41 | 17.1 | 0.65 | 18.7 | 0.59 | 11.0 | 1.01 |
| Obstetrics | 1.4 | 4.7 | 0.29 | 3.0 | 0.46 | 2.5 | 0.55 | 1.5 | 0.95 |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 12.5 | 50.5 | 0.25 | 38.1 | 0.33 | 35.1 | 0.36 | 12.5 | 1.00 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.7 | 4.9 | 0.95 | 5.2 | 0.89 | 4.5 | 1.04 | 4.1 | 1.13 |
| Obstetrics | 2.1 | 2.4 | 0.86 | 1.8 | 1.12 | 2.2 | 0.94 | 2.1 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.1 | 5.3 | 0.77 | 5.3 | 0.78 | 4.6 | 0.88 | 3.7 | 1.11 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 333 | 990 | 0.34 | 1,159 | 0.29 | 526 | 0.63 | 304 | 1.10 |
| Outpatient | 4,424 | 4,017 | 1.10 | 4,194 | 1.05 | 3,165 | 1.40 | 4,477 | 0.99 |
| Inpatient as % of All Surgeries | 7.0% | 19.8% | 0.35 | 21.6% | 0.32 | 14.3% | 0.49 | 6.4% | 1.10 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 100,776 | 141,022 | 0.71 | 96,566 | 1.04 | 102,926 | 0.98 | 120,571 | 0.84 |
| Emergency Visits | 8,999 | 17,305 | 0.52 | 13,569 | 0.66 | 18,037 | 0.50 | 8,282 | 1.09 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 3.0 | 18.8 | 0.16 | 19.9 | 0.15 | 17.9 | 0.17 | 1.0 | 3.00 |
| Nurses, Licensed | 133.1 | 234.4 | 0.57 | 195.2 | 0.68 | 148.0 | 0.90 | 83.3 | 1.60 |
| Ancillary Nursing Personnel | 12.2 | 38.1 | 0.32 | 37.3 | 0.33 | 25.5 | 0.48 | 8.2 | 1.48 |
| All Other Personnel | 255.5 | 466.7 | 0.55 | 374.4 | 0.68 | 271.6 | 0.94 | 152.6 | 1.67 |
| Total FTEs | 403.7 | 758.0 | 0.53 | 626.9 | 0.64 | 463.0 | 0.87 | 245.1 | 1.65 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 2.4 | 12.5 | 0.20 | 14.6 | 0.17 | 13.6 | 0.18 | 0.7 | 3.50 |
| Nurses, Licensed | 108.6 | 156.2 | 0.70 | 143.7 | 0.76 | 112.9 | 0.96 | 58.3 | 1.86 |
| Ancillary Nursing Personnel | 9.9 | 25.4 | 0.39 | 27.5 | 0.36 | 19.5 | 0.51 | 5.7 | 1.73 |
| All Other Personnel | 208.5 | 311.0 | 0.67 | 275.6 | 0.76 | 207.1 | 1.01 | 106.9 | 1.95 |
| Total FTEs | 329.5 | 505.0 | 0.65 | 461.4 | 0.71 | 353.1 | 0.93 | 171.6 | 1.92 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 19 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 1 |
| Discharges | 1,118 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 244 |
| Inpatient Days | 4,572 | | | Inpatient Days | 0 | Newborn Days | 422 |

323 Marshfield Medical Center - Minocqua
Minocqua, WI 54548

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 14 | 873 | 4,066 | 79.6% | 11.1 | 4.7 |
| Orthopedic | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 5 | 245 | 506 | 27.7% | 1.4 | 2.1 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 3 | 0 | 3.0 | Surgical Personnel | 3 | 8 | 5.9 |
| Physicians & Dentists | 41 | 12 | 41.0 | Radiological Services Personnel | 23 | 8 | 26.4 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 6 | 5 | 6.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 99 | 56 | 121.9 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 0 | 0 | 0.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 11 | 7 | 12.2 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 6 | 1 | 6.9 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 2 | 3 | 3.6 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 5 | 8 | 7.6 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 20 | 5 | 22.6 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 87 | 33 | 99.8 |
| Pharmacy Personnel | 10 | 2 | 10.8 | | | | |
| Clinical Laboratory Personnel | 13 | 1 | 13.4 | | | | |
| | | | | Total | 349 | 155 | 403.7 |

323 Marshfield Medical Center - Minocqua

Minocqua, WI 54548

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|-----------|------------------|---------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$164,611,616 | 59.7% | 47.3% | 1.26 | 50.9% | 1.17 | 50.2% | 1.19 | 60.6% | 0.99 |
| Medical Assistance | \$27,346,170 | 9.9% | 14.4% | 0.69 | 13.5% | 0.74 | 14.7% | 0.67 | 9.6% | 1.04 |
| Commercial | \$67,227,171 | 24.4% | 32.9% | 0.74 | 29.7% | 0.82 | 30.7% | 0.79 | 24.0% | 1.01 |
| All Other | \$16,424,683 | 6.0% | 5.4% | 1.10 | 5.9% | 1.01 | 4.4% | 1.35 | 5.8% | 1.03 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$109,969,924 | 39.9% | 36.1% | 1.10 | 36.5% | 1.09 | 37.5% | 1.06 | 38.8% | 1.03 |
| Medical Assistance | \$21,332,652 | 7.7% | 11.3% | 0.69 | 10.6% | 0.73 | 11.2% | 0.69 | 7.1% | 1.10 |
| Commercial | \$24,492,634 | 8.9% | 14.8% | 0.60 | 9.7% | 0.91 | 12.7% | 0.70 | 7.4% | 1.20 |
| Charity Care | \$949,784 | 0.3% | 0.7% | 0.47 | 0.6% | 0.55 | 0.8% | 0.42 | 0.4% | 0.78 |
| Bad Debt | \$2,212,535 | 0.8% | 0.9% | 0.92 | 0.6% | 1.35 | 1.0% | 0.80 | 1.2% | 0.67 |
| All Other | \$11,159,726 | 4.0% | 3.0% | 1.33 | 3.8% | 1.05 | 2.8% | 1.44 | 3.7% | 1.11 |
| Total Deductions | \$170,117,255 | 61.7% | 66.8% | 0.92 | 62.0% | 1.00 | 66.0% | 0.94 | 58.6% | 1.05 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.1% | 5.7% | 0.20 | | 3.6% | 0.32 | 3.3% | 0.35 | 0.5% | 2.31 |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | 210.1% | N/A | 14,078.6% | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$41,794,602 | 34.1% | 41.8% | 0.81 | 40.5% | 0.84 | 41.0% | 0.83 | 46.0% | 0.74 |
| Supplies & Services | \$75,325,173 | 61.4% | 52.2% | 1.18 | 55.0% | 1.12 | 52.7% | 1.16 | 50.0% | 1.23 |
| Capital Component | \$5,549,978 | 4.5% | 6.0% | 0.75 | 4.5% | 1.00 | 6.3% | 0.72 | 4.0% | 1.12 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -14.9% | 5.7% | N/A | | 1.2% | N/A | 2.9% | N/A | 10.4% | N/A |
| Total Hospital Net Income (%) | -14.9% | 3.5% | N/A | | -1.1% | 13.33 | 0.0% | 703.39 | 10.4% | N/A |
| Return on Equity (%) | -0.5% | 1.4% | N/A | | -0.3% | 1.86 | 0.0% | 57.66 | 0.4% | N/A |
| Current Ratio | 1.5 | 3.9 | 0.39 | | 1.8 | 0.84 | 3.2 | 0.47 | 2.8 | 0.54 |
| Days in Net Patient Accounts Receivable | 1,144.4 | 91.7 | 12.48 | | 167.5 | 6.83 | 88.3 | 12.96 | 874.7 | 1.31 |
| Average Payment Period | 1,256.0 | 91.7 | 13.70 | | 183.9 | 6.83 | 85.8 | 14.64 | 876.4 | 1.43 |
| Equity Financing (%) | 37.8% | 59.1% | 0.64 | | 42.4% | 0.89 | 60.3% | 0.63 | 47.4% | 0.80 |
| Long-Term Debt to Equity Ratio | 1.2 | 0.4 | 2.86 | | 1.0 | 1.21 | 0.4 | 2.91 | 0.8 | 1.43 |
| Times Interest Earned | 0.0 | 5.7 | N/A | | -1.5 | N/A | 1.0 | N/A | 0.0 | N/A |
| Total Asset Turnover | 0.0 | 0.4 | 0.08 | | 0.3 | 0.14 | 0.4 | 0.08 | 0.0 | 0.83 |
| Average Age of Plant (Years) | 168.0 | 18.1 | 9.26 | | 31.9 | 5.26 | 16.0 | 10.52 | 194.8 | 0.86 |
| Increase (Decrease) Total Net Patient Revenue | -21.7% | 3.5% | N/A | | 7.4% | N/A | 3.7% | N/A | 155.6% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 90.4% | 66.2% | 1.36 | | 71.7% | 1.26 | 73.1% | 1.24 | 92.0% | 0.98 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,439 | \$19,849 | 0.78 | | \$17,658 | 0.87 | \$13,245 | 1.17 | \$9,008 | 1.71 |
| Inpatient Net Revenue per Day | \$4,030 | \$3,697 | 1.09 | | \$3,312 | 1.22 | \$2,825 | 1.43 | \$2,669 | 1.51 |
| Outpatient Net Revenue per Visit | \$824 | \$819 | 1.01 | | \$1,126 | 0.73 | \$766 | 1.08 | \$990 | 0.83 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$275,609,640 | Cash & Cash Equivalents | \$25,498,240 | Current Liabilities | \$403,436,555 |
| Less Deductions | \$170,117,255 | Net Patient Receivables | \$330,761,573 | Long-Term Debt | \$1,376,262,435 |
| Net Patient Revenue | \$105,492,385 | Other Receivables | \$133,522,567 | Other Liabilities | \$116,079,447 |
| Plus Other Revenue | \$1,225,630 | | | Subtotal | \$1,895,778,437 |
| Total Revenue | \$106,718,015 | Land, Buildings & Equipment (Net) | \$1,150,751,072 | Unrestricted Fund Balance | \$1,152,913,143 |
| Less Expenses | \$122,669,753 | Other Assets | \$1,408,158,130 | Restricted Fund Balance | \$113,689,294 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$3,048,691,582 | Total Liabilities & Fund Balance | \$3,048,691,580 |
| Net Income | -\$15,951,738 | | | | |

091 SSM Health Monroe Hospital
 515 22nd Ave
 Monroe, WI 53566
 608-324-1000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 35.9% | 60.7% | 0.59 | 61.3% | 0.59 | 62.5% | 0.57 | 49.3% | 0.73 |
| Obstetrics | 19.6% | 37.3% | 0.53 | 37.3% | 0.06 | 29.3% | 0.67 | 22.5% | 0.87 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 32.0% | 61.9% | 0.52 | 62.3% | 0.51 | 58.2% | 0.55 | 44.3% | 0.72 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 14.3 | 27.3 | 0.53 | 26.4 | 0.54 | 36.5 | 0.39 | 19.7 | 0.73 |
| Obstetrics | 2.4 | 4.7 | 0.50 | 4.3 | 0.54 | 4.8 | 0.49 | 2.7 | 0.87 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 18.6 | 50.5 | 0.37 | 54.9 | 0.34 | 68.8 | 0.27 | 25.7 | 0.72 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.5 | 4.9 | 0.91 | 4.9 | 0.91 | 4.8 | 0.93 | 4.1 | 1.08 |
| Obstetrics | 2.1 | 2.4 | 0.85 | 2.5 | 0.82 | 2.4 | 0.85 | 2.0 | 1.02 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 3.7 | 5.3 | 0.70 | 5.2 | 0.71 | 5.0 | 0.74 | 3.9 | 0.95 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 490 | 990 | 0.50 | 894 | 0.55 | 1,312 | 0.37 | 555 | 0.88 |
| Outpatient | 3,206 | 4,017 | 0.80 | 4,062 | 0.79 | 5,549 | 0.58 | 3,267 | 0.98 |
| Inpatient as % of All Surgeries | 13.3% | 19.8% | 0.67 | 18.0% | 0.74 | 19.1% | 0.69 | 14.5% | 0.91 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 362,829 | 141,022 | 2.57 | 182,049 | 1.99 | 238,140 | 1.52 | 255,846 | 1.42 |
| Emergency Visits | 18,801 | 17,305 | 1.09 | 17,809 | 1.06 | 27,894 | 0.67 | 17,421 | 1.08 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 10.7 | 18.8 | 0.57 | 18.6 | 0.58 | 19.9 | 0.54 | 16.2 | 0.66 |
| Nurses, Licensed | 295.7 | 234.4 | 1.26 | 274.7 | 1.08 | 376.4 | 0.79 | 179.6 | 1.65 |
| Ancillary Nursing Personnel | 0.0 | 38.1 | N/A | 35.1 | N/A | 51.2 | N/A | 4.9 | 0.00 |
| All Other Personnel | 645.8 | 466.7 | 1.38 | 644.0 | 1.00 | 706.7 | 0.91 | 419.0 | 1.54 |
| Total FTEs | 952.2 | 758.0 | 1.26 | 972.4 | 0.98 | 1,154.3 | 0.82 | 619.6 | 1.54 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 8.0 | 12.5 | 0.64 | 12.1 | 0.66 | 9.1 | 0.88 | 9.6 | 0.83 |
| Nurses, Licensed | 220.3 | 156.2 | 1.41 | 178.7 | 1.23 | 172.3 | 1.28 | 106.3 | 2.07 |
| Ancillary Nursing Personnel | 0.0 | 25.4 | N/A | 22.9 | N/A | 23.4 | N/A | 2.9 | 0.00 |
| All Other Personnel | 481.1 | 311.0 | 1.55 | 418.9 | 1.15 | 323.5 | 1.49 | 248.1 | 1.94 |
| Total FTEs | 709.5 | 505.0 | 1.40 | 632.6 | 1.12 | 528.4 | 1.34 | 367.0 | 1.93 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 58 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 10 |
| Discharges | 1,831 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 448 |
| Inpatient Days | 6,775 | | | Inpatient Days | 0 | Newborn Days | 690 |

091 SSM Health Monroe Hospital
 Monroe, WI 53566

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 40 | 1,169 | 5,235 | 35.9% | 14.3 | 4.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 12 | 418 | 859 | 19.6% | 2.4 | 2.1 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 6 | 243 | 681 | 31.1% | 1.9 | 2.8 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 10 | 2 | 10.7 | Surgical Personnel | 2 | 0 | 2.0 |
| Physicians & Dentists | 53 | 27 | 80.8 | Radiological Services Personnel | 30 | 14 | 43.0 |
| Medical & Dental Residents | 9 | 1 | 9.2 | Respiratory Therapists | 6 | 2 | 7.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 3 | 3 | 4.8 |
| Registered Nurses | 164 | 86 | 251.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 1 | 1.6 | Physical Therapists | 13 | 4 | 15.9 |
| Licensed Practical Nurses | 4 | 7 | 13.5 | Physical Therapy Assistants/Aides | 2 | 2 | 3.1 |
| Ancillary Nursing Personnel | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 5 | 5 | 8.7 | Dietitians & Nutritionists | 2 | 1 | 4.1 |
| Nurse Practitioners | 13 | 10 | 26.3 | Psychologists | 2 | 0 | 2.0 |
| Certified Registered Nurse Anesthetists | 3 | 0 | 3.0 | Social Workers | 0 | 4 | 3.9 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 67 | 54 | 104.7 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 161 | 76 | 208.0 |
| Pharmacy Personnel | 31 | 5 | 36.7 | | | | |
| Clinical Laboratory Personnel | 21 | 1 | 21.8 | | | | |
| | | | | Total | 645 | 341 | 952.2 |

091 SSM Health Monroe Hospital
 Monroe, WI 53566

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$320,109,601 | 50.3% | 47.3% | 1.06 | 42.3% | 1.19 | 43.9% | 1.15 | 48.3% | 1.04 |
| Medical Assistance | \$76,887,300 | 12.1% | 14.4% | 0.84 | 12.2% | 0.99 | 19.1% | 0.63 | 11.5% | 1.05 |
| Commercial | \$225,881,717 | 35.5% | 32.9% | 1.08 | 36.7% | 0.97 | 32.6% | 1.09 | 38.0% | 0.93 |
| All Other | \$13,867,364 | 2.2% | 5.4% | 0.40 | 8.8% | 0.25 | 4.4% | 0.50 | 2.2% | 0.99 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$239,565,896 | 37.6% | 36.1% | 1.04 | 32.5% | 1.16 | 34.9% | 1.08 | 37.8% | 1.00 |
| Medical Assistance | \$61,285,050 | 9.6% | 11.3% | 0.85 | 9.6% | 1.00 | 14.9% | 0.65 | 9.9% | 0.97 |
| Commercial | \$121,086,392 | 19.0% | 14.8% | 1.29 | 18.5% | 1.03 | 13.7% | 1.39 | 19.2% | 0.99 |
| Charity Care | \$3,905,071 | 0.6% | 0.7% | 0.84 | 0.6% | 1.02 | 0.6% | 1.05 | 0.6% | 1.11 |
| Bad Debt | \$4,090,907 | 0.6% | 0.9% | 0.73 | 0.9% | 0.68 | 0.9% | 0.70 | 1.4% | 0.47 |
| All Other | \$11,533,333 | 1.8% | 3.0% | 0.60 | 4.8% | 0.38 | 2.7% | 0.66 | 1.8% | 1.00 |
| Total Deductions | \$441,466,649 | 69.3% | 66.8% | 1.04 | 67.0% | 1.04 | 67.7% | 1.02 | 70.6% | 0.98 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.4% | 5.7% | 0.76 | 4.8% | 0.92 | 6.5% | 0.67 | 5.5% | 0.79 | |
| Net Gains/Losses as % of Net Income | 103.5% | N/A | N/A | 5,067.6% | 0.02 | N/A | N/A | 84.6% | 1.22 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$110,433,717 | 54.2% | 41.8% | 1.30 | 43.9% | 1.23 | 42.9% | 1.26 | 55.5% | 0.98 |
| Supplies & Services | \$79,804,548 | 39.2% | 52.2% | 0.75 | 48.8% | 0.80 | 50.0% | 0.78 | 37.9% | 1.03 |
| Capital Component | \$13,565,397 | 6.7% | 6.0% | 1.11 | 7.3% | 0.92 | 7.1% | 0.93 | 6.5% | 1.02 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 0.2% | 5.7% | 0.04 | 4.7% | 0.04 | 8.3% | 0.02 | 1.5% | 0.14 | |
| Total Hospital Net Income (%) | -6.2% | 3.5% | N/A | -0.1% | 63.06 | 6.4% | N/A | 8.9% | N/A | |
| Return on Equity (%) | -1.6% | 1.4% | N/A | 0.0% | 38.45 | 1.6% | N/A | 4.7% | N/A | |
| Current Ratio | 23.8 | 3.9 | 6.12 | 3.2 | 7.34 | 4.0 | 5.97 | 5.8 | 4.09 | |
| Days in Net Patient Accounts Receivable | 75.7 | 91.7 | 0.83 | 71.6 | 1.06 | 126.5 | 0.60 | 47.6 | 1.59 | |
| Average Payment Period | 39.0 | 91.7 | 0.43 | 90.2 | 0.43 | 146.1 | 0.27 | 46.3 | 0.84 | |
| Equity Financing (%) | 32.2% | 59.1% | 0.54 | 50.6% | 0.64 | 57.6% | 0.56 | 61.2% | 0.53 | |
| Long-Term Debt to Equity Ratio | 0.3 | 0.4 | 0.64 | 0.5 | 0.58 | 0.5 | 0.59 | 0.3 | 1.05 | |
| Times Interest Earned | -4.1 | 5.7 | N/A | 0.9 | N/A | 6.7 | N/A | 9.4 | N/A | |
| Total Asset Turnover | 0.3 | 0.4 | 0.66 | 0.4 | 0.62 | 0.3 | 1.05 | 0.5 | 0.56 | |
| Average Age of Plant (Years) | 4.3 | 18.1 | 0.24 | 15.8 | 0.27 | 22.6 | 0.19 | 3.5 | 1.23 | |
| Increase (Decrease) Total Net Patient Revenue | 2.0% | 3.5% | 0.57 | 5.2% | 0.39 | -0.3% | N/A | 16.2% | 0.13 | |
| Outpatient Gross Revenue (% of Total GPR) | 86.2% | 66.2% | 1.30 | 63.7% | 1.35 | 68.3% | 1.26 | 84.8% | 1.02 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$16,898 | \$19,849 | 0.85 | \$21,625 | 0.78 | \$18,944 | 0.89 | \$17,612 | 0.96 | |
| Inpatient Net Revenue per Day | \$4,561 | \$3,697 | 1.23 | \$4,090 | 1.12 | \$3,762 | 1.21 | \$4,535 | 1.01 | |
| Outpatient Net Revenue per Visit | \$441 | \$819 | 0.54 | \$759 | 0.58 | \$679 | 0.65 | \$577 | 0.76 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$636,745,982 | Cash & Cash Equivalents | \$983,013 | Current Liabilities | \$20,608,729 |
| Less Deductions | \$441,466,649 | Net Patient Receivables | \$40,487,538 | Long-Term Debt | \$64,193,805 |
| Net Patient Revenue | \$195,279,333 | Other Receivables | \$1,819,681 | Other Liabilities | \$418,037,553 |
| Plus Other Revenue | \$8,938,560 | | | Subtotal | \$502,840,087 |
| Total Revenue | \$204,217,893 | Land, Buildings & Equipment (Net) | \$122,019,078 | Unrestricted Fund Balance | \$238,867,631 |
| Less Expenses | \$203,803,662 | Other Assets | \$576,398,408 | Restricted Fund Balance | \$5,587,233 |
| Non-Operating Gains/Losses | -\$12,401,843 | Total Assets | \$741,707,718 | Total Liabilities & Fund Balance | \$741,707,718 |
| Net Income | -\$11,987,612 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 0.0% | 60.7% | N/A | 54.5% | N/A | 15.0% | N/A | 0.0% | N/A |
| Obstetrics | 0.0% | 37.3% | N/A | 24.1% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 59.0% | 67.4% | 0.88 | 27.0% | 2.19 | 59.0% | 1.00 | 62.6% | 0.94 |
| Total Hospital | 87.6% | 61.9% | 1.42 | 49.9% | 1.76 | 19.9% | 4.41 | 80.4% | 1.09 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 27.3 | N/A | 24.1 | N/A | 2.6 | N/A | 0.0 | N/A |
| Obstetrics | 0.0 | 4.7 | N/A | 3.8 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 2.4 | 1.7 | 1.36 | 0.4 | 6.07 | 0.2 | 1.36 | 1.9 | 1.26 |
| Total Hospital | 14.9 | 50.5 | 0.30 | 36.8 | 0.40 | 3.5 | 4.21 | 13.7 | 1.09 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 0.0 | 4.9 | N/A | 4.4 | N/A | 3.9 | N/A | 0.0 | N/A |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 2.5 | 4.0 | 0.62 | 2.5 | 0.99 | 2.5 | 1.00 | 2.6 | 0.98 |
| Total Hospital | 8.9 | 5.3 | 1.69 | 4.5 | 1.99 | 4.8 | 1.85 | 9.6 | 0.93 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 983 | N/A | 64 | N/A | 0 | N/A |
| Outpatient | 0 | 4,017 | N/A | 5,820 | N/A | 1,572 | N/A | 0 | N/A |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 14.4% | N/A | 3.9% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 19,492 | 141,022 | 0.14 | 100,022 | 0.19 | 20,590 | 0.95 | 18,791 | 1.04 |
| Emergency Visits | 0 | 17,305 | N/A | 15,835 | N/A | 4,256 | N/A | 0 | N/A |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 2.0 | 18.8 | 0.11 | 12.5 | 0.16 | 3.1 | 0.64 | 1.0 | 2.00 |
| Nurses, Licensed | 63.4 | 234.4 | 0.27 | 175.4 | 0.36 | 36.9 | 1.72 | 60.8 | 1.04 |
| Ancillary Nursing Personnel | 5.1 | 38.1 | 0.13 | 8.4 | 0.60 | 6.4 | 0.79 | 6.5 | 0.78 |
| All Other Personnel | 77.4 | 466.7 | 0.17 | 288.1 | 0.27 | 63.8 | 1.21 | 85.0 | 0.91 |
| Total FTEs | 147.8 | 758.0 | 0.19 | 484.4 | 0.31 | 110.2 | 1.34 | 153.3 | 0.96 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 8.1 | 12.5 | 0.65 | 9.6 | 0.84 | 16.5 | 0.49 | 4.5 | 1.81 |
| Nurses, Licensed | 256.8 | 156.2 | 1.64 | 135.1 | 1.90 | 195.6 | 1.31 | 272.3 | 0.94 |
| Ancillary Nursing Personnel | 20.5 | 25.4 | 0.81 | 6.4 | 3.18 | 33.9 | 0.60 | 29.1 | 0.70 |
| All Other Personnel | 313.3 | 311.0 | 1.01 | 221.8 | 1.41 | 338.7 | 0.92 | 380.7 | 0.82 |
| Total FTEs | 598.7 | 505.0 | 1.19 | 372.9 | 1.61 | 584.8 | 1.02 | 686.6 | 0.87 |

Total Hospital:
 Beds Set Up & Staffed 17
 Discharges 609
 Inpatient Days 5,437

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

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

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 1 | 4 | 344 | 862 | 59.0% | 2.4 | 2.5 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 13 | 265 | 4,575 | 96.4% | 12.5 | 17.3 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 2 | 0 | 2.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 12 | 7 | 14.2 | Radiological Services Personnel | 2 | 1 | 2.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 9 | 6.7 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 11 | 7.9 |
| Registered Nurses | 36 | 53 | 63.4 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.2 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 6 | 5.6 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 4 | 7 | 5.1 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 2 | 4 | 5.2 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 2 | 1.2 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 13 | 5 | 14.1 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 13 | 1 | 13.8 |
| Pharmacy Personnel | 0 | 0 | 0.0 | | | | |
| Clinical Laboratory Personnel | 0 | 0 | 0.0 | | | | |
| | | | | Total | 92 | 115 | 147.8 |

194 Children's Wisconsin-Fox Valley Hospital

Neenah, WI 54956

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$17,046 | 0.0% | 47.3% | 0.00 | 49.2% | 0.00 | 47.0% | 0.00 | 0.1% | 0.53 |
| Medical Assistance | \$14,131,276 | 33.7% | 14.4% | 2.34 | 11.5% | 2.93 | 13.0% | 2.59 | 36.7% | 0.92 |
| Commercial | \$26,506,365 | 63.2% | 32.9% | 1.92 | 35.7% | 1.77 | 36.0% | 1.76 | 60.7% | 1.04 |
| All Other | \$1,273,160 | 3.0% | 5.4% | 0.56 | 3.6% | 0.84 | 4.0% | 0.75 | 2.4% | 1.24 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$7,542 | 0.0% | 36.1% | 0.00 | 35.4% | 0.00 | 26.2% | 0.00 | 0.0% | 0.37 |
| Medical Assistance | \$6,100,276 | 14.5% | 11.3% | 1.29 | 9.0% | 1.61 | 9.3% | 1.57 | 18.0% | 0.81 |
| Commercial | \$3,797,424 | 9.1% | 14.8% | 0.61 | 14.6% | 0.62 | 11.3% | 0.80 | 9.7% | 0.94 |
| Charity Care | \$37,003 | 0.1% | 0.7% | 0.12 | 0.6% | 0.14 | 0.7% | 0.13 | 0.1% | 1.03 |
| Bad Debt | \$405,292 | 1.0% | 0.9% | 1.10 | 1.3% | 0.75 | 1.5% | 0.62 | 0.8% | 1.21 |
| All Other | \$770,061 | 1.8% | 3.0% | 0.60 | 2.4% | 0.78 | 2.2% | 0.82 | 2.5% | 0.73 |
| Total Deductions | \$11,117,598 | 26.5% | 66.8% | 0.40 | 63.4% | 0.42 | 51.3% | 0.52 | 31.1% | 0.85 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 15.8% | | 5.7% | 2.75 | 2.8% | 5.70 | 4.8% | 3.31 | 18.0% | 0.88 |
| Net Gains/Losses as % of Net Income | N/A | | N/A | N/A | 12.3% | N/A | 11.4% | N/A | 24.3% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$20,871,875 | 56.6% | 41.8% | 1.35 | 36.0% | 1.57 | 49.1% | 1.15 | 56.5% | 1.00 |
| Supplies & Services | \$14,449,485 | 39.2% | 52.2% | 0.75 | 57.6% | 0.68 | 43.7% | 0.90 | 38.9% | 1.01 |
| Capital Component | \$1,551,886 | 4.2% | 6.0% | 0.70 | 6.4% | 0.66 | 7.2% | 0.59 | 4.5% | 0.93 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -0.8% | | 5.7% | N/A | 13.7% | N/A | 6.2% | N/A | -6.7% | 0.12 |
| Total Hospital Net Income (%) | -0.7% | | 3.5% | N/A | 15.3% | N/A | 6.9% | N/A | -9.0% | 0.07 |
| Return on Equity (%) | -5.5% | | 1.4% | N/A | 10.4% | N/A | 7.1% | N/A | -94.1% | 0.06 |
| Current Ratio | -0.5 | | 3.9 | N/A | 21.6 | N/A | 3.3 | N/A | -0.4 | 1.37 |
| Days in Net Patient Accounts Receivable | 73.5 | | 91.7 | 0.80 | 51.2 | 1.44 | 58.5 | 1.26 | 91.0 | 0.81 |
| Average Payment Period | 34.9 | | 91.7 | 0.38 | 20.4 | 1.71 | 38.2 | 0.91 | 38.5 | 0.91 |
| Equity Financing (%) | 0.0% | | 59.1% | N/A | 86.3% | N/A | 49.5% | N/A | 0.0% | 0.76 |
| Long-Term Debt to Equity Ratio | 0.0 | | 0.4 | N/A | 0.1 | N/A | 0.8 | N/A | 0.0 | N/A |
| Times Interest Earned | 0.0 | | 5.7 | N/A | 38.3 | N/A | 6.4 | N/A | 0.0 | N/A |
| Total Asset Turnover | 8.3 | | 0.4 | 19.97 | 0.7 | 12.54 | 1.0 | 8.10 | 10.7 | 0.78 |
| Average Age of Plant (Years) | 7.9 | | 18.1 | 0.44 | 8.4 | 0.94 | 7.1 | 1.11 | 6.2 | 1.27 |
| Increase (Decrease) Total Net Patient Revenue | 13.9% | | 3.5% | 3.92 | 0.5% | 28.19 | 8.5% | 1.64 | 2.1% | 6.65 |
| Outpatient Gross Revenue (% of Total GPR) | 36.8% | | 66.2% | 0.55 | 71.7% | 0.51 | 81.4% | 0.45 | 40.6% | 0.90 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$36,786 | | \$19,849 | 1.85 | \$13,523 | 2.72 | \$19,261 | 1.91 | \$35,777 | 1.03 |
| Inpatient Net Revenue per Day | \$3,932 | | \$3,697 | 1.06 | \$2,966 | 1.33 | \$2,916 | 1.35 | \$3,860 | 1.02 |
| Outpatient Net Revenue per Visit | \$452 | | \$819 | 0.55 | \$832 | 0.54 | \$812 | 0.56 | \$463 | 0.98 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$41,927,847 | Cash & Cash Equivalents | \$0 | Current Liabilities | \$3,482,529 |
| Less Deductions | \$11,117,598 | Net Patient Receivables | \$6,207,793 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$30,810,249 | Other Receivables | \$1,741,285 | Other Liabilities | \$3,092,006 |
| Plus Other Revenue | \$5,774,625 | | | Subtotal | \$6,574,535 |
| Total Revenue | \$36,584,875 | Land, Buildings & Equipment (Net) | \$1,460,712 | Unrestricted Fund Balance | -\$2,184,382 |
| Less Expenses | \$36,873,246 | Other Assets | -\$5,019,637 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$45,338 | | | Total Liabilities & Fund Balance | \$4,390,153 |
| Net Income | -\$243,033 | Total Assets | \$4,390,153 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 72.6% | 60.7% | 1.20 | 54.5% | 1.33 | 62.5% | 1.16 | 57.0% | 1.27 |
| Obstetrics | 38.9% | 37.3% | 1.04 | 24.1% | 0.45 | 29.3% | 1.33 | 36.2% | 1.08 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 60.5% | 61.9% | 0.98 | 49.9% | 1.21 | 58.2% | 1.04 | 58.0% | 1.04 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 43.6 | 27.3 | 1.60 | 24.1 | 1.81 | 36.5 | 1.19 | 42.7 | 1.02 |
| Obstetrics | 10.9 | 4.7 | 2.30 | 3.8 | 2.85 | 4.8 | 2.28 | 10.1 | 1.08 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 90.2 | 50.5 | 1.79 | 36.8 | 2.45 | 68.8 | 1.31 | 95.0 | 0.95 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.2 | 4.9 | 0.85 | 4.4 | 0.96 | 4.8 | 0.87 | 4.0 | 1.05 |
| Obstetrics | 2.5 | 2.4 | 1.02 | 2.2 | 1.10 | 2.4 | 1.02 | 2.4 | 1.03 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.3 | 5.3 | 0.82 | 4.5 | 0.97 | 5.0 | 0.86 | 4.4 | 0.98 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 3,042 | 990 | 3.07 | 983 | 3.10 | 1,312 | 2.32 | 3,195 | 0.95 |
| Outpatient | 12,017 | 4,017 | 2.99 | 5,820 | 2.06 | 5,549 | 2.17 | 12,738 | 0.94 |
| Inpatient as % of All Surgeries | 20.2% | 19.8% | 1.02 | 14.4% | 1.40 | 19.1% | 1.06 | 20.1% | 1.01 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 93,729 | 141,022 | 0.66 | 100,022 | 0.94 | 238,140 | 0.39 | 92,841 | 1.01 |
| Emergency Visits | 24,373 | 17,305 | 1.41 | 15,835 | 1.54 | 27,894 | 0.87 | 23,225 | 1.05 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 33.0 | 18.8 | 1.76 | 12.5 | 2.64 | 19.9 | 1.65 | 30.0 | 1.10 |
| Nurses, Licensed | 322.9 | 234.4 | 1.38 | 175.4 | 1.84 | 376.4 | 0.86 | 341.1 | 0.95 |
| Ancillary Nursing Personnel | 21.6 | 38.1 | 0.57 | 8.4 | 2.58 | 51.2 | 0.42 | 34.7 | 0.62 |
| All Other Personnel | 472.1 | 466.7 | 1.01 | 288.1 | 1.64 | 706.7 | 0.67 | 520.7 | 0.91 |
| Total FTEs | 849.5 | 758.0 | 1.12 | 484.4 | 1.75 | 1,154.3 | 0.74 | 926.5 | 0.92 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 15.2 | 12.5 | 1.21 | 9.6 | 1.58 | 9.1 | 1.66 | 12.8 | 1.19 |
| Nurses, Licensed | 148.5 | 156.2 | 0.95 | 135.1 | 1.10 | 172.3 | 0.86 | 145.1 | 1.02 |
| Ancillary Nursing Personnel | 9.9 | 25.4 | 0.39 | 6.4 | 1.54 | 23.4 | 0.42 | 14.8 | 0.67 |
| All Other Personnel | 217.1 | 311.0 | 0.70 | 221.8 | 0.98 | 323.5 | 0.67 | 221.5 | 0.98 |
| Total FTEs | 390.7 | 505.0 | 0.77 | 372.9 | 1.05 | 528.4 | 0.74 | 394.1 | 0.99 |

| | | | | | | | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 149 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 22 |
| Discharges | 7,604 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,551 |
| Inpatient Days | 32,917 | | | Inpatient Days | 0 | Newborn Days | 2,665 |

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 60 | 3,774 | 15,896 | 72.6% | 43.6 | 4.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 12 | 201 | 2,299 | 52.5% | 6.3 | 11.4 |
| Hospice | 2 | 0 | 112 | 216 | 0.0% | 0.6 | 1.9 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 28 | 1,615 | 3,980 | 38.9% | 10.9 | 2.5 |
| Psychiatric | 1 | 19 | 778 | 3,563 | 51.4% | 9.8 | 4.6 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 14 | 209 | 2,886 | 56.5% | 7.9 | 13.8 |
| Step-Down (Special Care) | 1 | 16 | 915 | 4,077 | 69.8% | 11.2 | 4.5 |
| Neonatal Intensive/Intermediate Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 33 | 0 | 33.0 | Surgical Personnel | 36 | 12 | 39.3 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 58 | 22 | 66.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 11 | 9 | 14.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 11 | 3 | 11.5 |
| Registered Nurses | 266 | 116 | 311.1 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 9 | 3 | 10.7 |
| Licensed Practical Nurses | 8 | 9 | 11.8 | Physical Therapy Assistants/Aides | 1 | 1 | 1.1 |
| Ancillary Nursing Personnel | 12 | 50 | 21.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 1 | 0.6 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 7 | 1.3 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 81 | 43 | 95.5 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 157 | 58 | 177.6 |
| Pharmacy Personnel | 23 | 2 | 23.6 | | | | |
| Clinical Laboratory Personnel | 28 | 3 | 29.6 | | | | |
| | | | | Total | 735 | 339 | 849.5 |

092 ThedaCare Regional Medical Center - Neenah
Neenah, WI 54956

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 6 | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$252,786,363 | 40.6% | 47.3% | 0.86 | 49.2% | 0.83 | 43.9% | 0.93 | 39.3% | 1.03 |
| Medical Assistance | \$77,558,169 | 12.5% | 14.4% | 0.87 | 11.5% | 1.08 | 19.1% | 0.65 | 12.6% | 0.99 |
| Commercial | \$271,605,577 | 43.6% | 32.9% | 1.33 | 35.7% | 1.22 | 32.6% | 1.34 | 44.3% | 0.98 |
| All Other | \$20,469,245 | 3.3% | 5.4% | 0.61 | 3.6% | 0.91 | 4.4% | 0.75 | 3.7% | 0.89 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$176,900,547 | 28.4% | 36.1% | 0.79 | 35.4% | 0.80 | 34.9% | 0.82 | 27.1% | 1.05 |
| Medical Assistance | \$59,931,118 | 9.6% | 11.3% | 0.85 | 9.0% | 1.07 | 14.9% | 0.65 | 9.6% | 1.00 |
| Commercial | \$116,314,005 | 18.7% | 14.8% | 1.26 | 14.6% | 1.28 | 13.7% | 1.37 | 17.8% | 1.05 |
| Charity Care | \$5,174,947 | 0.8% | 0.7% | 1.15 | 0.6% | 1.30 | 0.6% | 1.42 | 0.7% | 1.18 |
| Bad Debt | \$7,843,890 | 1.3% | 0.9% | 1.44 | 1.3% | 0.98 | 0.9% | 1.37 | 1.6% | 0.79 |
| All Other | \$8,765,874 | 1.4% | 3.0% | 0.46 | 2.4% | 0.60 | 2.7% | 0.51 | 1.5% | 0.95 |
| Total Deductions | \$374,930,381 | 60.2% | 66.8% | 0.90 | 63.4% | 0.95 | 67.7% | 0.89 | 58.3% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 7.6% | 5.7% | 1.32 | 2.8% | 2.75 | 6.5% | 1.17 | 5.2% | 1.47 | |
| Net Gains/Losses as % of Net Income | 0.1% | N/A | N/A | 12.3% | 0.01 | N/A | N/A | 48.2% | 0.00 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$91,674,833 | 39.1% | 41.8% | 0.93 | 36.0% | 1.08 | 42.9% | 0.91 | 42.4% | 0.92 |
| Supplies & Services | \$129,737,527 | 55.3% | 52.2% | 1.06 | 57.6% | 0.96 | 50.0% | 1.11 | 51.9% | 1.06 |
| Capital Component | \$13,236,408 | 5.6% | 6.0% | 0.94 | 6.4% | 0.88 | 7.1% | 0.79 | 5.7% | 0.99 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 12.4% | 5.7% | 2.17 | 13.7% | 0.91 | 8.3% | 1.49 | 15.9% | 0.78 | |
| Total Hospital Net Income (%) | 12.4% | 3.5% | 3.56 | 15.3% | 0.81 | 6.4% | 1.94 | 26.8% | 0.46 | |
| Return on Equity (%) | 7.0% | 1.4% | 4.94 | 10.4% | 0.68 | 1.6% | 4.29 | 18.2% | 0.39 | |
| Current Ratio | 44.4 | 3.9 | 11.42 | 21.6 | 2.05 | 4.0 | 11.14 | 232.4 | 0.19 | |
| Days in Net Patient Accounts Receivable | 48.3 | 91.7 | 0.53 | 51.2 | 0.94 | 126.5 | 0.38 | 52.9 | 0.91 | |
| Average Payment Period | 15.1 | 91.7 | 0.16 | 20.4 | 0.74 | 146.1 | 0.10 | 2.8 | 5.32 | |
| Equity Financing (%) | 98.2% | 59.1% | 1.66 | 86.3% | 1.14 | 57.6% | 1.70 | 96.9% | 1.01 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.5 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 38.3 | N/A | 6.7 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 0.6 | 0.4 | 1.36 | 0.7 | 0.85 | 0.3 | 2.17 | 0.6 | 0.95 | |
| Average Age of Plant (Years) | 10.5 | 18.1 | 0.58 | 8.4 | 1.25 | 22.6 | 0.47 | 9.9 | 1.06 | |
| Increase (Decrease) Total Net Patient Revenue | -3.7% | 3.5% | N/A | 0.5% | N/A | -0.3% | 12.41 | 16.0% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 59.0% | 66.2% | 0.89 | 71.7% | 0.82 | 68.3% | 0.86 | 59.6% | 0.99 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,824 | \$19,849 | 0.65 | \$13,523 | 0.95 | \$18,944 | 0.68 | \$13,042 | 0.98 | |
| Inpatient Net Revenue per Day | \$2,995 | \$3,697 | 0.81 | \$2,966 | 1.01 | \$3,762 | 0.80 | \$2,959 | 1.01 | |
| Outpatient Net Revenue per Visit | \$1,336 | \$819 | 1.63 | \$832 | 1.61 | \$679 | 1.97 | \$1,415 | 0.94 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$622,419,354 | Cash & Cash Equivalents | \$372,654,383 | Current Liabilities | \$9,240,598 |
| Less Deductions | \$374,930,381 | Net Patient Receivables | \$32,742,516 | Long-Term Debt | -\$491,659 |
| Net Patient Revenue | \$247,488,973 | Other Receivables | \$983,920 | Other Liabilities | \$0 |
| Plus Other Revenue | \$20,366,807 | | | Subtotal | \$8,748,939 |
| Total Revenue | \$267,855,782 | Land, Buildings & Equipment (Net) | \$63,005,374 | Unrestricted Fund Balance | \$464,810,190 |
| Less Expenses | \$234,648,768 | Other Assets | \$4,172,938 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$48,919 | Total Assets | \$473,559,131 | Total Liabilities & Fund Balance | \$473,559,129 |
| Net Income | \$33,255,933 | | | | |

093 Marshfield Medical Center - Neillsville
 N3708 River Avenue
 Neillsville, WI 54456
 715-743-3101

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 2 | | FY 2022 vs. 2021 | | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|--|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Occupancy Rate (%) | | | | | | | | | | |
| Adult Medical-Surgical | 20.3% | 60.7% | 0.33 | 51.4% | 0.39 | 20.4% | 0.99 | 22.4% | 0.90 | |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | N/A | 19.3% | N/A | 0.0% | N/A | |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A | |
| Total Hospital | 20.3% | 61.9% | 0.33 | 51.8% | 0.39 | 21.1% | 0.96 | 22.4% | 0.90 | |
| Average Census (Patients) | | | | | | | | | | |
| Adult Medical-Surgical | 1.6 | 27.3 | 0.06 | 12.6 | 0.13 | 3.3 | 0.50 | 1.8 | 0.90 | |
| Obstetrics | 0.0 | 4.7 | N/A | 2.0 | N/A | 0.8 | N/A | 0.0 | N/A | |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A | |
| Total Hospital | 1.6 | 50.5 | 0.03 | 19.0 | 0.09 | 3.9 | 0.42 | 1.8 | 0.90 | |
| Average Length of Stay (Days) | | | | | | | | | | |
| Adult Medical-Surgical | 3.2 | 4.9 | 0.65 | 4.5 | 0.72 | 4.1 | 0.78 | 3.0 | 1.07 | |
| Obstetrics | 0.0 | 2.4 | N/A | 2.1 | N/A | 1.9 | N/A | 0.0 | N/A | |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A | |
| Total Hospital | 3.2 | 5.3 | 0.61 | 4.6 | 0.70 | 3.5 | 0.91 | 3.0 | 1.07 | |
| Surgical Operations | | | | | | | | | | |
| Inpatient | 16 | 990 | 0.02 | 339 | 0.05 | 181 | 0.09 | 43 | 0.37 | |
| Outpatient | 521 | 4,017 | 0.13 | 2,633 | 0.20 | 1,361 | 0.38 | 526 | 0.99 | |
| Inpatient as % of All Surgeries | 3.0% | 19.8% | 0.15 | 11.4% | 0.26 | 11.7% | 0.25 | 7.6% | 0.39 | |
| Outpatient Visits | | | | | | | | | | |
| Non-Emergency Visits | 50,768 | 141,022 | 0.36 | 82,166 | 0.62 | 43,437 | 1.17 | 54,120 | 0.94 | |
| Emergency Visits | 2,999 | 17,305 | 0.17 | 8,774 | 0.34 | 4,927 | 0.61 | 2,453 | 1.22 | |
| Full-Time Equivalents (FTEs) | | | | | | | | | | |
| Administrators | 1.0 | 18.8 | 0.05 | 10.2 | 0.10 | 7.3 | 0.14 | 2.0 | 0.50 | |
| Nurses, Licensed | 44.7 | 234.4 | 0.19 | 129.2 | 0.35 | 46.6 | 0.96 | 29.8 | 1.50 | |
| Ancillary Nursing Personnel | 9.7 | 38.1 | 0.25 | 20.8 | 0.46 | 9.1 | 1.06 | 9.4 | 1.02 | |
| All Other Personnel | 95.2 | 466.7 | 0.20 | 279.2 | 0.34 | 110.7 | 0.86 | 84.2 | 1.13 | |
| Total FTEs | 150.5 | 758.0 | 0.20 | 439.4 | 0.34 | 173.6 | 0.87 | 125.4 | 1.20 | |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | | |
| Administrators | 4.5 | 12.5 | 0.36 | 12.5 | 0.36 | 33.5 | 0.13 | 9.8 | 0.45 | |
| Nurses, Licensed | 199.3 | 156.2 | 1.28 | 158.9 | 1.25 | 213.4 | 0.93 | 146.5 | 1.36 | |
| Ancillary Nursing Personnel | 43.0 | 25.4 | 1.70 | 25.5 | 1.69 | 41.6 | 1.04 | 46.3 | 0.93 | |
| All Other Personnel | 424.4 | 311.0 | 1.36 | 343.4 | 1.24 | 507.2 | 0.84 | 413.9 | 1.03 | |
| Total FTEs | 671.2 | 505.0 | 1.33 | 540.3 | 1.24 | 795.7 | 0.84 | 616.5 | 1.09 | |

Total Hospital:
 Beds Set Up & Staffed 8
 Discharges 185
 Inpatient Days 592

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

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 22
 Inpatient Days 564

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

093 Marshfield Medical Center - Neillsville
Neillsville, WI 54456

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 8 | 185 | 592 | 20.3% | 1.6 | 3.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 1 | 0 | 1.0 | Surgical Personnel | 2 | 0 | 2.0 |
| Physicians & Dentists | 6 | 0 | 6.0 | Radiological Services Personnel | 4 | 1 | 4.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 4 | 2.7 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 3 | 2.0 |
| Registered Nurses | 40 | 7 | 41.7 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 2 | 3.4 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 1 | 1 | 1.0 |
| Ancillary Nursing Personnel | 8 | 6 | 9.7 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 1 | 0 | 1.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 2 | 0 | 2.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 27 | 7 | 30.8 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 29 | 10 | 34.3 |
| Pharmacy Personnel | 2 | 0 | 2.0 | | | | |
| Clinical Laboratory Personnel | 6 | 0 | 6.0 | | | | |
| | | | | Total | 135 | 42 | 150.5 |

093 Marshfield Medical Center - Neillsville

Neillsville, WI 54456

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|---------|--------------|-------|------------------|--------|------|
| | | Value | Ratio | 5A Value | Ratio | 2 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$26,448,240 | 47.9% | 47.3% | 1.01 | 51.1% | 0.94 | 47.2% | 1.01 | 46.6% | 1.03 |
| Medical Assistance | \$7,218,819 | 13.1% | 14.4% | 0.91 | 12.0% | 1.09 | 12.9% | 1.02 | 12.4% | 1.05 |
| Commercial | \$17,562,106 | 31.8% | 32.9% | 0.97 | 32.3% | 0.98 | 35.1% | 0.91 | 34.2% | 0.93 |
| All Other | \$4,023,446 | 7.3% | 5.4% | 1.34 | 4.6% | 1.58 | 4.8% | 1.51 | 6.8% | 1.06 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$14,421,173 | 26.1% | 36.1% | 0.72 | 34.5% | 0.76 | 29.4% | 0.89 | 22.9% | 1.14 |
| Medical Assistance | \$5,161,480 | 9.3% | 11.3% | 0.83 | 8.8% | 1.07 | 9.6% | 0.98 | 8.6% | 1.08 |
| Commercial | \$6,275,555 | 11.4% | 14.8% | 0.77 | 10.3% | 1.10 | 13.1% | 0.87 | 10.7% | 1.07 |
| Charity Care | \$422,764 | 0.8% | 0.7% | 1.05 | 0.5% | 1.57 | 0.6% | 1.28 | 0.6% | 1.23 |
| Bad Debt | \$765,262 | 1.4% | 0.9% | 1.58 | 0.9% | 1.56 | 1.1% | 1.21 | 1.5% | 0.94 |
| All Other | \$2,382,782 | 4.3% | 3.0% | 1.42 | 3.0% | 1.44 | 3.3% | 1.31 | 2.5% | 1.75 |
| Total Deductions | \$29,429,016 | 53.3% | 66.8% | 0.80 | 58.0% | 0.92 | 57.1% | 0.93 | 46.8% | 1.14 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.4% | 5.7% | 0.59 | 3.6% | 0.93 | 4.1% | 0.81 | -1.4% | N/A | |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | 136.6% | N/A | N/A | N/A | 9.8% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$14,610,411 | 46.6% | 41.8% | 1.11 | 49.3% | 0.95 | 46.6% | 1.00 | 50.7% | 0.92 |
| Supplies & Services | \$14,518,552 | 46.3% | 52.2% | 0.89 | 45.8% | 1.01 | 47.2% | 0.98 | 43.7% | 1.06 |
| Capital Component | \$2,215,967 | 7.1% | 6.0% | 1.18 | 4.9% | 1.46 | 6.2% | 1.14 | 5.6% | 1.26 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -17.3% | 5.7% | N/A | 0.5% | N/A | 11.8% | N/A | -1.0% | 17.49 | |
| Total Hospital Net Income (%) | -17.3% | 3.5% | N/A | -1.3% | 12.85 | 11.1% | N/A | -1.1% | 15.76 | |
| Return on Equity (%) | -0.2% | 1.4% | N/A | -0.2% | 0.72 | 0.8% | N/A | 0.0% | 11.99 | |
| Current Ratio | 1.5 | 3.9 | 0.39 | 1.7 | 0.90 | 1.6 | 0.92 | 2.8 | 0.54 | |
| Days in Net Patient Accounts Receivable | 4,675.1 | 91.7 | 50.98 | 260.0 | 17.98 | 569.1 | 8.21 | 3,150.7 | 1.48 | |
| Average Payment Period | 5,039.9 | 91.7 | 54.98 | 309.6 | 16.28 | 772.8 | 6.52 | 2,903.1 | 1.74 | |
| Equity Financing (%) | 37.8% | 59.1% | 0.64 | 43.6% | 0.87 | 39.2% | 0.96 | 47.4% | 0.80 | |
| Long-Term Debt to Equity Ratio | 1.2 | 0.4 | 2.86 | 0.9 | 1.31 | 1.1 | 1.07 | 0.8 | 1.43 | |
| Times Interest Earned | -16,734.6 | 5.7 | N/A | -2.9 | 5,803.3 | 17.1 | N/A | -20.2 | 826.96 | |
| Total Asset Turnover | 0.0 | 0.4 | 0.02 | 0.2 | 0.06 | 0.1 | 0.12 | 0.0 | 0.76 | |
| Average Age of Plant (Years) | 428.8 | 18.1 | 23.63 | 52.7 | 8.14 | 99.6 | 4.31 | 447.4 | 0.96 | |
| Increase (Decrease) Total Net Patient Revenue | -31.0% | 3.5% | N/A | -1.2% | 24.79 | 2.2% | N/A | 36.9% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 92.4% | 66.2% | 1.40 | 76.7% | 1.21 | 81.7% | 1.13 | 91.3% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,873 | \$19,849 | 0.80 | \$16,058 | 0.99 | \$21,242 | 0.75 | \$11,752 | 1.35 | |
| Inpatient Net Revenue per Day | \$2,596 | \$3,697 | 0.70 | \$3,281 | 0.79 | \$4,286 | 0.61 | \$2,121 | 1.22 | |
| Outpatient Net Revenue per Visit | \$433 | \$819 | 0.53 | \$891 | 0.49 | \$728 | 0.60 | \$623 | 0.69 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$55,252,611 | Cash & Cash Equivalents | \$25,498,240 | Current Liabilities | \$403,436,555 |
| Less Deductions | \$29,429,016 | Net Patient Receivables | \$330,761,573 | Long-Term Debt | \$1,376,262,435 |
| Net Patient Revenue | \$25,823,595 | Other Receivables | \$133,522,567 | Other Liabilities | \$116,079,447 |
| Plus Other Revenue | \$902,300 | | | Subtotal | \$1,895,778,437 |
| Total Revenue | \$26,725,895 | Land, Buildings & Equipment (Net) | \$1,150,751,072 | Unrestricted Fund Balance | \$1,152,913,143 |
| Less Expenses | \$31,344,930 | Other Assets | \$1,408,158,130 | Restricted Fund Balance | \$113,689,294 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$3,048,691,582 | Total Liabilities & Fund Balance | \$3,048,691,580 |
| Net Income | -\$4,619,035 | | | | |

325 Froedtert Community Hospital - New Berlin
 4805 S Moorland
 New Berlin, WI 53151
 262-796-0001

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 1 | | FY 2022 vs. | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|-------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 14.3% | 60.7% | 0.24 | 65.2% | 0.22 | 15.0% | 0.95 | 0.0% | N/A |
| Obstetrics | 0.0% | 37.3% | N/A | 38.4% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 14.3% | 61.9% | 0.23 | 65.0% | 0.22 | 19.9% | 0.72 | 0.0% | N/A |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.1 | 27.3 | 0.04 | 30.6 | 0.04 | 2.6 | 0.45 | 0.0 | N/A |
| Obstetrics | 0.0 | 4.7 | N/A | 5.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 1.1 | 50.5 | 0.02 | 59.7 | 0.02 | 3.5 | 0.32 | 0.0 | N/A |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 2.5 | 4.9 | 0.51 | 4.7 | 0.53 | 3.9 | 0.63 | 0.0 | N/A |
| Obstetrics | 0.0 | 2.4 | N/A | 2.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 2.5 | 5.3 | 0.47 | 4.9 | 0.51 | 4.8 | 0.52 | 0.0 | N/A |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 1,096 | N/A | 64 | N/A | 0 | N/A |
| Outpatient | 0 | 4,017 | N/A | 4,105 | N/A | 1,572 | N/A | 0 | N/A |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 21.1% | N/A | 3.9% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 52 | 141,022 | 0.00 | 148,029 | 0.00 | 20,590 | 0.00 | 0 | N/A |
| Emergency Visits | 11,099 | 17,305 | 0.64 | 21,238 | 0.52 | 4,256 | 2.61 | 0 | N/A |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 3.0 | 18.8 | 0.16 | 18.9 | 0.16 | 3.1 | 0.96 | 0.0 | N/A |
| Nurses, Licensed | 23.7 | 234.4 | 0.10 | 224.6 | 0.11 | 36.9 | 0.64 | 0.0 | N/A |
| Ancillary Nursing Personnel | 0.3 | 38.1 | 0.01 | 41.2 | 0.01 | 6.4 | 0.05 | 0.0 | N/A |
| All Other Personnel | 27.8 | 466.7 | 0.06 | 410.1 | 0.07 | 63.8 | 0.44 | 0.0 | N/A |
| Total FTEs | 54.8 | 758.0 | 0.07 | 694.8 | 0.08 | 110.2 | 0.50 | 0.0 | N/A |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 19.7 | 12.5 | 1.57 | 10.6 | 1.86 | 16.5 | 1.19 | 0.0 | N/A |
| Nurses, Licensed | 155.3 | 156.2 | 0.99 | 125.5 | 1.24 | 195.6 | 0.79 | 0.0 | N/A |
| Ancillary Nursing Personnel | 2.1 | 25.4 | 0.08 | 23.0 | 0.09 | 33.9 | 0.06 | 0.0 | N/A |
| All Other Personnel | 182.2 | 311.0 | 0.59 | 229.1 | 0.80 | 338.7 | 0.54 | 0.0 | N/A |
| Total FTEs | 359.2 | 505.0 | 0.71 | 388.2 | 0.93 | 584.8 | 0.61 | 0.0 | N/A |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Beds Set Up & Staffed | 8 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 167 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 417 | | | Inpatient Days | 0 | Newborn Days | 0 |

325 Froedtert Community Hospital - New Berlin
New Berlin, WI 53151

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 8 | 167 | 417 | 14.3% | 1.1 | 2.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 3 | 0 | 3.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 4 | 2 | 4.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 16 | 17 | 23.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 0 | 0 | 0.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 0 | 1 | 0.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 8 | 10 | 11.4 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 8 | 7 | 11.5 |
| Pharmacy Personnel | 0 | 0 | 0.0 | | | | |
| Clinical Laboratory Personnel | 0 | 0 | 0.0 | | | | |
| | | | | Total | 39 | 37 | 54.8 |

325 Froedtert Community Hospital - New Berlin

New Berlin, WI 53151

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|-------------|-------|-----|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$13,718,161 | 36.8% | 47.3% | 0.78 | 52.3% | 0.70 | 47.0% | 0.78 | 0.0% | N/A |
| Medical Assistance | \$5,328,302 | 14.3% | 14.4% | 0.99 | 11.4% | 1.26 | 13.0% | 1.10 | 0.0% | N/A |
| Commercial | \$17,084,204 | 45.8% | 32.9% | 1.39 | 33.6% | 1.36 | 36.0% | 1.27 | 0.0% | N/A |
| All Other | \$1,156,073 | 3.1% | 5.4% | 0.57 | 2.7% | 1.14 | 4.0% | 0.77 | 0.0% | N/A |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$11,230,463 | 30.1% | 36.1% | 0.83 | 42.5% | 0.71 | 26.2% | 1.15 | 0.0% | N/A |
| Medical Assistance | \$5,011,480 | 13.4% | 11.3% | 1.19 | 9.4% | 1.43 | 9.3% | 1.45 | 0.0% | N/A |
| Commercial | \$8,028,599 | 21.5% | 14.8% | 1.46 | 15.7% | 1.37 | 11.3% | 1.91 | 0.0% | N/A |
| Charity Care | \$401,434 | 1.1% | 0.7% | 1.48 | 0.9% | 1.20 | 0.7% | 1.55 | 0.0% | N/A |
| Bad Debt | \$1,869,752 | 5.0% | 0.9% | 5.73 | 0.9% | 5.58 | 1.5% | 3.24 | 0.0% | N/A |
| All Other | \$864,217 | 2.3% | 3.0% | 0.76 | 1.4% | 1.67 | 2.2% | 1.03 | 0.0% | N/A |
| Total Deductions | \$27,405,945 | 73.5% | 66.8% | 1.10 | 70.8% | 1.04 | 51.3% | 1.43 | 0.0% | N/A |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.0% | 5.7% | 0.00 | | 4.4% | 0.00 | 4.8% | 0.00 | 0.0% | N/A |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | N/A | N/A | 11.4% | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$4,256,983 | 47.7% | 41.8% | 1.14 | 38.5% | 1.24 | 49.1% | 0.97 | 0.0% | N/A |
| Supplies & Services | \$3,643,581 | 40.8% | 52.2% | 0.78 | 53.6% | 0.76 | 43.7% | 0.93 | 0.0% | N/A |
| Capital Component | \$1,020,669 | 11.4% | 6.0% | 1.91 | 7.9% | 1.46 | 7.2% | 1.59 | 0.0% | N/A |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 9.7% | 5.7% | 1.70 | 8.7% | 1.11 | 6.2% | 1.58 | 0.0% | N/A |
| Total Hospital Net Income (%) | | 9.7% | 3.5% | 2.78 | 7.0% | 1.39 | 6.9% | 1.41 | 0.0% | N/A |
| Return on Equity (%) | | 18.3% | 1.4% | 12.84 | 4.4% | 4.19 | 7.1% | 2.56 | 0.0% | N/A |
| Current Ratio | | 6.0 | 3.9 | 1.55 | 10.2 | 0.59 | 3.3 | 1.84 | 0.0 | N/A |
| Days in Net Patient Accounts Receivable | | 113.3 | 91.7 | 1.24 | 51.6 | 2.20 | 58.5 | 1.94 | 0.0 | N/A |
| Average Payment Period | | 21.6 | 91.7 | 0.24 | 35.0 | 0.62 | 38.2 | 0.57 | 0.0 | N/A |
| Equity Financing (%) | | 90.2% | 59.1% | 1.53 | 80.3% | 1.12 | 49.5% | 1.82 | 0.0% | N/A |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.8 | N/A | 0.0 | N/A |
| Times Interest Earned | | 0.0 | 5.7 | N/A | 7.4 | N/A | 6.4 | N/A | 0.0 | N/A |
| Total Asset Turnover | | 1.9 | 0.4 | 4.51 | 0.6 | 2.96 | 1.0 | 1.83 | 0.0 | N/A |
| Average Age of Plant (Years) | | 4.6 | 18.1 | 0.25 | 11.7 | 0.39 | 7.1 | 0.64 | 0.0 | N/A |
| Increase (Decrease) Total Net Patient Revenue | | 0.0% | 3.5% | N/A | 1.1% | N/A | 8.5% | N/A | 0.0% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 92.2% | 66.2% | 1.39 | 66.3% | 1.39 | 81.4% | 1.13 | N/A | N/A |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$9,368 | \$19,849 | 0.47 | | \$15,486 | 0.60 | \$19,261 | 0.49 | \$0 | N/A |
| Inpatient Net Revenue per Day | \$3,621 | \$3,697 | 0.98 | | \$3,131 | 1.16 | \$2,916 | 1.24 | \$0 | N/A |
| Outpatient Net Revenue per Visit | \$913 | \$819 | 1.12 | | \$708 | 1.29 | \$812 | 1.13 | \$0 | N/A |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|-------------|----------------------------------|-------------|
| Gross Patient Revenue (GPR) | \$37,286,741 | Cash & Cash Equivalents | \$0 | Current Liabilities | \$512,649 |
| Less Deductions | \$27,405,945 | Net Patient Receivables | \$3,068,136 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$9,880,796 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$585 | | | Subtotal | \$512,649 |
| Total Revenue | \$9,881,380 | Land, Buildings & Equipment (Net) | \$2,165,849 | Unrestricted Fund Balance | \$4,740,936 |
| Less Expenses | \$8,921,233 | Other Assets | \$19,600 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$5,253,585 | Total Liabilities & Fund Balance | \$5,253,585 |
| Net Income | \$960,147 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 14.6% | 60.7% | 0.24 | 54.5% | 0.27 | 37.9% | 0.38 | 12.4% | 1.17 |
| Obstetrics | 0.0% | 37.3% | N/A | 24.1% | N/A | 18.2% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 16.3% | 61.9% | 0.26 | 49.9% | 0.33 | 39.7% | 0.41 | 13.6% | 1.20 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 3.6 | 27.3 | 0.13 | 24.1 | 0.15 | 6.8 | 0.54 | 3.1 | 1.17 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.8 | N/A | 0.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.1 | 50.5 | 0.08 | 36.8 | 0.11 | 9.8 | 0.42 | 3.4 | 1.20 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.1 | 4.9 | 0.64 | 4.4 | 0.71 | 3.7 | 0.84 | 2.8 | 1.10 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 2.1 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.3 | 5.3 | 0.63 | 4.5 | 0.74 | 4.0 | 0.84 | 3.1 | 1.06 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 46 | 990 | 0.05 | 983 | 0.05 | 203 | 0.23 | 57 | 0.81 |
| Outpatient | 2,107 | 4,017 | 0.52 | 5,820 | 0.36 | 1,593 | 1.32 | 2,284 | 0.92 |
| Inpatient as % of All Surgeries | 2.1% | 19.8% | 0.11 | 14.4% | 0.15 | 11.3% | 0.19 | 2.4% | 0.88 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 48,312 | 141,022 | 0.34 | 100,022 | 0.48 | 64,671 | 0.75 | 48,248 | 1.00 |
| Emergency Visits | 8,921 | 17,305 | 0.52 | 15,835 | 0.56 | 8,798 | 1.01 | 8,832 | 1.01 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.0 | 18.8 | 0.27 | 12.5 | 0.40 | 11.5 | 0.44 | 5.0 | 1.00 |
| Nurses, Licensed | 42.6 | 234.4 | 0.18 | 175.4 | 0.24 | 81.9 | 0.52 | 41.7 | 1.02 |
| Ancillary Nursing Personnel | 0.0 | 38.1 | N/A | 8.4 | N/A | 11.6 | N/A | 1.7 | 0.00 |
| All Other Personnel | 95.9 | 466.7 | 0.21 | 288.1 | 0.33 | 181.7 | 0.53 | 100.6 | 0.95 |
| Total FTEs | 143.5 | 758.0 | 0.19 | 484.4 | 0.30 | 286.7 | 0.50 | 149.0 | 0.96 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 12.4 | 12.5 | 0.99 | 9.6 | 1.28 | 21.8 | 0.57 | 14.9 | 0.83 |
| Nurses, Licensed | 105.3 | 156.2 | 0.67 | 135.1 | 0.78 | 155.9 | 0.68 | 124.1 | 0.85 |
| Ancillary Nursing Personnel | 0.0 | 25.4 | N/A | 6.4 | N/A | 22.0 | N/A | 5.1 | 0.00 |
| All Other Personnel | 237.2 | 311.0 | 0.76 | 221.8 | 1.07 | 345.9 | 0.69 | 299.4 | 0.79 |
| Total FTEs | 354.9 | 505.0 | 0.70 | 372.9 | 0.95 | 545.6 | 0.65 | 443.4 | 0.80 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-------|-------------------------|---|
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 3 | Bassinets | 0 |
| Discharges | 451 | Preferred Provider Organization (PPO) | Yes | Discharges | 86 | Total Births | 0 |
| Inpatient Days | 1,491 | | | Inpatient Days | 1,196 | Newborn Days | 0 |

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

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 25 | 423 | 1,328 | 14.6% | 3.6 | 3.1 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 23 | 163 | 0.0% | 0.4 | 7.1 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 0 | 5.0 | Surgical Personnel | 3 | 2 | 3.6 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 8 | 6 | 10.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 0 | 2.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 2 | 1.2 |
| Registered Nurses | 35 | 10 | 38.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 1 | 3.2 |
| Licensed Practical Nurses | 2 | 3 | 3.9 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 12 | 11 | 15.3 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 39 | 21 | 46.8 |
| Pharmacy Personnel | 3 | 0 | 3.0 | | | | |
| Clinical Laboratory Personnel | 8 | 0 | 8.0 | | | | |
| | | | | Total | 122 | 59 | 143.5 |

094 ThedaCare Medical Center - New London

New London, WI 54961

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$44,226,358 | 49.7% | 47.3% | 1.05 | 49.2% | 1.01 | 48.7% | 1.02 | 50.9% | 0.98 |
| Medical Assistance | \$9,400,340 | 10.6% | 14.4% | 0.73 | 11.5% | 0.92 | 12.5% | 0.85 | 9.9% | 1.06 |
| Commercial | \$33,815,806 | 38.0% | 32.9% | 1.15 | 35.7% | 1.06 | 35.0% | 1.09 | 37.1% | 1.02 |
| All Other | \$1,527,019 | 1.7% | 5.4% | 0.32 | 3.6% | 0.47 | 3.9% | 0.44 | 2.0% | 0.85 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$28,495,451 | 32.0% | 36.1% | 0.89 | 35.4% | 0.90 | 31.8% | 1.01 | 33.0% | 0.97 |
| Medical Assistance | \$7,374,818 | 8.3% | 11.3% | 0.74 | 9.0% | 0.92 | 9.0% | 0.93 | 8.5% | 0.97 |
| Commercial | \$12,115,978 | 13.6% | 14.8% | 0.92 | 14.6% | 0.93 | 14.1% | 0.97 | 12.6% | 1.08 |
| Charity Care | \$757,447 | 0.9% | 0.7% | 1.17 | 0.6% | 1.33 | 0.7% | 1.25 | 0.5% | 1.57 |
| Bad Debt | \$2,094,550 | 2.4% | 0.9% | 2.69 | 1.3% | 1.82 | 1.2% | 1.94 | 1.1% | 2.19 |
| All Other | \$547,121 | 0.6% | 3.0% | 0.20 | 2.4% | 0.26 | 2.5% | 0.25 | 0.7% | 0.90 |
| Total Deductions | \$51,385,365 | 57.8% | 66.8% | 0.86 | 63.4% | 0.91 | 59.2% | 0.98 | 56.5% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.5% | 5.7% | 0.61 | 2.8% | 1.26 | 6.5% | 0.54 | 1.3% | 2.69 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 12.3% | N/A | N/A | N/A | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$16,799,391 | 49.2% | 41.8% | 1.18 | 36.0% | 1.37 | 49.3% | 1.00 | 50.4% | 0.98 |
| Supplies & Services | \$15,517,895 | 45.5% | 52.2% | 0.87 | 57.6% | 0.79 | 43.7% | 1.04 | 43.6% | 1.04 |
| Capital Component | \$1,799,493 | 5.3% | 6.0% | 0.88 | 6.4% | 0.82 | 7.0% | 0.76 | 5.9% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 12.4% | 5.7% | 2.17 | 13.7% | 0.91 | 5.9% | 2.11 | 13.9% | 0.89 | |
| Total Hospital Net Income (%) | 12.4% | 3.5% | 3.54 | 15.3% | 0.81 | 2.8% | 4.49 | 13.9% | 0.89 | |
| Return on Equity (%) | 15.3% | 1.4% | 10.77 | 10.4% | 1.48 | 0.7% | 21.29 | 16.4% | 0.94 | |
| Current Ratio | -54.2 | 3.9 | N/A | 21.6 | N/A | 2.6 | N/A | 35.6 | N/A | |
| Days in Net Patient Accounts Receivable | 47.9 | 91.7 | 0.52 | 51.2 | 0.94 | 148.9 | 0.32 | 48.5 | 0.99 | |
| Average Payment Period | -3.4 | 91.7 | N/A | 20.4 | N/A | 167.7 | N/A | 5.4 | N/A | |
| Equity Financing (%) | 101.2% | 59.1% | 1.71 | 86.3% | 1.17 | 55.3% | 1.83 | 98.8% | 1.02 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.6 | N/A | 0.0 | 0.98 | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 38.3 | N/A | 5.2 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 1.2 | 0.4 | 2.97 | 0.7 | 1.86 | 0.3 | 4.59 | 1.2 | 1.05 | |
| Average Age of Plant (Years) | 13.5 | 18.1 | 0.75 | 8.4 | 1.61 | 22.7 | 0.60 | 11.7 | 1.16 | |
| Increase (Decrease) Total Net Patient Revenue | 2.2% | 3.5% | 0.61 | 0.5% | 4.41 | 5.0% | 0.43 | 12.5% | 0.17 | |
| Outpatient Gross Revenue (% of Total GPR) | 90.0% | 66.2% | 1.36 | 71.7% | 1.26 | 81.3% | 1.11 | 90.8% | 0.99 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$6,260 | \$19,849 | 0.32 | \$13,523 | 0.46 | \$15,118 | 0.41 | \$6,088 | 1.03 | |
| Inpatient Net Revenue per Day | \$1,166 | \$3,697 | 0.32 | \$2,966 | 0.39 | \$3,557 | 0.33 | \$1,292 | 0.90 | |
| Outpatient Net Revenue per Visit | \$633 | \$819 | 0.77 | \$832 | 0.76 | \$717 | 0.88 | \$606 | 1.05 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$88,969,525 | Cash & Cash Equivalents | \$10,000,000 | Current Liabilities | -\$299,920 |
| Less Deductions | \$51,385,365 | Net Patient Receivables | \$4,929,804 | Long-Term Debt | -\$67,662 |
| Net Patient Revenue | \$37,584,160 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$1,356,143 | | | Subtotal | -\$367,582 |
| Total Revenue | \$38,940,302 | Land, Buildings & Equipment (Net) | \$15,169,332 | Unrestricted Fund Balance | \$31,788,559 |
| Less Expenses | \$34,116,779 | Other Assets | \$1,321,841 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$10,073 | Total Assets | \$31,420,977 | Total Liabilities & Fund Balance | \$31,420,977 |
| Net Income | \$4,813,450 | | | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 44.4% | 60.7% | 0.73 | 51.4% | 0.86 | 42.3% | 1.05 | 38.7% | 1.14 |
| Obstetrics | 8.5% | 37.3% | 0.23 | 29.2% | 0.02 | 19.5% | 0.44 | 9.8% | 0.87 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 33.9% | 61.9% | 0.55 | 51.8% | 0.65 | 42.5% | 0.80 | 30.3% | 1.12 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 7.5 | 27.3 | 0.28 | 12.6 | 0.60 | 10.3 | 0.73 | 6.6 | 1.14 |
| Obstetrics | 0.6 | 4.7 | 0.13 | 2.0 | 0.29 | 1.2 | 0.48 | 0.7 | 0.87 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 8.1 | 50.5 | 0.16 | 19.0 | 0.43 | 16.0 | 0.51 | 7.3 | 1.12 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.4 | 4.9 | 0.70 | 4.5 | 0.77 | 4.0 | 0.85 | 3.5 | 0.98 |
| Obstetrics | 1.9 | 2.4 | 0.77 | 2.1 | 0.87 | 2.0 | 0.92 | 2.0 | 0.95 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 3.2 | 5.3 | 0.61 | 4.6 | 0.70 | 4.2 | 0.77 | 3.3 | 0.99 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 133 | 990 | 0.13 | 339 | 0.39 | 203 | 0.66 | 132 | 1.01 |
| Outpatient | 2,457 | 4,017 | 0.61 | 2,633 | 0.93 | 2,140 | 1.15 | 2,362 | 1.04 |
| Inpatient as % of All Surgeries | 5.1% | 19.8% | 0.26 | 11.4% | 0.45 | 8.7% | 0.59 | 5.3% | 0.97 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 109,121 | 141,022 | 0.77 | 82,166 | 1.33 | 62,243 | 1.75 | 113,013 | 0.97 |
| Emergency Visits | 9,487 | 17,305 | 0.55 | 8,774 | 1.08 | 12,695 | 0.75 | 8,296 | 1.14 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 9.0 | 18.8 | 0.48 | 10.2 | 0.89 | 8.5 | 1.06 | 35.7 | 0.25 |
| Nurses, Licensed | 87.1 | 234.4 | 0.37 | 129.2 | 0.67 | 102.2 | 0.85 | 70.5 | 1.24 |
| Ancillary Nursing Personnel | 27.8 | 38.1 | 0.73 | 20.8 | 1.34 | 19.1 | 1.45 | 12.6 | 2.20 |
| All Other Personnel | 211.9 | 466.7 | 0.45 | 279.2 | 0.76 | 204.1 | 1.04 | 163.7 | 1.29 |
| Total FTEs | 335.7 | 758.0 | 0.44 | 439.4 | 0.76 | 333.9 | 1.01 | 282.5 | 1.19 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 12.4 | 12.5 | 0.99 | 12.5 | 0.99 | 10.5 | 1.18 | 58.1 | 0.21 |
| Nurses, Licensed | 119.9 | 156.2 | 0.77 | 158.9 | 0.75 | 126.3 | 0.95 | 114.7 | 1.05 |
| Ancillary Nursing Personnel | 38.2 | 25.4 | 1.51 | 25.5 | 1.50 | 23.6 | 1.62 | 20.5 | 1.86 |
| All Other Personnel | 291.8 | 311.0 | 0.94 | 343.4 | 0.85 | 252.2 | 1.16 | 266.2 | 1.10 |
| Total FTEs | 462.3 | 505.0 | 0.92 | 540.3 | 0.86 | 412.6 | 1.12 | 459.5 | 1.01 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|-----|
| Beds Set Up & Staffed | 24 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 2 | Bassinets | 1 |
| Discharges | 919 | Preferred Provider Organization (PPO) | Yes | Discharges | 41 | Total Births | 103 |
| Inpatient Days | 2,969 | | | Inpatient Days | 522 | Newborn Days | 169 |

095 Westfields Hospital & Clinic
New Richmond, WI 54017

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 17 | 802 | 2,752 | 44.4% | 7.5 | 3.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 7 | 117 | 217 | 8.5% | 0.6 | 1.9 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 9 | 0 | 9.0 | Surgical Personnel | 1 | 6 | 4.9 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 10 | 1 | 10.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 2 | 4.8 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 3 | 5 | 4.2 |
| Registered Nurses | 55 | 79 | 80.5 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 5 | 5 | 7.1 |
| Licensed Practical Nurses | 6 | 1 | 6.6 | Physical Therapy Assistants/Aides | 0 | 1 | 0.2 |
| Ancillary Nursing Personnel | 8 | 23 | 27.8 | Recreational Therapists | 3 | 1 | 3.0 |
| Physician Assistants | 6 | 3 | 7.1 | Dietitians & Nutritionists | 0 | 1 | 0.4 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 2 | 1 | 2.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 2 | 0 | 2.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 4 | 7 | 4.5 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 81 | 36 | 105.1 |
| Pharmacy Personnel | 11 | 11 | 16.7 | | | | |
| Clinical Laboratory Personnel | 13 | 9 | 17.8 | | | | |
| | | | | Total | 239 | 200 | 335.7 |

095 Westfields Hospital & Clinic

New Richmond, WI 54017

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 5A Value | Ratio | 4 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$71,356,360 | 43.4% | 47.3% | 0.92 | 51.1% | 0.85 | 49.6% | 0.88 | 41.8% | 1.04 |
| Medical Assistance | \$17,739,696 | 10.8% | 14.4% | 0.75 | 12.0% | 0.90 | 14.0% | 0.77 | 11.3% | 0.95 |
| Commercial | \$69,819,261 | 42.5% | 32.9% | 1.29 | 32.3% | 1.32 | 32.3% | 1.32 | 43.6% | 0.98 |
| All Other | \$5,328,762 | 3.2% | 5.4% | 0.60 | 4.6% | 0.70 | 4.2% | 0.78 | 3.3% | 0.99 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$36,704,737 | 22.3% | 36.1% | 0.62 | 34.5% | 0.65 | 35.7% | 0.63 | 21.4% | 1.05 |
| Medical Assistance | \$11,646,191 | 7.1% | 11.3% | 0.63 | 8.8% | 0.81 | 10.9% | 0.65 | 7.2% | 0.98 |
| Commercial | \$25,862,734 | 15.7% | 14.8% | 1.07 | 10.3% | 1.52 | 12.5% | 1.26 | 15.3% | 1.03 |
| Charity Care | \$579,281 | 0.4% | 0.7% | 0.49 | 0.5% | 0.72 | 0.8% | 0.44 | 0.7% | 0.54 |
| Bad Debt | \$1,760,704 | 1.1% | 0.9% | 1.22 | 0.9% | 1.21 | 1.2% | 0.87 | 0.8% | 1.26 |
| All Other | \$3,091,181 | 1.9% | 3.0% | 0.62 | 3.0% | 0.63 | 2.4% | 0.78 | 1.8% | 1.06 |
| Total Deductions | \$79,644,828 | 48.5% | 66.8% | 0.73 | 58.0% | 0.84 | 63.6% | 0.76 | 47.2% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.4% | 5.7% | 0.24 | 3.6% | 0.38 | 3.6% | 0.39 | 2.4% | 0.58 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 136.6% | N/A | N/A | N/A | N/A | 24.8% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$30,112,275 | 37.8% | 41.8% | 0.90 | 49.3% | 0.77 | 45.9% | 0.82 | 37.7% | 1.00 |
| Supplies & Services | \$46,169,802 | 57.9% | 52.2% | 1.11 | 45.8% | 1.26 | 47.4% | 1.22 | 57.5% | 1.01 |
| Capital Component | \$3,454,001 | 4.3% | 6.0% | 0.72 | 4.9% | 0.89 | 6.6% | 0.66 | 4.8% | 0.90 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 7.1% | 5.7% | 1.24 | 0.5% | 14.59 | 9.4% | 0.75 | 7.0% | 1.01 | |
| Total Hospital Net Income (%) | 5.0% | 3.5% | 1.43 | -1.3% | N/A | 6.9% | 0.73 | 9.1% | 0.55 | |
| Return on Equity (%) | 5.7% | 1.4% | 4.02 | -0.2% | N/A | 3.4% | 1.70 | 9.6% | 0.59 | |
| Current Ratio | 4.1 | 3.9 | 1.05 | 1.7 | 2.42 | 12.0 | 0.34 | 3.1 | 1.31 | |
| Days in Net Patient Accounts Receivable | 37.4 | 91.7 | 0.41 | 260.0 | 0.14 | 51.1 | 0.73 | 38.7 | 0.97 | |
| Average Payment Period | 37.4 | 91.7 | 0.41 | 309.6 | 0.12 | 42.5 | 0.88 | 76.6 | 0.49 | |
| Equity Financing (%) | 81.1% | 59.1% | 1.37 | 43.6% | 1.86 | 70.3% | 1.15 | 70.5% | 1.15 | |
| Long-Term Debt to Equity Ratio | 0.1 | 0.4 | 0.17 | 0.9 | 0.08 | 0.1 | 0.73 | 0.1 | 0.71 | |
| Times Interest Earned | 19.9 | 5.7 | 3.48 | -2.9 | N/A | 10.4 | 1.90 | 35.6 | 0.56 | |
| Total Asset Turnover | 1.2 | 0.4 | 2.80 | 0.2 | 7.37 | 0.5 | 2.31 | 1.0 | 1.13 | |
| Average Age of Plant (Years) | 11.3 | 18.1 | 0.62 | 52.7 | 0.21 | 11.6 | 0.98 | 10.4 | 1.09 | |
| Increase (Decrease) Total Net Patient Revenue | 7.4% | 3.5% | 2.10 | -1.2% | N/A | 3.2% | 2.29 | 19.9% | 0.37 | |
| Outpatient Gross Revenue (% of Total GPR) | 88.8% | 66.2% | 1.34 | 76.7% | 1.16 | 79.4% | 1.12 | 88.2% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,849 | \$19,849 | 0.70 | \$16,058 | 0.86 | \$11,983 | 1.16 | \$14,642 | 0.95 | |
| Inpatient Net Revenue per Day | \$3,798 | \$3,697 | 1.03 | \$3,281 | 1.16 | \$2,623 | 1.45 | \$3,844 | 0.99 | |
| Outpatient Net Revenue per Visit | \$616 | \$819 | 0.75 | \$891 | 0.69 | \$907 | 0.68 | \$553 | 1.11 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$164,244,080 | Cash & Cash Equivalents | \$21,931,042 | Current Liabilities | \$7,861,999 |
| Less Deductions | \$79,644,828 | Net Patient Receivables | \$8,672,783 | Long-Term Debt | \$4,284,104 |
| Net Patient Revenue | \$84,599,252 | Other Receivables | \$188,158 | Other Liabilities | \$1,731,090 |
| Plus Other Revenue | \$1,185,241 | | | Subtotal | \$13,877,193 |
| Total Revenue | \$85,784,494 | Land, Buildings & Equipment (Net) | \$17,244,362 | Unrestricted Fund Balance | \$59,500,837 |
| Less Expenses | \$79,736,078 | Other Assets | \$25,341,683 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$1,853,042 | | | Total Liabilities & Fund Balance | \$73,378,030 |
| Net Income | \$4,195,374 | Total Assets | \$73,378,028 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 72.9% | 60.7% | 1.20 | 65.2% | 1.12 | 58.7% | 1.24 | 73.1% | 1.00 |
| Obstetrics | 23.0% | 37.3% | 0.62 | 38.4% | 0.07 | 29.8% | 0.77 | 38.8% | 0.59 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 55.9% | 61.9% | 0.90 | 65.0% | 0.86 | 59.2% | 0.94 | 57.9% | 0.97 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 25.5 | 27.3 | 0.94 | 30.6 | 0.84 | 18.7 | 1.36 | 25.6 | 1.00 |
| Obstetrics | 2.8 | 4.7 | 0.58 | 5.3 | 0.52 | 2.5 | 1.09 | 4.7 | 0.59 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 35.2 | 50.5 | 0.70 | 59.7 | 0.59 | 35.1 | 1.00 | 36.5 | 0.97 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.8 | 4.9 | 0.97 | 4.7 | 1.01 | 4.5 | 1.06 | 4.3 | 1.10 |
| Obstetrics | 2.4 | 2.4 | 0.98 | 2.3 | 1.01 | 2.2 | 1.07 | 2.3 | 1.04 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.6 | 5.3 | 0.87 | 4.9 | 0.94 | 4.6 | 0.99 | 4.6 | 1.00 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 501 | 990 | 0.51 | 1,096 | 0.46 | 526 | 0.95 | 615 | 0.81 |
| Outpatient | 2,643 | 4,017 | 0.66 | 4,105 | 0.64 | 3,165 | 0.84 | 2,703 | 0.98 |
| Inpatient as % of All Surgeries | 15.9% | 19.8% | 0.81 | 21.1% | 0.76 | 14.3% | 1.12 | 18.5% | 0.86 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 69,318 | 141,022 | 0.49 | 148,029 | 0.47 | 102,926 | 0.67 | 68,234 | 1.02 |
| Emergency Visits | 13,524 | 17,305 | 0.78 | 21,238 | 0.64 | 18,037 | 0.75 | 12,272 | 1.10 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.0 | 18.8 | N/A | 18.9 | N/A | 17.9 | N/A | 0.0 | N/A |
| Nurses, Licensed | 101.9 | 234.4 | 0.43 | 224.6 | 0.45 | 148.0 | 0.69 | 109.6 | 0.93 |
| Ancillary Nursing Personnel | 17.8 | 38.1 | 0.47 | 41.2 | 0.43 | 25.5 | 0.70 | 17.2 | 1.04 |
| All Other Personnel | 138.7 | 466.7 | 0.30 | 410.1 | 0.34 | 271.6 | 0.51 | 161.3 | 0.86 |
| Total FTEs | 258.4 | 758.0 | 0.34 | 694.8 | 0.37 | 463.0 | 0.56 | 288.1 | 0.90 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.0 | 12.5 | N/A | 10.6 | N/A | 13.6 | N/A | 0.0 | N/A |
| Nurses, Licensed | 81.2 | 156.2 | 0.52 | 125.5 | 0.65 | 112.9 | 0.72 | 97.7 | 0.83 |
| Ancillary Nursing Personnel | 14.2 | 25.4 | 0.56 | 23.0 | 0.62 | 19.5 | 0.73 | 15.3 | 0.93 |
| All Other Personnel | 110.5 | 311.0 | 0.36 | 229.1 | 0.48 | 207.1 | 0.53 | 143.8 | 0.77 |
| Total FTEs | 205.9 | 505.0 | 0.41 | 388.2 | 0.53 | 353.1 | 0.58 | 256.7 | 0.80 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 63 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 12 |
| Discharges | 2,807 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 382 |
| Inpatient Days | 12,860 | | | Inpatient Days | 0 | Newborn Days | 799 |

098 ProHealth Oconomowoc Memorial Hospital
Oconomowoc, WI 53066

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 35 | 1,955 | 9,318 | 72.9% | 25.5 | 4.8 |
| Orthopedic | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 2 | 12 | 426 | 1,008 | 23.0% | 2.8 | 2.4 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 11 | 425 | 1,733 | 43.2% | 4.7 | 4.1 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 5 | 385 | 801 | 43.9% | 2.2 | 2.1 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 0 | 0 | 0.0 | Surgical Personnel | 5 | 1 | 5.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 11 | 9 | 12.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 3 | 4.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 5 | 7.0 |
| Registered Nurses | 74 | 64 | 101.9 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.5 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 12 | 5 | 14.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 1 | 4 | 2.0 |
| Ancillary Nursing Personnel | 9 | 30 | 17.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 13 | 18 | 21.4 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 40 | 20 | 50.1 |
| Pharmacy Personnel | 16 | 9 | 20.1 | | | | |
| Clinical Laboratory Personnel | 0 | 0 | 0.0 | | | | |
| | | | | Total | 189 | 171 | 258.4 |

098 ProHealth Oconomowoc Memorial Hospital

Oconomowoc, WI 53066

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-----------|------------------|-------|------|
| | | Value | Ratio | 2A Value | Ratio | 5 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$268,299,936 | 58.5% | 47.3% | 1.24 | 52.3% | 1.12 | 50.2% | 1.16 | 58.9% | 0.99 |
| Medical Assistance | \$28,597,054 | 6.2% | 14.4% | 0.43 | 11.4% | 0.55 | 14.7% | 0.42 | 6.5% | 0.96 |
| Commercial | \$158,357,838 | 34.5% | 32.9% | 1.05 | 33.6% | 1.03 | 30.7% | 1.12 | 33.9% | 1.02 |
| All Other | \$3,669,123 | 0.8% | 5.4% | 0.15 | 2.7% | 0.29 | 4.4% | 0.18 | 0.7% | 1.13 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$223,011,713 | 48.6% | 36.1% | 1.35 | 42.5% | 1.14 | 37.5% | 1.30 | 48.1% | 1.01 |
| Medical Assistance | \$25,043,888 | 5.5% | 11.3% | 0.48 | 9.4% | 0.58 | 11.2% | 0.49 | 5.6% | 0.98 |
| Commercial | \$80,114,280 | 17.5% | 14.8% | 1.18 | 15.7% | 1.11 | 12.7% | 1.38 | 16.6% | 1.05 |
| Charity Care | \$2,791,702 | 0.6% | 0.7% | 0.84 | 0.9% | 0.68 | 0.8% | 0.73 | 0.6% | 1.04 |
| Bad Debt | \$2,886,380 | 0.6% | 0.9% | 0.72 | 0.9% | 0.70 | 1.0% | 0.63 | 0.7% | 0.93 |
| All Other | \$2,327 | 0.0% | 3.0% | 0.00 | 1.4% | 0.00 | 2.8% | 0.00 | 0.0% | 0.12 |
| Total Deductions | \$333,850,290 | 72.7% | 66.8% | 1.09 | 70.8% | 1.03 | 66.0% | 1.10 | 71.5% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 2.9% | 5.7% | 0.50 | 4.4% | 0.66 | 3.3% | 0.87 | 6.3% | 0.46 |
| Net Gains/Losses as % of Net Income | | 0.5% | N/A | N/A | N/A | N/A | 14,078.6% | N/A | 2.2% | 0.24 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$34,748,309 | 28.4% | 41.8% | 0.68 | 38.5% | 0.74 | 41.0% | 0.69 | 30.5% | 0.93 |
| Supplies & Services | \$74,777,862 | 61.0% | 52.2% | 1.17 | 53.6% | 1.14 | 52.7% | 1.16 | 57.6% | 1.06 |
| Capital Component | \$13,025,248 | 10.6% | 6.0% | 1.77 | 7.9% | 1.35 | 6.3% | 1.69 | 11.9% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 4.8% | 5.7% | 0.85 | 8.7% | 0.55 | 2.9% | 1.68 | 12.9% | 0.38 |
| Total Hospital Net Income (%) | | 4.9% | 3.5% | 1.39 | 7.0% | 0.69 | 0.0% | N/A | 13.1% | 0.37 |
| Return on Equity (%) | | 5.1% | 1.4% | 3.60 | 4.4% | 1.17 | 0.0% | N/A | 13.5% | 0.38 |
| Current Ratio | | 3.4 | 3.9 | 0.87 | 10.2 | 0.33 | 3.2 | 1.06 | 2.7 | 1.25 |
| Days in Net Patient Accounts Receivable | | 44.9 | 91.7 | 0.49 | 51.6 | 0.87 | 88.3 | 0.51 | 50.6 | 0.89 |
| Average Payment Period | | 29.1 | 91.7 | 0.32 | 35.0 | 0.83 | 85.8 | 0.34 | 40.3 | 0.72 |
| Equity Financing (%) | | 34.7% | 59.1% | 0.59 | 80.3% | 0.43 | 60.3% | 0.58 | 33.1% | 1.05 |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.4 | N/A | 2.3 | N/A |
| Times Interest Earned | | 3.0 | 5.7 | 0.53 | 7.4 | 0.41 | 1.0 | 3.10 | 6.0 | 0.50 |
| Total Asset Turnover | | 1.1 | 0.4 | 2.52 | 0.6 | 1.66 | 0.4 | 2.40 | 1.0 | 1.02 |
| Average Age of Plant (Years) | | 14.2 | 18.1 | 0.78 | 11.7 | 1.21 | 16.0 | 0.89 | 13.6 | 1.05 |
| Increase (Decrease) Total Net Patient Revenue | | 1.1% | 3.5% | 0.31 | 1.1% | 0.99 | 3.7% | 0.30 | 20.1% | 0.06 |
| Outpatient Gross Revenue (% of Total GPR) | | 73.5% | 66.2% | 1.11 | 66.3% | 1.11 | 73.1% | 1.00 | 71.1% | 1.03 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,609 | \$19,849 | 0.69 | \$15,486 | 0.88 | \$13,245 | 1.03 | \$13,288 | 1.02 | |
| Inpatient Net Revenue per Day | \$3,143 | \$3,697 | 0.85 | \$3,131 | 1.00 | \$2,825 | 1.11 | \$3,245 | 0.97 | |
| Outpatient Net Revenue per Visit | \$1,083 | \$819 | 1.32 | \$708 | 1.53 | \$766 | 1.41 | \$1,095 | 0.99 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$458,923,951 | Cash & Cash Equivalents | \$9,978,095 | Current Liabilities | \$9,055,554 |
| Less Deductions | \$333,850,290 | Net Patient Receivables | \$15,374,603 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$125,073,661 | Other Receivables | \$356,665 | Other Liabilities | \$70,721,948 |
| Plus Other Revenue | \$3,710,928 | | | Subtotal | \$79,777,502 |
| Total Revenue | \$128,784,589 | Land, Buildings & Equipment (Net) | \$90,223,122 | Unrestricted Fund Balance | \$42,472,128 |
| Less Expenses | \$122,551,419 | Other Assets | \$6,317,145 | Restricted Fund Balance | \$315,052 |
| Non-Operating Gains/Losses | \$31,737 | | | Total Liabilities & Fund Balance | \$122,249,630 |
| Net Income | \$6,264,907 | Total Assets | \$122,249,630 | | |

306 Bellin Health Oconto Hospital
 820 Arbutus Avenue
 Oconto, WI 54153
 920-835-1100

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

County: Oconto
 Analysis Area: Northeastern (4)
 Volume Group: 4

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 5.6% | 60.7% | 0.09 | 62.0% | 0.09 | 42.3% | 0.13 | 7.7% | 0.73 |
| Obstetrics | 0.0% | 37.3% | N/A | 34.4% | N/A | 19.5% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 5.6% | 61.9% | 0.09 | 56.6% | 0.10 | 42.5% | 0.13 | 7.7% | 0.73 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.6 | 27.3 | 0.02 | 27.3 | 0.02 | 10.3 | 0.05 | 0.8 | 0.73 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.8 | N/A | 1.2 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 0.6 | 50.5 | 0.01 | 46.9 | 0.01 | 16.0 | 0.04 | 0.8 | 0.73 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.6 | 4.9 | 0.73 | 4.6 | 0.79 | 4.0 | 0.89 | 3.3 | 1.08 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.3 | N/A | 2.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 3.6 | 5.3 | 0.68 | 4.8 | 0.75 | 4.2 | 0.86 | 3.3 | 1.08 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 4 | 990 | 0.00 | 796 | 0.01 | 203 | 0.02 | 9 | 0.44 |
| Outpatient | 1,218 | 4,017 | 0.30 | 5,614 | 0.22 | 2,140 | 0.57 | 1,132 | 1.08 |
| Inpatient as % of All Surgeries | 0.3% | 19.8% | 0.02 | 12.4% | 0.03 | 8.7% | 0.04 | 0.8% | 0.41 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 18,889 | 141,022 | 0.13 | 209,631 | 0.09 | 62,243 | 0.30 | 17,631 | 1.07 |
| Emergency Visits | 2,912 | 17,305 | 0.17 | 18,500 | 0.16 | 12,695 | 0.23 | 2,660 | 1.09 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.0 | 18.8 | 0.27 | 21.3 | 0.24 | 8.5 | 0.59 | 5.0 | 1.00 |
| Nurses, Licensed | 129.2 | 234.4 | 0.55 | 265.2 | 0.49 | 102.2 | 1.26 | 134.1 | 0.96 |
| Ancillary Nursing Personnel | 5.4 | 38.1 | 0.14 | 40.3 | 0.13 | 19.1 | 0.28 | 2.8 | 1.96 |
| All Other Personnel | 185.9 | 466.7 | 0.40 | 448.1 | 0.41 | 204.1 | 0.91 | 199.7 | 0.93 |
| Total FTEs | 325.6 | 758.0 | 0.43 | 775.0 | 0.42 | 333.9 | 0.97 | 341.5 | 0.95 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 13.7 | 12.5 | 1.10 | 11.2 | 1.23 | 10.5 | 1.30 | 11.8 | 1.16 |
| Nurses, Licensed | 354.9 | 156.2 | 2.27 | 139.6 | 2.54 | 126.3 | 2.81 | 317.3 | 1.12 |
| Ancillary Nursing Personnel | 14.9 | 25.4 | 0.59 | 21.2 | 0.70 | 23.6 | 0.63 | 6.5 | 2.28 |
| All Other Personnel | 510.9 | 311.0 | 1.64 | 235.8 | 2.17 | 252.2 | 2.03 | 472.5 | 1.08 |
| Total FTEs | 894.4 | 505.0 | 1.77 | 407.8 | 2.19 | 412.6 | 2.17 | 808.2 | 1.11 |

| | | | | | | | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-------|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 10 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 8 | Bassinets | 0 |
| Discharges | 57 | Preferred Provider Organization (PPO) | Yes | Discharges | 83 | Total Births | 0 |
| Inpatient Days | 205 | | | Inpatient Days | 1,377 | Newborn Days | 0 |

306 Bellin Health Oconto Hospital
Oconto, WI 54153

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 10 | 57 | 205 | 5.6% | 0.6 | 3.6 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 0 | 5.0 | Surgical Personnel | 7 | 5 | 8.4 |
| Physicians & Dentists | 15 | 26 | 21.5 | Radiological Services Personnel | 16 | 3 | 16.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 1 | 0.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 4 | 1.1 |
| Registered Nurses | 57 | 44 | 71.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 1 | 0.3 | Physical Therapists | 2 | 7 | 2.4 |
| Licensed Practical Nurses | 26 | 13 | 30.2 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 3 | 7 | 5.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 7 | 8 | 8.8 | Dietitians & Nutritionists | 0 | 3 | 1.3 |
| Nurse Practitioners | 25 | 11 | 27.4 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 20 | 15 | 24.5 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 45 | 15 | 52.8 |
| Pharmacy Personnel | 4 | 1 | 4.6 | | | | |
| Clinical Laboratory Personnel | 11 | 7 | 12.8 | | | | |
| | | | | Total | 268 | 186 | 325.6 |

306 Bellin Health Oconto Hospital

Oconto, WI 54153

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$84,520,904 | 46.3% | 47.3% | 0.98 | 47.8% | 0.97 | 49.6% | 0.93 | 44.2% | 1.05 |
| Medical Assistance | \$21,286,574 | 11.7% | 14.4% | 0.81 | 12.4% | 0.94 | 14.0% | 0.83 | 11.6% | 1.01 |
| Commercial | \$67,875,190 | 37.2% | 32.9% | 1.13 | 34.5% | 1.08 | 32.3% | 1.15 | 39.8% | 0.93 |
| All Other | \$8,940,798 | 4.9% | 5.4% | 0.90 | 5.3% | 0.92 | 4.2% | 1.18 | 4.4% | 1.12 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$55,165,986 | 30.2% | 36.1% | 0.84 | 36.7% | 0.82 | 35.7% | 0.85 | 25.9% | 1.17 |
| Medical Assistance | \$13,862,790 | 7.6% | 11.3% | 0.67 | 9.9% | 0.77 | 10.9% | 0.70 | 7.0% | 1.08 |
| Commercial | \$23,965,896 | 13.1% | 14.8% | 0.89 | 15.4% | 0.85 | 12.5% | 1.05 | 13.5% | 0.98 |
| Charity Care | \$2,149,011 | 1.2% | 0.7% | 1.62 | 0.8% | 1.56 | 0.8% | 1.46 | 1.0% | 1.17 |
| Bad Debt | \$1,963,208 | 1.1% | 0.9% | 1.23 | 0.9% | 1.21 | 1.2% | 0.87 | 1.1% | 0.94 |
| All Other | \$5,106,213 | 2.8% | 3.0% | 0.92 | 3.5% | 0.81 | 2.4% | 1.16 | 2.2% | 1.25 |
| Total Deductions | \$102,213,104 | 56.0% | 66.8% | 0.84 | 67.1% | 0.83 | 63.6% | 0.88 | 50.7% | 1.10 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.1% | 5.7% | 0.72 | 3.6% | 1.16 | 3.6% | 1.16 | 6.1% | 0.68 | |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | N/A | N/A | N/A | N/A | 0.2% | 0.05 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$38,397,104 | 48.2% | 41.8% | 1.15 | 43.8% | 1.10 | 45.9% | 1.05 | 46.3% | 1.04 |
| Supplies & Services | \$31,939,463 | 40.1% | 52.2% | 0.77 | 50.3% | 0.80 | 47.4% | 0.85 | 41.2% | 0.97 |
| Capital Component | \$9,310,202 | 11.7% | 6.0% | 1.95 | 5.9% | 1.97 | 6.6% | 1.77 | 12.4% | 0.94 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 5.0% | 5.7% | 0.89 | 6.7% | 0.75 | 9.4% | 0.53 | 13.0% | 0.39 | |
| Total Hospital Net Income (%) | 5.0% | 3.5% | 1.45 | 4.5% | 1.13 | 6.9% | 0.74 | 13.1% | 0.39 | |
| Return on Equity (%) | 7.3% | 1.4% | 5.14 | 2.9% | 2.48 | 3.4% | 2.17 | 19.6% | 0.37 | |
| Current Ratio | 2.5 | 3.9 | 0.64 | 5.4 | 0.46 | 12.0 | 0.21 | 3.1 | 0.80 | |
| Days in Net Patient Accounts Receivable | 40.9 | 91.7 | 0.45 | 52.8 | 0.77 | 51.1 | 0.80 | 54.3 | 0.75 | |
| Average Payment Period | 42.9 | 91.7 | 0.47 | 47.9 | 0.90 | 42.5 | 1.01 | 35.2 | 1.22 | |
| Equity Financing (%) | 25.3% | 59.1% | 0.43 | 77.7% | 0.33 | 70.3% | 0.36 | 17.8% | 1.42 | |
| Long-Term Debt to Equity Ratio | 1.7 | 0.4 | 4.12 | 0.1 | 13.06 | 0.1 | 17.47 | 3.1 | 0.55 | |
| Times Interest Earned | 3.5 | 5.7 | 0.61 | 6.8 | 0.51 | 10.4 | 0.33 | 7.0 | 0.50 | |
| Total Asset Turnover | 1.4 | 0.4 | 3.47 | 0.7 | 2.14 | 0.5 | 2.86 | 1.5 | 0.96 | |
| Average Age of Plant (Years) | 6.5 | 18.1 | 0.36 | 10.8 | 0.60 | 11.6 | 0.56 | 6.8 | 0.95 | |
| Increase (Decrease) Total Net Patient Revenue | -2.7% | 3.5% | N/A | 3.1% | N/A | 3.2% | N/A | 29.9% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 98.3% | 66.2% | 1.48 | 74.8% | 1.31 | 79.4% | 1.24 | 98.1% | 1.00 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$19,731 | \$19,849 | 0.99 | \$15,277 | 1.29 | \$11,983 | 1.65 | \$39,830 | 0.50 | |
| Inpatient Net Revenue per Day | \$1,676 | \$3,697 | 0.45 | \$3,088 | 0.54 | \$2,623 | 0.64 | \$4,182 | 0.40 | |
| Outpatient Net Revenue per Visit | \$3,643 | \$819 | 4.45 | \$666 | 5.47 | \$907 | 4.02 | \$3,803 | 0.96 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$182,623,464 | Cash & Cash Equivalents | \$3,220,569 | Current Liabilities | \$8,830,459 |
| Less Deductions | \$102,213,104 | Net Patient Receivables | \$8,999,861 | Long-Term Debt | \$25,253,113 |
| Net Patient Revenue | \$80,410,360 | Other Receivables | \$8,050,873 | Other Liabilities | \$9,164,657 |
| Plus Other Revenue | \$3,470,562 | | | Subtotal | \$43,248,229 |
| Total Revenue | \$83,880,923 | Land, Buildings & Equipment (Net) | \$24,980,240 | Unrestricted Fund Balance | \$14,670,375 |
| Less Expenses | \$79,646,769 | Other Assets | \$12,667,061 | Restricted Fund Balance | \$833,753 |
| Non-Operating Gains/Losses | \$371 | | | Total Liabilities & Fund Balance | \$57,918,604 |
| Net Income | \$4,234,525 | Total Assets | \$57,918,604 | | |

101 St Clare Memorial Hospital
 855 South Main Street
 Oconto Falls, WI 54154
 920-846-3444

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

County: Oconto
 Analysis Area: Northeastern (4)
 Volume Group: 2

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 11.2% | 60.7% | 0.18 | 62.0% | 0.18 | 20.4% | 0.55 | 8.1% | 1.38 |
| Obstetrics | 0.0% | 37.3% | N/A | 34.4% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 11.2% | 61.9% | 0.18 | 56.6% | 0.20 | 21.1% | 0.53 | 8.1% | 1.38 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 2.2 | 27.3 | 0.08 | 27.3 | 0.08 | 3.3 | 0.69 | 1.6 | 1.38 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.8 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.2 | 50.5 | 0.04 | 46.9 | 0.05 | 3.9 | 0.58 | 1.6 | 1.38 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.2 | 4.9 | 0.85 | 4.6 | 0.92 | 4.1 | 1.02 | 3.3 | 1.28 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.3 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.1 | 5.3 | 0.78 | 4.8 | 0.87 | 3.5 | 1.18 | 3.3 | 1.27 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 42 | 990 | 0.04 | 796 | 0.05 | 181 | 0.23 | 44 | 0.95 |
| Outpatient | 787 | 4,017 | 0.20 | 5,614 | 0.14 | 1,361 | 0.58 | 780 | 1.01 |
| Inpatient as % of All Surgeries | 5.1% | 19.8% | 0.26 | 12.4% | 0.41 | 11.7% | 0.43 | 5.3% | 0.95 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 14,092 | 141,022 | 0.10 | 209,631 | 0.07 | 43,437 | 0.32 | 14,361 | 0.98 |
| Emergency Visits | 5,188 | 17,305 | 0.30 | 18,500 | 0.28 | 4,927 | 1.05 | 4,654 | 1.11 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 7.3 | 18.8 | 0.39 | 21.3 | 0.34 | 7.3 | 1.00 | 3.0 | 2.44 |
| Nurses, Licensed | 37.2 | 234.4 | 0.16 | 265.2 | 0.14 | 46.6 | 0.80 | 37.6 | 0.99 |
| Ancillary Nursing Personnel | 6.3 | 38.1 | 0.17 | 40.3 | 0.16 | 9.1 | 0.70 | 6.5 | 0.98 |
| All Other Personnel | 57.2 | 466.7 | 0.12 | 448.1 | 0.13 | 110.7 | 0.52 | 57.5 | 1.00 |
| Total FTEs | 108.1 | 758.0 | 0.14 | 775.0 | 0.14 | 173.6 | 0.62 | 104.6 | 1.03 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 40.4 | 12.5 | 3.23 | 11.2 | 3.61 | 33.5 | 1.21 | 18.1 | 2.23 |
| Nurses, Licensed | 205.3 | 156.2 | 1.31 | 139.6 | 1.47 | 213.4 | 0.96 | 226.7 | 0.91 |
| Ancillary Nursing Personnel | 35.0 | 25.4 | 1.38 | 21.2 | 1.65 | 41.6 | 0.84 | 39.2 | 0.89 |
| All Other Personnel | 315.9 | 311.0 | 1.02 | 235.8 | 1.34 | 507.2 | 0.62 | 346.6 | 0.91 |
| Total FTEs | 596.6 | 505.0 | 1.18 | 407.8 | 1.46 | 795.7 | 0.75 | 630.6 | 0.95 |

| | | | | | | | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-------|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 20 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 198 | Preferred Provider Organization (PPO) | Yes | Discharges | 152 | Total Births | 0 |
| Inpatient Days | 819 | | | Inpatient Days | 2,732 | Newborn Days | 0 |

101 St Clare Memorial Hospital
Oconto Falls, WI 54154

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 20 | 195 | 819 | 11.2% | 2.2 | 4.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 10 | 7.3 | Surgical Personnel | 0 | 3 | 1.8 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 3 | 4 | 5.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 4 | 5.4 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 2 | 1.1 |
| Registered Nurses | 13 | 29 | 28.9 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 0 | 4 | 1.3 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 1 | 0.1 |
| Ancillary Nursing Personnel | 2 | 9 | 6.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 1 | 0.8 | Dietitians & Nutritionists | 0 | 1 | 0.1 |
| Nurse Practitioners | 3 | 5 | 5.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 3 | 1 | 3.3 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 1 | 8 | 4.1 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 7 | 16 | 15.9 |
| Pharmacy Personnel | 7 | 5 | 8.9 | | | | |
| Clinical Laboratory Personnel | 7 | 6 | 11.1 | | | | |
| | | | | Total | 53 | 115 | 108.1 |

101 St Clare Memorial Hospital

Oconto Falls, WI 54154

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$35,755,354 | 47.9% | 47.3% | 1.01 | 47.8% | 1.00 | 47.2% | 1.01 | 46.1% | 1.04 |
| Medical Assistance | \$19,767,531 | 26.5% | 14.4% | 1.84 | 12.4% | 2.14 | 12.9% | 2.06 | 25.9% | 1.02 |
| Commercial | \$16,399,679 | 22.0% | 32.9% | 0.67 | 34.5% | 0.64 | 35.1% | 0.63 | 24.2% | 0.91 |
| All Other | \$2,680,526 | 3.6% | 5.4% | 0.66 | 5.3% | 0.68 | 4.8% | 0.74 | 3.9% | 0.93 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$19,911,093 | 26.7% | 36.1% | 0.74 | 36.7% | 0.73 | 29.4% | 0.91 | 25.0% | 1.07 |
| Medical Assistance | \$12,460,892 | 16.7% | 11.3% | 1.48 | 9.9% | 1.69 | 9.6% | 1.75 | 15.8% | 1.05 |
| Commercial | \$7,802,593 | 10.5% | 14.8% | 0.71 | 15.4% | 0.68 | 13.1% | 0.80 | 11.2% | 0.94 |
| Charity Care | \$707,401 | 0.9% | 0.7% | 1.31 | 0.8% | 1.26 | 0.6% | 1.58 | 1.0% | 0.98 |
| Bad Debt | \$1,168,741 | 1.6% | 0.9% | 1.79 | 0.9% | 1.77 | 1.1% | 1.37 | 1.4% | 1.14 |
| All Other | \$1,829,306 | 2.5% | 3.0% | 0.81 | 3.5% | 0.71 | 3.3% | 0.75 | 2.8% | 0.89 |
| Total Deductions | \$43,880,025 | 58.8% | 66.8% | 0.88 | 67.1% | 0.88 | 57.1% | 1.03 | 57.1% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 17.7% | 5.7% | 3.07 | 3.6% | 4.96 | 4.1% | 4.26 | 13.4% | 1.31 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 35.7% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$10,454,401 | 31.6% | 41.8% | 0.76 | 43.8% | 0.72 | 46.6% | 0.68 | 31.9% | 0.99 |
| Supplies & Services | \$20,941,123 | 63.3% | 52.2% | 1.21 | 50.3% | 1.26 | 47.2% | 1.34 | 62.0% | 1.02 |
| Capital Component | \$1,695,111 | 5.1% | 6.0% | 0.85 | 5.9% | 0.87 | 6.2% | 0.82 | 6.1% | 0.84 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 11.3% | 5.7% | 1.98 | 6.7% | 1.68 | 11.8% | 0.96 | 12.5% | 0.90 | |
| Total Hospital Net Income (%) | 7.0% | 3.5% | 2.00 | 4.5% | 1.56 | 11.1% | 0.63 | 18.2% | 0.38 | |
| Return on Equity (%) | 6.3% | 1.4% | 4.41 | 2.9% | 2.13 | 0.8% | 7.70 | 15.6% | 0.40 | |
| Current Ratio | 0.3 | 3.9 | 0.07 | 5.4 | 0.05 | 1.6 | 0.17 | 0.3 | 1.10 | |
| Days in Net Patient Accounts Receivable | 67.5 | 91.7 | 0.74 | 52.8 | 1.28 | 569.1 | 0.12 | 49.0 | 1.38 | |
| Average Payment Period | 326.9 | 91.7 | 3.57 | 47.9 | 6.83 | 772.8 | 0.42 | 379.1 | 0.86 | |
| Equity Financing (%) | 14.6% | 59.1% | 0.25 | 77.7% | 0.19 | 39.2% | 0.37 | 9.7% | 1.51 | |
| Long-Term Debt to Equity Ratio | 0.9 | 0.4 | 2.07 | 0.1 | 6.56 | 1.1 | 0.78 | 1.3 | 0.65 | |
| Times Interest Earned | 28.3 | 5.7 | 4.95 | 6.8 | 4.14 | 17.1 | 1.66 | 61.2 | 0.46 | |
| Total Asset Turnover | 0.9 | 0.4 | 2.26 | 0.7 | 1.39 | 0.1 | 12.75 | 0.8 | 1.17 | |
| Average Age of Plant (Years) | 12.3 | 18.1 | 0.68 | 10.8 | 1.14 | 99.6 | 0.12 | 11.4 | 1.09 | |
| Increase (Decrease) Total Net Patient Revenue | 5.0% | 3.5% | 1.41 | 3.1% | 1.61 | 2.2% | 2.26 | 19.3% | 0.26 | |
| Outpatient Gross Revenue (% of Total GPR) | 87.6% | 66.2% | 1.32 | 74.8% | 1.17 | 81.7% | 1.07 | 90.2% | 0.97 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$19,238 | \$19,849 | 0.97 | \$15,277 | 1.26 | \$21,242 | 0.91 | \$16,777 | 1.15 | |
| Inpatient Net Revenue per Day | \$1,850 | \$3,697 | 0.50 | \$3,088 | 0.60 | \$4,286 | 0.43 | \$2,201 | 0.84 | |
| Outpatient Net Revenue per Visit | \$1,287 | \$819 | 1.57 | \$666 | 1.93 | \$728 | 1.77 | \$1,286 | 1.00 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$74,603,090 | Cash & Cash Equivalents | -\$252,687 | Current Liabilities | \$28,389,336 |
| Less Deductions | \$43,880,025 | Net Patient Receivables | \$5,682,468 | Long-Term Debt | \$5,006,000 |
| Net Patient Revenue | \$30,723,065 | Other Receivables | \$544,625 | Other Liabilities | \$353,110 |
| Plus Other Revenue | \$6,585,350 | | | Subtotal | \$33,748,446 |
| Total Revenue | \$37,308,414 | Land, Buildings & Equipment (Net) | \$10,412,226 | Unrestricted Fund Balance | \$5,788,323 |
| Less Expenses | \$33,090,636 | Other Assets | \$23,150,137 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$1,737,445 | | | Total Liabilities & Fund Balance | \$39,536,769 |
| Net Income | \$2,480,333 | Total Assets | \$39,536,769 | | |

102 Osceola Medical Center
 2600 65th Avenue, PO Box 218
 Osceola, WI 54020
 715-294-2111

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 26.2% | 60.7% | 0.43 | 51.4% | 0.51 | 42.3% | 0.62 | 54.3% | 0.48 |
| Obstetrics | 8.6% | 37.3% | 0.23 | 29.2% | 0.01 | 19.5% | 0.44 | 21.7% | 0.40 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 19.4% | 61.9% | 0.31 | 51.8% | 0.37 | 42.5% | 0.46 | 41.9% | 0.46 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 2.1 | 27.3 | 0.08 | 12.6 | 0.17 | 10.3 | 0.20 | 4.3 | 0.48 |
| Obstetrics | 0.3 | 4.7 | 0.07 | 2.0 | 0.17 | 1.2 | 0.28 | 0.9 | 0.40 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.5 | 50.5 | 0.05 | 19.0 | 0.13 | 16.0 | 0.16 | 5.4 | 0.46 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.3 | 4.9 | 0.68 | 4.5 | 0.75 | 4.0 | 0.83 | 4.2 | 0.79 |
| Obstetrics | 1.6 | 2.4 | 0.67 | 2.1 | 0.76 | 2.0 | 0.80 | 2.6 | 0.62 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 2.6 | 5.3 | 0.50 | 4.6 | 0.57 | 4.2 | 0.63 | 3.5 | 0.76 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 48 | 990 | 0.05 | 339 | 0.14 | 203 | 0.24 | 70 | 0.69 |
| Outpatient | 1,900 | 4,017 | 0.47 | 2,633 | 0.72 | 2,140 | 0.89 | 1,602 | 1.19 |
| Inpatient as % of All Surgeries | 2.5% | 19.8% | 0.12 | 11.4% | 0.22 | 8.7% | 0.28 | 4.2% | 0.59 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 34,584 | 141,022 | 0.25 | 82,166 | 0.42 | 62,243 | 0.56 | 31,618 | 1.09 |
| Emergency Visits | 3,993 | 17,305 | 0.23 | 8,774 | 0.46 | 12,695 | 0.31 | 3,726 | 1.07 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.8 | 0.21 | 10.2 | 0.39 | 8.5 | 0.47 | 4.0 | 1.00 |
| Nurses, Licensed | 37.4 | 234.4 | 0.16 | 129.2 | 0.29 | 102.2 | 0.37 | 29.5 | 1.27 |
| Ancillary Nursing Personnel | 5.0 | 38.1 | 0.13 | 20.8 | 0.24 | 19.1 | 0.26 | 6.0 | 0.83 |
| All Other Personnel | 119.7 | 466.7 | 0.26 | 279.2 | 0.43 | 204.1 | 0.59 | 114.0 | 1.05 |
| Total FTEs | 166.1 | 758.0 | 0.22 | 439.4 | 0.38 | 333.9 | 0.50 | 153.5 | 1.08 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 7.6 | 12.5 | 0.61 | 12.5 | 0.61 | 10.5 | 0.72 | 11.9 | 0.64 |
| Nurses, Licensed | 71.4 | 156.2 | 0.46 | 158.9 | 0.45 | 126.3 | 0.57 | 87.4 | 0.82 |
| Ancillary Nursing Personnel | 9.5 | 25.4 | 0.37 | 25.5 | 0.37 | 23.6 | 0.40 | 17.8 | 0.53 |
| All Other Personnel | 228.3 | 311.0 | 0.73 | 343.4 | 0.66 | 252.2 | 0.91 | 338.2 | 0.68 |
| Total FTEs | 316.8 | 505.0 | 0.63 | 540.3 | 0.59 | 412.6 | 0.77 | 455.3 | 0.70 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|----|---------------------------------------|-----|-------------------------|-----|
| Beds Set Up & Staffed | 13 | Health Maintenance Organization (HMO) | No | Average Beds Used | 1 | Bassinets | 4 |
| Discharges | 351 | Preferred Provider Organization (PPO) | No | Discharges | 27 | Total Births | 75 |
| Inpatient Days | 920 | | | Inpatient Days | 207 | Newborn Days | 122 |

102 Osceola Medical Center
Osceola, WI 54020

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 8 | 229 | 764 | 26.2% | 2.1 | 3.3 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 4 | 78 | 126 | 8.6% | 0.3 | 1.6 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 1 | 12 | 30 | 8.2% | 0.1 | 2.5 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 0 | 4.0 | Surgical Personnel | 3 | 2 | 4.5 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 3 | 9 | 6.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 1 | 0.7 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 2.0 |
| Registered Nurses | 19 | 25 | 37.4 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 4 | 1 | 4.6 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Ancillary Nursing Personnel | 4 | 5 | 5.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 19 | 8 | 20.9 |
| Health Info Mgmt-Administrators/Technicians | 9 | 0 | 9.0 | All Other Personnel | 54 | 16 | 60.0 |
| Pharmacy Personnel | 2 | 2 | 2.6 | | | | |
| Clinical Laboratory Personnel | 2 | 5 | 4.6 | | | | |
| | | | | Total | 129 | 74 | 166.1 |

102 Osceola Medical Center
Osceola, WI 54020

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 5A Value | Ratio | 4 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$42,117,283 | 39.9% | 47.3% | 0.84 | 51.1% | 0.78 | 49.6% | 0.81 | 43.6% | 0.92 |
| Medical Assistance | \$14,957,046 | 14.2% | 14.4% | 0.99 | 12.0% | 1.18 | 14.0% | 1.01 | 11.7% | 1.22 |
| Commercial | \$45,133,517 | 42.8% | 32.9% | 1.30 | 32.3% | 1.32 | 32.3% | 1.33 | 42.9% | 1.00 |
| All Other | \$3,291,843 | 3.1% | 5.4% | 0.58 | 4.6% | 0.68 | 4.2% | 0.75 | 1.9% | 1.61 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$25,586,486 | 24.3% | 36.1% | 0.67 | 34.5% | 0.70 | 35.7% | 0.68 | 23.0% | 1.06 |
| Medical Assistance | \$9,579,466 | 9.1% | 11.3% | 0.81 | 8.8% | 1.04 | 10.9% | 0.83 | 8.0% | 1.13 |
| Commercial | \$16,740,077 | 15.9% | 14.8% | 1.07 | 10.3% | 1.53 | 12.5% | 1.27 | 15.0% | 1.05 |
| Charity Care | \$571,303 | 0.5% | 0.7% | 0.75 | 0.5% | 1.11 | 0.8% | 0.67 | 0.7% | 0.74 |
| Bad Debt | \$1,808,156 | 1.7% | 0.9% | 1.96 | 0.9% | 1.94 | 1.2% | 1.39 | 1.8% | 0.97 |
| All Other | \$1,865,020 | 1.8% | 3.0% | 0.58 | 3.0% | 0.59 | 2.4% | 0.73 | 1.6% | 1.08 |
| Total Deductions | \$56,150,508 | 53.2% | 66.8% | 0.80 | 58.0% | 0.92 | 63.6% | 0.84 | 50.2% | 1.06 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.3% | 5.7% | 0.58 | 3.6% | 0.92 | 3.6% | 0.94 | 19.3% | 0.17 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 136.6% | N/A | N/A | N/A | N/A | 24.8% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$18,564,065 | 40.6% | 41.8% | 0.97 | 49.3% | 0.82 | 45.9% | 0.88 | 40.6% | 1.00 |
| Supplies & Services | \$25,288,955 | 55.2% | 52.2% | 1.06 | 45.8% | 1.21 | 47.4% | 1.16 | 54.4% | 1.02 |
| Capital Component | \$1,922,075 | 4.2% | 6.0% | 0.70 | 4.9% | 0.86 | 6.6% | 0.64 | 5.0% | 0.84 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 10.3% | 5.7% | 1.81 | 0.5% | 21.41 | 9.4% | 1.09 | 19.5% | 0.53 | |
| Total Hospital Net Income (%) | 10.0% | 3.5% | 2.87 | -1.3% | N/A | 6.9% | 1.46 | 24.3% | 0.41 | |
| Return on Equity (%) | 9.2% | 1.4% | 6.46 | -0.2% | N/A | 3.4% | 2.73 | 26.7% | 0.34 | |
| Current Ratio | 5.8 | 3.9 | 1.48 | 1.7 | 3.43 | 12.0 | 0.48 | 6.0 | 0.95 | |
| Days in Net Patient Accounts Receivable | 63.8 | 91.7 | 0.70 | 260.0 | 0.25 | 51.1 | 1.25 | 54.5 | 1.17 | |
| Average Payment Period | 53.6 | 91.7 | 0.59 | 309.6 | 0.17 | 42.5 | 1.26 | 47.1 | 1.14 | |
| Equity Financing (%) | 71.6% | 59.1% | 1.21 | 43.6% | 1.64 | 70.3% | 1.02 | 69.1% | 1.04 | |
| Long-Term Debt to Equity Ratio | 0.2 | 0.4 | 0.56 | 0.9 | 0.26 | 0.1 | 2.36 | 0.3 | 0.78 | |
| Times Interest Earned | 16.4 | 5.7 | 2.87 | -2.9 | N/A | 10.4 | 1.57 | 37.4 | 0.44 | |
| Total Asset Turnover | 0.9 | 0.4 | 2.21 | 0.2 | 5.81 | 0.5 | 1.82 | 1.0 | 0.89 | |
| Average Age of Plant (Years) | 15.2 | 18.1 | 0.84 | 52.7 | 0.29 | 11.6 | 1.32 | 13.7 | 1.11 | |
| Increase (Decrease) Total Net Patient Revenue | 6.2% | 3.5% | 1.74 | -1.2% | N/A | 3.2% | 1.90 | 18.6% | 0.33 | |
| Outpatient Gross Revenue (% of Total GPR) | 94.1% | 66.2% | 1.42 | 76.7% | 1.23 | 79.4% | 1.19 | 87.3% | 1.08 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$10,531 | \$19,849 | 0.53 | \$16,058 | 0.66 | \$11,983 | 0.88 | \$10,842 | 0.97 | |
| Inpatient Net Revenue per Day | \$2,908 | \$3,697 | 0.79 | \$3,281 | 0.89 | \$2,623 | 1.11 | \$3,082 | 0.94 | |
| Outpatient Net Revenue per Visit | \$1,222 | \$819 | 1.49 | \$891 | 1.37 | \$907 | 1.35 | \$1,045 | 1.17 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$105,499,688 | Cash & Cash Equivalents | \$27,043,168 | Current Liabilities | \$6,521,464 |
| Less Deductions | \$56,150,508 | Net Patient Receivables | \$8,621,715 | Long-Term Debt | \$9,227,030 |
| Net Patient Revenue | \$49,349,180 | Other Receivables | \$410,671 | Other Liabilities | \$0 |
| Plus Other Revenue | \$1,707,246 | | | Subtotal | \$15,748,494 |
| Total Revenue | \$51,056,427 | Land, Buildings & Equipment (Net) | \$16,547,195 | Unrestricted Fund Balance | \$39,686,313 |
| Less Expenses | \$45,775,095 | Other Assets | \$2,812,061 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$186,101 | Total Assets | \$55,434,810 | Total Liabilities & Fund Balance | \$55,434,807 |
| Net Income | \$5,095,231 | | | | |

103 Ascension NE Wisconsin - Mercy Campus
 500 S Oakwood Rd
 Oshkosh, WI 54904
 920-223-0501

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

County: Winnebago
 Analysis Area: Lake Winnebago (3)
 Volume Group: 5

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 40.4% | 60.7% | 0.67 | 54.5% | 0.74 | 58.7% | 0.69 | 38.1% | 1.06 |
| Obstetrics | 17.5% | 37.3% | 0.47 | 24.1% | 0.10 | 29.8% | 0.59 | 14.3% | 1.22 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 42.9% | 61.9% | 0.69 | 49.9% | 0.86 | 59.2% | 0.72 | 37.4% | 1.15 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 25.4 | 27.3 | 0.93 | 24.1 | 1.06 | 18.7 | 1.36 | 24.4 | 1.04 |
| Obstetrics | 2.4 | 4.7 | 0.52 | 3.8 | 0.64 | 2.5 | 0.97 | 2.7 | 0.90 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 47.2 | 50.5 | 0.93 | 36.8 | 1.28 | 35.1 | 1.34 | 44.8 | 1.05 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.9 | 4.9 | 0.99 | 4.4 | 1.11 | 4.5 | 1.09 | 4.2 | 1.16 |
| Obstetrics | 2.1 | 2.4 | 0.89 | 2.2 | 0.95 | 2.2 | 0.97 | 2.1 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.1 | 5.3 | 0.97 | 4.5 | 1.14 | 4.6 | 1.10 | 4.4 | 1.16 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 635 | 990 | 0.64 | 983 | 0.65 | 526 | 1.21 | 948 | 0.67 |
| Outpatient | 4,902 | 4,017 | 1.22 | 5,820 | 0.84 | 3,165 | 1.55 | 4,674 | 1.05 |
| Inpatient as % of All Surgeries | 11.5% | 19.8% | 0.58 | 14.4% | 0.79 | 14.3% | 0.80 | 16.9% | 0.68 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 123,709 | 141,022 | 0.88 | 100,022 | 1.24 | 102,926 | 1.20 | 138,330 | 0.89 |
| Emergency Visits | 14,674 | 17,305 | 0.85 | 15,835 | 0.93 | 18,037 | 0.81 | 12,991 | 1.13 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 10.6 | 18.8 | 0.57 | 12.5 | 0.85 | 17.9 | 0.60 | 11.9 | 0.89 |
| Nurses, Licensed | 145.4 | 234.4 | 0.62 | 175.4 | 0.83 | 148.0 | 0.98 | 149.6 | 0.97 |
| Ancillary Nursing Personnel | 3.6 | 38.1 | 0.10 | 8.4 | 0.44 | 25.5 | 0.14 | 2.3 | 1.59 |
| All Other Personnel | 159.9 | 466.7 | 0.34 | 288.1 | 0.55 | 271.6 | 0.59 | 168.0 | 0.95 |
| Total FTEs | 319.6 | 758.0 | 0.42 | 484.4 | 0.66 | 463.0 | 0.69 | 331.8 | 0.96 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 7.0 | 12.5 | 0.56 | 9.6 | 0.73 | 13.6 | 0.52 | 9.2 | 0.76 |
| Nurses, Licensed | 96.0 | 156.2 | 0.61 | 135.1 | 0.71 | 112.9 | 0.85 | 115.8 | 0.83 |
| Ancillary Nursing Personnel | 2.4 | 25.4 | 0.09 | 6.4 | 0.37 | 19.5 | 0.12 | 1.8 | 1.36 |
| All Other Personnel | 105.6 | 311.0 | 0.34 | 221.8 | 0.48 | 207.1 | 0.51 | 130.0 | 0.81 |
| Total FTEs | 211.0 | 505.0 | 0.42 | 372.9 | 0.57 | 353.1 | 0.60 | 256.7 | 0.82 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 110 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 14 |
| Discharges | 3,370 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 331 |
| Inpatient Days | 17,214 | | | Inpatient Days | 0 | Newborn Days | 508 |

103 Ascension NE Wisconsin - Mercy Campus
Oshkosh, WI 54904

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 63 | 1,896 | 9,283 | 40.4% | 25.4 | 4.9 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 10 | 120 | 2,042 | 55.9% | 5.6 | 17.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 14 | 418 | 892 | 17.5% | 2.4 | 2.1 |
| Psychiatric | 1 | 11 | 667 | 2,743 | 68.3% | 7.5 | 4.1 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 12 | 269 | 2,254 | 51.5% | 6.2 | 8.4 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 10 | 1 | 10.6 | Surgical Personnel | 9 | 4 | 9.6 |
| Physicians & Dentists | 1 | 0 | 1.0 | Radiological Services Personnel | 15 | 23 | 23.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 5 | 7 | 7.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 10 | 5.1 |
| Registered Nurses | 102 | 96 | 143.8 | Occupational Therapy Assistants/Aides | 0 | 4 | 2.2 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 10 | 5 | 11.8 |
| Licensed Practical Nurses | 1 | 1 | 1.5 | Physical Therapy Assistants/Aides | 4 | 0 | 4.0 |
| Ancillary Nursing Personnel | 3 | 5 | 3.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 38 | 43 | 47.1 |
| Health Info Mgmt-Administrators/Technicians | 0 | 1 | 0.0 | All Other Personnel | 8 | 8 | 11.0 |
| Pharmacy Personnel | 14 | 2 | 14.5 | | | | |
| Clinical Laboratory Personnel | 19 | 0 | 19.0 | | | | |
| | | | | Total | 244 | 214 | 319.6 |

103 Ascension NE Wisconsin - Mercy Campus

Oshkosh, WI 54904

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|--------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$130,674,040 | 50.7% | 47.3% | 1.07 | 49.2% | 1.03 | 50.2% | 1.01 | 51.8% | 0.98 |
| Medical Assistance | \$33,074,260 | 12.8% | 14.4% | 0.89 | 11.5% | 1.12 | 14.7% | 0.87 | 11.5% | 1.11 |
| Commercial | \$79,359,244 | 30.8% | 32.9% | 0.94 | 35.7% | 0.86 | 30.7% | 1.00 | 31.2% | 0.99 |
| All Other | \$14,546,898 | 5.6% | 5.4% | 1.04 | 3.6% | 1.56 | 4.4% | 1.28 | 5.4% | 1.04 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$90,896,188 | 35.3% | 36.1% | 0.98 | 35.4% | 1.00 | 37.5% | 0.94 | 35.9% | 0.98 |
| Medical Assistance | \$23,031,087 | 8.9% | 11.3% | 0.79 | 9.0% | 0.99 | 11.2% | 0.80 | 8.0% | 1.12 |
| Commercial | \$33,698,659 | 13.1% | 14.8% | 0.89 | 14.6% | 0.90 | 12.7% | 1.03 | 12.4% | 1.05 |
| Charity Care | \$2,161,199 | 0.8% | 0.7% | 1.16 | 0.6% | 1.31 | 0.8% | 1.01 | 1.1% | 0.74 |
| Bad Debt | \$3,442,915 | 1.3% | 0.9% | 1.53 | 1.3% | 1.03 | 1.0% | 1.34 | 1.5% | 0.90 |
| All Other | \$12,855,270 | 5.0% | 3.0% | 1.64 | 2.4% | 2.11 | 2.8% | 1.78 | 4.5% | 1.12 |
| Total Deductions | \$166,085,318 | 64.5% | 66.8% | 0.96 | 63.4% | 1.02 | 66.0% | 0.98 | 63.3% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.4% | 5.7% | 0.24 | 2.8% | 0.50 | 3.3% | 0.42 | 1.4% | 1.02 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 12.3% | N/A | 14,078.6% | N/A | 164.8% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$35,833,306 | 36.6% | 41.8% | 0.87 | 36.0% | 1.01 | 41.0% | 0.89 | 35.3% | 1.03 |
| Supplies & Services | \$57,058,130 | 58.2% | 52.2% | 1.12 | 57.6% | 1.01 | 52.7% | 1.10 | 58.6% | 0.99 |
| Capital Component | \$5,138,207 | 5.2% | 6.0% | 0.87 | 6.4% | 0.82 | 6.3% | 0.84 | 6.1% | 0.86 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -5.6% | 5.7% | N/A | 13.7% | N/A | 2.9% | N/A | -1.9% | 2.86 | |
| Total Hospital Net Income (%) | -5.4% | 3.5% | N/A | 15.3% | N/A | 0.0% | 254.29 | 2.9% | N/A | |
| Return on Equity (%) | -4.8% | 1.4% | N/A | 10.4% | N/A | 0.0% | 527.77 | 2.4% | N/A | |
| Current Ratio | 3.6 | 3.9 | 0.92 | 21.6 | 0.17 | 3.2 | 1.12 | 18.1 | 0.20 | |
| Days in Net Patient Accounts Receivable | 47.3 | 91.7 | 0.52 | 51.2 | 0.92 | 88.3 | 0.54 | 58.1 | 0.81 | |
| Average Payment Period | 28.1 | 91.7 | 0.31 | 20.4 | 1.38 | 85.8 | 0.33 | 6.7 | 4.20 | |
| Equity Financing (%) | 84.6% | 59.1% | 1.43 | 86.3% | 0.98 | 60.3% | 1.40 | 89.7% | 0.94 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.4 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 38.3 | N/A | 1.0 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 0.9 | 0.4 | 2.12 | 0.7 | 1.33 | 0.4 | 2.01 | 0.8 | 1.09 | |
| Average Age of Plant (Years) | 9.4 | 18.1 | 0.52 | 8.4 | 1.12 | 16.0 | 0.59 | 8.3 | 1.13 | |
| Increase (Decrease) Total Net Patient Revenue | 3.1% | 3.5% | 0.87 | 0.5% | 6.22 | 3.7% | 0.82 | 4.0% | 0.77 | |
| Outpatient Gross Revenue (% of Total GPR) | 69.0% | 66.2% | 1.04 | 71.7% | 0.96 | 73.1% | 0.94 | 66.3% | 1.04 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$11,094 | \$19,849 | 0.56 | \$13,523 | 0.82 | \$13,245 | 0.84 | \$9,915 | 1.12 | |
| Inpatient Net Revenue per Day | \$2,182 | \$3,697 | 0.59 | \$2,966 | 0.74 | \$2,825 | 0.77 | \$2,312 | 0.94 | |
| Outpatient Net Revenue per Visit | \$416 | \$819 | 0.51 | \$832 | 0.50 | \$766 | 0.54 | \$368 | 1.13 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$257,654,442 | Cash & Cash Equivalents | \$17,148 | Current Liabilities | \$7,195,974 |
| Less Deductions | \$166,085,318 | Net Patient Receivables | \$11,865,701 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$91,569,124 | Other Receivables | \$778,612 | Other Liabilities | \$8,920,331 |
| Plus Other Revenue | \$1,294,796 | | | Subtotal | \$16,116,305 |
| Total Revenue | \$92,863,920 | Land, Buildings & Equipment (Net) | \$75,358,963 | Unrestricted Fund Balance | \$88,825,759 |
| Less Expenses | \$98,029,643 | Other Assets | \$16,921,640 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$139,935 | Total Assets | \$104,942,064 | Total Liabilities & Fund Balance | \$104,942,064 |
| Net Income | -\$5,025,788 | | | | |

303 Aurora Medical Center - Oshkosh
 855 N Westhaven Drive
 Oshkosh, WI 54904
 920-456-6000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 54.6% | 60.7% | 0.90 | 54.5% | 1.00 | 62.5% | 0.87 | 50.3% | 1.08 |
| Obstetrics | 32.7% | 37.3% | 0.88 | 24.1% | 0.16 | 29.3% | 1.12 | 37.0% | 0.89 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 49.9% | 61.9% | 0.81 | 49.9% | 1.00 | 58.2% | 0.86 | 49.6% | 1.00 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 26.2 | 27.3 | 0.96 | 24.1 | 1.09 | 36.5 | 0.72 | 28.7 | 0.91 |
| Obstetrics | 3.9 | 4.7 | 0.83 | 3.8 | 1.03 | 4.8 | 0.82 | 4.4 | 0.89 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 39.4 | 50.5 | 0.78 | 36.8 | 1.07 | 68.8 | 0.57 | 41.7 | 0.94 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.2 | 4.9 | 0.86 | 4.4 | 0.96 | 4.8 | 0.88 | 3.9 | 1.10 |
| Obstetrics | 2.0 | 2.4 | 0.82 | 2.2 | 0.88 | 2.4 | 0.82 | 2.0 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.2 | 5.3 | 0.79 | 4.5 | 0.93 | 5.0 | 0.83 | 3.7 | 1.13 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 926 | 990 | 0.94 | 983 | 0.94 | 1,312 | 0.71 | 1,117 | 0.83 |
| Outpatient | 5,201 | 4,017 | 1.29 | 5,820 | 0.89 | 5,549 | 0.94 | 5,184 | 1.00 |
| Inpatient as % of All Surgeries | 15.1% | 19.8% | 0.76 | 14.4% | 1.05 | 19.1% | 0.79 | 17.7% | 0.85 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 162,121 | 141,022 | 1.15 | 100,022 | 1.62 | 238,140 | 0.68 | 149,206 | 1.09 |
| Emergency Visits | 25,673 | 17,305 | 1.48 | 15,835 | 1.62 | 27,894 | 0.92 | 23,929 | 1.07 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 13.0 | 18.8 | 0.69 | 12.5 | 1.04 | 19.9 | 0.65 | 15.0 | 0.87 |
| Nurses, Licensed | 392.5 | 234.4 | 1.67 | 175.4 | 2.24 | 376.4 | 1.04 | 424.7 | 0.92 |
| Ancillary Nursing Personnel | 53.3 | 38.1 | 1.40 | 8.4 | 6.37 | 51.2 | 1.04 | 60.2 | 0.88 |
| All Other Personnel | 794.5 | 466.7 | 1.70 | 288.1 | 2.76 | 706.7 | 1.12 | 823.7 | 0.96 |
| Total FTEs | 1,253.3 | 758.0 | 1.65 | 484.4 | 2.59 | 1,154.3 | 1.09 | 1,323.7 | 0.95 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.1 | 12.5 | 0.48 | 9.6 | 0.63 | 9.1 | 0.66 | 7.6 | 0.80 |
| Nurses, Licensed | 183.0 | 156.2 | 1.17 | 135.1 | 1.35 | 172.3 | 1.06 | 214.9 | 0.85 |
| Ancillary Nursing Personnel | 24.8 | 25.4 | 0.98 | 6.4 | 3.86 | 23.4 | 1.06 | 30.5 | 0.81 |
| All Other Personnel | 370.4 | 311.0 | 1.19 | 221.8 | 1.67 | 323.5 | 1.14 | 416.8 | 0.89 |
| Total FTEs | 584.2 | 505.0 | 1.16 | 372.9 | 1.57 | 528.4 | 1.11 | 669.8 | 0.87 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 79 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 12 |
| Discharges | 3,446 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 696 |
| Inpatient Days | 14,382 | | | Inpatient Days | 0 | Newborn Days | 1,086 |

303 Aurora Medical Center - Oshkosh
Oshkosh, WI 54904

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 48 | 2,263 | 9,559 | 54.6% | 26.2 | 4.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 12 | 725 | 1,433 | 32.7% | 3.9 | 2.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 12 | 415 | 2,691 | 61.4% | 7.4 | 6.5 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 7 | 65 | 699 | 27.4% | 1.9 | 10.8 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 13 | 0 | 13.0 | Surgical Personnel | 30 | 4 | 32.8 |
| Physicians & Dentists | 73 | 28 | 81.1 | Radiological Services Personnel | 41 | 43 | 60.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 12 | 3 | 12.8 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 6 | 7.5 |
| Registered Nurses | 226 | 172 | 300.9 | Occupational Therapy Assistants/Aides | 1 | 2 | 1.0 |
| Certified Nurse Midwives | 5 | 0 | 5.0 | Physical Therapists | 13 | 7 | 16.2 |
| Licensed Practical Nurses | 28 | 20 | 37.4 | Physical Therapy Assistants/Aides | 4 | 5 | 5.4 |
| Ancillary Nursing Personnel | 34 | 82 | 53.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 13 | 1 | 13.8 | Dietitians & Nutritionists | 1 | 4 | 2.1 |
| Nurse Practitioners | 34 | 7 | 37.9 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 7 | 8 | 7.5 | Social Workers | 5 | 6 | 6.4 |
| Clinical Nurse Specialists | 3 | 1 | 3.9 | All Other Health Professionals | 67 | 17 | 73.7 |
| Health Info Mgmt-Administrators/Technicians | 41 | 3 | 43.3 | All Other Personnel | 257 | 96 | 294.6 |
| Pharmacy Personnel | 24 | 11 | 27.9 | | | | |
| Clinical Laboratory Personnel | 27 | 11 | 30.7 | | | | |
| | | | | Total | 1,026 | 573 | 1,253.3 |

303 Aurora Medical Center - Oshkosh

Oshkosh, WI 54904

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 6 | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$352,685,897 | 47.7% | 47.3% | 1.01 | 49.2% | 0.97 | 43.9% | 1.09 | 46.8% | 1.02 |
| Medical Assistance | \$98,424,197 | 13.3% | 14.4% | 0.93 | 11.5% | 1.16 | 19.1% | 0.70 | 12.4% | 1.07 |
| Commercial | \$243,545,622 | 33.0% | 32.9% | 1.00 | 35.7% | 0.92 | 32.6% | 1.01 | 36.0% | 0.92 |
| All Other | \$44,218,791 | 6.0% | 5.4% | 1.11 | 3.6% | 1.65 | 4.4% | 1.37 | 4.7% | 1.26 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$284,158,094 | 38.5% | 36.1% | 1.06 | 35.4% | 1.09 | 34.9% | 1.10 | 37.2% | 1.03 |
| Medical Assistance | \$83,084,615 | 11.2% | 11.3% | 1.00 | 9.0% | 1.25 | 14.9% | 0.75 | 10.2% | 1.10 |
| Commercial | \$109,349,599 | 14.8% | 14.8% | 1.00 | 14.6% | 1.01 | 13.7% | 1.08 | 16.3% | 0.91 |
| Charity Care | \$4,925,075 | 0.7% | 0.7% | 0.92 | 0.6% | 1.04 | 0.6% | 1.14 | 0.8% | 0.88 |
| Bad Debt | \$6,830,428 | 0.9% | 0.9% | 1.06 | 1.3% | 0.72 | 0.9% | 1.00 | 1.1% | 0.85 |
| All Other | \$28,269,528 | 3.8% | 3.0% | 1.26 | 2.4% | 1.62 | 2.7% | 1.40 | 2.9% | 1.31 |
| Total Deductions | \$516,617,339 | 69.9% | 66.8% | 1.05 | 63.4% | 1.10 | 67.7% | 1.03 | 68.4% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.9% | 5.7% | 0.34 | 2.8% | 0.70 | 6.5% | 0.30 | 0.8% | 2.27 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 12.3% | N/A | N/A | N/A | N/A | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$61,251,273 | 33.6% | 41.8% | 0.80 | 36.0% | 0.93 | 42.9% | 0.78 | 31.4% | 1.07 |
| Supplies & Services | \$112,517,268 | 61.7% | 52.2% | 1.18 | 57.6% | 1.07 | 50.0% | 1.23 | 63.2% | 0.98 |
| Capital Component | \$8,610,197 | 4.7% | 6.0% | 0.79 | 6.4% | 0.74 | 7.1% | 0.66 | 5.4% | 0.88 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 19.5% | 5.7% | 3.42 | 13.7% | 1.43 | 8.3% | 2.34 | 22.4% | 0.87 | |
| Total Hospital Net Income (%) | 19.5% | 3.5% | 5.59 | 15.3% | 1.27 | 6.4% | 3.04 | 22.4% | 0.87 | |
| Return on Equity (%) | 8.7% | 1.4% | 6.15 | 10.4% | 0.84 | 1.6% | 5.34 | 10.9% | 0.80 | |
| Current Ratio | 28.2 | 3.9 | 7.25 | 21.6 | 1.30 | 4.0 | 7.07 | 18.7 | 1.50 | |
| Days in Net Patient Accounts Receivable | 53.8 | 91.7 | 0.59 | 51.2 | 1.05 | 126.5 | 0.43 | 53.4 | 1.01 | |
| Average Payment Period | 29.6 | 91.7 | 0.32 | 20.4 | 1.45 | 146.1 | 0.20 | 43.1 | 0.69 | |
| Equity Financing (%) | 93.0% | 59.1% | 1.57 | 86.3% | 1.08 | 57.6% | 1.62 | 95.0% | 0.98 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.5 | N/A | 0.0 | N/A | |
| Times Interest Earned | 24.4 | 5.7 | 4.27 | 38.3 | 0.64 | 6.7 | 3.66 | 23.7 | 1.03 | |
| Total Asset Turnover | 0.4 | 0.4 | 1.07 | 0.7 | 0.67 | 0.3 | 1.72 | 0.5 | 0.92 | |
| Average Age of Plant (Years) | 11.4 | 18.1 | 0.63 | 8.4 | 1.35 | 22.6 | 0.50 | 10.1 | 1.13 | |
| Increase (Decrease) Total Net Patient Revenue | 2.5% | 3.5% | 0.69 | 0.5% | 4.99 | -0.3% | N/A | 16.7% | 0.15 | |
| Outpatient Gross Revenue (% of Total GPR) | 80.7% | 66.2% | 1.22 | 71.7% | 1.13 | 68.3% | 1.18 | 77.5% | 1.04 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,419 | \$19,849 | 0.78 | \$13,523 | 1.14 | \$18,944 | 0.81 | \$14,797 | 1.04 | |
| Inpatient Net Revenue per Day | \$3,523 | \$3,697 | 0.95 | \$2,966 | 1.19 | \$3,762 | 0.94 | \$3,761 | 0.94 | |
| Outpatient Net Revenue per Visit | \$937 | \$819 | 1.14 | \$832 | 1.13 | \$679 | 1.38 | \$943 | 0.99 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$738,874,507 | Cash & Cash Equivalents | \$337,250,804 | Current Liabilities | \$14,253,471 |
| Less Deductions | \$516,617,339 | Net Patient Receivables | \$32,745,857 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$222,257,168 | Other Receivables | -\$1,145,817 | Other Liabilities | \$21,075,596 |
| Plus Other Revenue | \$4,363,787 | | | Subtotal | \$35,329,067 |
| Total Revenue | \$226,620,955 | Land, Buildings & Equipment (Net) | \$100,671,259 | Unrestricted Fund Balance | \$470,012,839 |
| Less Expenses | \$182,378,738 | Other Assets | \$35,819,806 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$56,953 | Total Assets | \$505,341,909 | Total Liabilities & Fund Balance | \$505,341,906 |
| Net Income | \$44,185,264 | | | | |

104 Mayo Clinic Health System - Oakridge in Osseo
 13025 Eighth Street, PO Box 70
 Osseo, WI 54758
 715-597-3121

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5B | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 10.3% | 60.7% | 0.17 | 48.3% | 0.21 | 15.0% | 0.69 | 14.7% | 0.70 |
| Obstetrics | 0.0% | 37.3% | N/A | 52.2% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 27.8% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 10.3% | 61.9% | 0.17 | 52.3% | 0.20 | 19.9% | 0.52 | 14.7% | 0.70 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.2 | 27.3 | 0.05 | 17.3 | 0.07 | 2.6 | 0.48 | 1.8 | 0.70 |
| Obstetrics | 0.0 | 4.7 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.6 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 1.2 | 50.5 | 0.02 | 28.6 | 0.04 | 3.5 | 0.35 | 1.8 | 0.70 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.3 | 4.9 | 0.66 | 3.9 | 0.83 | 3.9 | 0.83 | 3.5 | 0.94 |
| Obstetrics | 0.0 | 2.4 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.3 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 3.3 | 5.3 | 0.62 | 5.3 | 0.62 | 4.8 | 0.68 | 3.5 | 0.94 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 777 | N/A | 64 | N/A | 0 | N/A |
| Outpatient | 0 | 4,017 | N/A | 2,953 | N/A | 1,572 | N/A | 0 | N/A |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 20.8% | N/A | 3.9% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 30,615 | 141,022 | 0.22 | 139,670 | 0.22 | 20,590 | 1.49 | 24,726 | 1.24 |
| Emergency Visits | 3,225 | 17,305 | 0.19 | 15,081 | 0.21 | 4,256 | 0.76 | 3,019 | 1.07 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.0 | 18.8 | 0.05 | 12.1 | 0.08 | 3.1 | 0.32 | 1.0 | 1.00 |
| Nurses, Licensed | 40.4 | 234.4 | 0.17 | 149.1 | 0.27 | 36.9 | 1.10 | 49.5 | 0.82 |
| Ancillary Nursing Personnel | 10.3 | 38.1 | 0.27 | 20.6 | 0.50 | 6.4 | 1.61 | 11.8 | 0.87 |
| All Other Personnel | 64.6 | 466.7 | 0.14 | 402.4 | 0.16 | 63.8 | 1.01 | 68.6 | 0.94 |
| Total FTEs | 116.3 | 758.0 | 0.15 | 584.2 | 0.20 | 110.2 | 1.06 | 130.8 | 0.89 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 17.4 | 12.5 | 1.39 | 8.3 | 2.08 | 16.5 | 1.05 | 14.8 | 1.17 |
| Nurses, Licensed | 702.1 | 156.2 | 4.50 | 102.9 | 6.82 | 195.6 | 3.59 | 732.7 | 0.96 |
| Ancillary Nursing Personnel | 179.0 | 25.4 | 7.06 | 14.2 | 12.59 | 33.9 | 5.28 | 174.5 | 1.03 |
| All Other Personnel | 1,123.0 | 311.0 | 3.61 | 277.6 | 4.05 | 338.7 | 3.32 | 1,015.7 | 1.11 |
| Total FTEs | 2,021.5 | 505.0 | 4.00 | 403.1 | 5.02 | 584.8 | 3.46 | 1,937.6 | 1.04 |

Total Hospital:

Beds Set Up & Staffed 12
 Discharges 138
 Inpatient Days 452

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 7
 Discharges 178
 Inpatient Days 2,401

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

104 Mayo Clinic Health System - Oakridge in Osseo
Osseo, WI 54758

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 12 | 138 | 452 | 10.3% | 1.2 | 3.3 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 1 | 0 | 1.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 7 | 1 | 7.7 | Radiological Services Personnel | 1 | 6 | 4.6 |
| Medical & Dental Residents | 0 | 1 | 0.8 | Respiratory Therapists | 5 | 3 | 6.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 3 | 0 | 3.0 |
| Registered Nurses | 14 | 26 | 32.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 3 | 3.3 |
| Licensed Practical Nurses | 5 | 0 | 5.0 | Physical Therapy Assistants/Aides | 1 | 2 | 1.8 |
| Ancillary Nursing Personnel | 1 | 14 | 10.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 1 | 3.8 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 3 | 0 | 3.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 4 | 4 | 7.2 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 9 | 2 | 10.3 |
| Pharmacy Personnel | 1 | 4 | 3.8 | | | | |
| Clinical Laboratory Personnel | 4 | 7 | 8.7 | | | | |
| | | | | Total | 65 | 76 | 116.3 |

104 Mayo Clinic Health System - Oakridge in Osseo

Osseo, WI 54758

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 5B Value | Ratio | 1 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$25,469,353 | 53.9% | 47.3% | 1.14 | 46.5% | 1.16 | 47.0% | 1.15 | 55.8% | 0.97 |
| Medical Assistance | \$6,325,004 | 13.4% | 14.4% | 0.93 | 10.5% | 1.27 | 13.0% | 1.03 | 14.1% | 0.95 |
| Commercial | \$13,755,054 | 29.1% | 32.9% | 0.88 | 34.6% | 0.84 | 36.0% | 0.81 | 26.2% | 1.11 |
| All Other | \$1,718,778 | 3.6% | 5.4% | 0.67 | 8.4% | 0.43 | 4.0% | 0.90 | 3.9% | 0.93 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$10,214,865 | 21.6% | 36.1% | 0.60 | 33.5% | 0.65 | 26.2% | 0.82 | 19.5% | 1.11 |
| Medical Assistance | \$4,001,262 | 8.5% | 11.3% | 0.75 | 8.4% | 1.00 | 9.3% | 0.91 | 8.4% | 1.01 |
| Commercial | \$3,674,478 | 7.8% | 14.8% | 0.53 | 16.0% | 0.49 | 11.3% | 0.69 | 6.7% | 1.17 |
| Charity Care | \$762,043 | 1.6% | 0.7% | 2.22 | 0.5% | 3.11 | 0.7% | 2.32 | 3.2% | 0.50 |
| Bad Debt | \$1,026,408 | 2.2% | 0.9% | 2.48 | 0.8% | 2.59 | 1.5% | 1.40 | 2.6% | 0.82 |
| All Other | \$670,939 | 1.4% | 3.0% | 0.47 | 6.3% | 0.22 | 2.2% | 0.63 | 1.3% | 1.10 |
| Total Deductions | \$20,349,995 | 43.1% | 66.8% | 0.64 | 65.6% | 0.66 | 51.3% | 0.84 | 41.7% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 13.1% | 5.7% | 2.28 | 23.7% | 0.55 | 4.8% | 2.74 | 10.8% | 1.21 |
| Net Gains/Losses as % of Net Income | | 0.0% | N/A | N/A | 125.8% | N/A | 11.4% | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$17,045,812 | 53.9% | 41.8% | 1.29 | 53.3% | 1.01 | 49.1% | 1.10 | 55.9% | 0.96 |
| Supplies & Services | \$13,344,615 | 42.2% | 52.2% | 0.81 | 42.3% | 1.00 | 43.7% | 0.96 | 40.7% | 1.04 |
| Capital Component | \$1,254,857 | 4.0% | 6.0% | 0.66 | 4.4% | 0.91 | 7.2% | 0.55 | 3.4% | 1.15 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | -2.2% | 5.7% | N/A | 0.8% | N/A | 6.2% | N/A | -1.9% | 1.15 |
| Total Hospital Net Income (%) | | -2.2% | 3.5% | N/A | -3.1% | 0.71 | 6.9% | N/A | -1.9% | 1.15 |
| Return on Equity (%) | | -4.2% | 1.4% | N/A | -2.3% | 1.84 | 7.1% | N/A | -3.5% | 1.19 |
| Current Ratio | | 8.8 | 3.9 | 2.27 | 29.1 | 0.30 | 3.3 | 2.70 | 3.7 | 2.40 |
| Days in Net Patient Accounts Receivable | | 49.4 | 91.7 | 0.54 | 57.9 | 0.85 | 58.5 | 0.84 | 52.6 | 0.94 |
| Average Payment Period | | 7.7 | 91.7 | 0.08 | 11.8 | 0.65 | 38.2 | 0.20 | 21.3 | 0.36 |
| Equity Financing (%) | | 74.9% | 59.1% | 1.27 | 87.6% | 0.85 | 49.5% | 1.51 | 64.7% | 1.16 |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.8 | N/A | 0.0 | N/A |
| Times Interest Earned | | -85.8 | 5.7 | N/A | -6.2 | 13.82 | 6.4 | N/A | -73.8 | 1.16 |
| Total Asset Turnover | | 1.9 | 0.4 | 4.61 | 0.8 | 2.49 | 1.0 | 1.87 | 1.9 | 1.03 |
| Average Age of Plant (Years) | | 13.4 | 18.1 | 0.74 | 9.7 | 1.39 | 7.1 | 1.89 | 14.7 | 0.91 |
| Increase (Decrease) Total Net Patient Revenue | | -2.7% | 3.5% | N/A | 3.0% | N/A | 8.5% | N/A | 11.3% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 78.6% | 66.2% | 1.19 | 82.1% | 0.96 | 81.4% | 0.97 | 73.8% | 1.07 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$28,637 | | \$19,849 | 1.44 | \$19,610 | 1.46 | \$19,261 | 1.49 | \$25,378 | 1.13 |
| Inpatient Net Revenue per Day | \$2,655 | | \$3,697 | 0.72 | \$3,774 | 0.70 | \$2,916 | 0.91 | \$2,495 | 1.06 |
| Outpatient Net Revenue per Visit | \$516 | | \$819 | 0.63 | \$837 | 0.62 | \$812 | 0.64 | \$610 | 0.85 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$47,268,189 | Cash & Cash Equivalents | \$706 | Current Liabilities | \$641,625 |
| Less Deductions | \$20,349,995 | Net Patient Receivables | \$3,646,679 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$26,918,194 | Other Receivables | \$181,926 | Other Liabilities | \$3,399,009 |
| Plus Other Revenue | \$4,047,601 | | | Subtotal | \$4,040,634 |
| Total Revenue | \$30,965,795 | Land, Buildings & Equipment (Net) | \$10,397,954 | Unrestricted Fund Balance | \$12,054,312 |
| Less Expenses | \$31,645,284 | Other Assets | \$1,867,681 | Restricted Fund Balance | \$37,170 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$16,094,946 | Total Liabilities & Fund Balance | \$16,094,946 |
| Net Income | -\$679,489 | | | | |

106 Marshfield Medical Center - Park Falls
 98 Sherry Avenue, PO Box 310
 Park Falls, WI 54552
 715-762-7505

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 7 | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 19.6% | 60.7% | 0.32 | 29.8% | 0.66 | 20.4% | 0.96 | 18.5% | 1.06 |
| Obstetrics | 0.0% | 37.3% | N/A | 23.9% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 19.6% | 61.9% | 0.32 | 32.0% | 0.61 | 21.1% | 0.93 | 18.5% | 1.06 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 4.9 | 27.3 | 0.18 | 5.9 | 0.83 | 3.3 | 1.50 | 4.6 | 1.06 |
| Obstetrics | 0.0 | 4.7 | N/A | 1.1 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.9 | 50.5 | 0.10 | 7.4 | 0.66 | 3.9 | 1.27 | 4.6 | 1.06 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.5 | 4.9 | 0.92 | 4.2 | 1.08 | 4.1 | 1.10 | 3.9 | 1.14 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.5 | 5.3 | 0.86 | 4.4 | 1.03 | 3.5 | 1.29 | 3.4 | 1.32 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 8 | 990 | 0.01 | 57 | 0.14 | 181 | 0.04 | 4 | 2.00 |
| Outpatient | 665 | 4,017 | 0.17 | 1,029 | 0.65 | 1,361 | 0.49 | 871 | 0.76 |
| Inpatient as % of All Surgeries | 1.2% | 19.8% | 0.06 | 5.2% | 0.23 | 11.7% | 0.10 | 0.5% | 2.60 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 25,299 | 141,022 | 0.18 | 36,461 | 0.69 | 43,437 | 0.58 | 78,666 | 0.32 |
| Emergency Visits | 4,554 | 17,305 | 0.26 | 7,164 | 0.64 | 4,927 | 0.92 | 5,484 | 0.83 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.0 | 18.8 | N/A | 1.9 | N/A | 7.3 | N/A | 0.0 | N/A |
| Nurses, Licensed | 30.7 | 234.4 | 0.13 | 66.2 | 0.46 | 46.6 | 0.66 | 26.6 | 1.16 |
| Ancillary Nursing Personnel | 5.8 | 38.1 | 0.15 | 8.0 | 0.73 | 9.1 | 0.64 | 9.7 | 0.60 |
| All Other Personnel | 95.8 | 466.7 | 0.21 | 159.0 | 0.60 | 110.7 | 0.87 | 86.0 | 1.11 |
| Total FTEs | 132.4 | 758.0 | 0.17 | 235.1 | 0.56 | 173.6 | 0.76 | 122.2 | 1.08 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.0 | 12.5 | N/A | 3.4 | N/A | 33.5 | N/A | 0.0 | N/A |
| Nurses, Licensed | 72.9 | 156.2 | 0.47 | 117.1 | 0.62 | 213.4 | 0.34 | 60.0 | 1.21 |
| Ancillary Nursing Personnel | 13.8 | 25.4 | 0.54 | 14.2 | 0.97 | 41.6 | 0.33 | 21.8 | 0.63 |
| All Other Personnel | 227.3 | 311.0 | 0.73 | 281.4 | 0.81 | 507.2 | 0.45 | 194.1 | 1.17 |
| Total FTEs | 314.0 | 505.0 | 0.62 | 416.0 | 0.75 | 795.7 | 0.39 | 276.0 | 1.14 |

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 395
 Inpatient Days 1,784

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

Medicare-certified Swing Beds:
 Average Beds Used 2
 Discharges 18
 Inpatient Days 186

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

106 Marshfield Medical Center - Park Falls
Park Falls, WI 54552

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 25 | 395 | 1,784 | 19.6% | 4.9 | 4.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 0 | 0 | 0.0 | Surgical Personnel | 1 | 0 | 1.0 |
| Physicians & Dentists | 5 | 4 | 6.4 | Radiological Services Personnel | 7 | 1 | 7.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 3 | 1.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 2.0 |
| Registered Nurses | 24 | 15 | 30.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 1 | 3.4 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 4 | 8 | 5.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 22 | 23 | 28.2 |
| Health Info Mgmt-Administrators/Technicians | 1 | 0 | 1.0 | All Other Personnel | 23 | 13 | 28.7 |
| Pharmacy Personnel | 3 | 1 | 3.6 | | | | |
| Clinical Laboratory Personnel | 11 | 4 | 11.8 | | | | |
| | | | | Total | 108 | 73 | 132.4 |

106 Marshfield Medical Center - Park Falls

Park Falls, WI 54552

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$38,849,332 | 60.3% | 47.3% | 1.28 | 50.8% | 1.19 | 47.2% | 1.28 | 59.1% | 1.02 |
| Medical Assistance | \$8,220,908 | 12.8% | 14.4% | 0.89 | 17.0% | 0.75 | 12.9% | 0.99 | 12.6% | 1.02 |
| Commercial | \$13,714,553 | 21.3% | 32.9% | 0.65 | 26.8% | 0.80 | 35.1% | 0.61 | 23.3% | 0.91 |
| All Other | \$3,608,077 | 5.6% | 5.4% | 1.03 | 5.4% | 1.04 | 4.8% | 1.16 | 5.0% | 1.11 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$20,912,444 | 32.5% | 36.1% | 0.90 | 27.6% | 1.18 | 29.4% | 1.10 | 26.0% | 1.25 |
| Medical Assistance | \$5,312,637 | 8.3% | 11.3% | 0.73 | 11.5% | 0.72 | 9.6% | 0.86 | 7.7% | 1.07 |
| Commercial | \$2,977,982 | 4.6% | 14.8% | 0.31 | 5.6% | 0.83 | 13.1% | 0.35 | 4.5% | 1.02 |
| Charity Care | \$329,782 | 0.5% | 0.7% | 0.71 | 0.5% | 0.97 | 0.6% | 0.85 | 0.9% | 0.55 |
| Bad Debt | \$1,138,499 | 1.8% | 0.9% | 2.02 | 1.7% | 1.07 | 1.1% | 1.54 | 1.0% | 1.75 |
| All Other | \$1,853,518 | 2.9% | 3.0% | 0.95 | 2.7% | 1.05 | 3.3% | 0.88 | 1.5% | 1.87 |
| Total Deductions | \$32,524,862 | 50.5% | 66.8% | 0.76 | 49.6% | 1.02 | 57.1% | 0.88 | 41.8% | 1.21 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.1% | 5.7% | 0.54 | 2.1% | 1.52 | 4.1% | 0.75 | 3.8% | 0.83 | |
| Net Gains/Losses as % of Net Income | 4.4% | N/A | N/A | N/A | N/A | N/A | N/A | 0.1% | 52.16 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$15,204,869 | 48.6% | 41.8% | 1.16 | 51.1% | 0.95 | 46.6% | 1.04 | 50.7% | 0.96 |
| Supplies & Services | \$15,391,564 | 49.2% | 52.2% | 0.94 | 41.8% | 1.18 | 47.2% | 1.04 | 46.3% | 1.06 |
| Capital Component | \$706,891 | 2.3% | 6.0% | 0.38 | 7.1% | 0.32 | 6.2% | 0.36 | 3.0% | 0.76 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 4.8% | 5.7% | 0.85 | 9.7% | 0.50 | 11.8% | 0.41 | 24.2% | 0.20 | |
| Total Hospital Net Income (%) | 5.1% | 3.5% | 1.45 | 7.8% | 0.65 | 11.1% | 0.46 | 24.2% | 0.21 | |
| Return on Equity (%) | 0.1% | 1.4% | 0.04 | 0.8% | 0.07 | 0.8% | 0.07 | 0.3% | 0.16 | |
| Current Ratio | 1.5 | 3.9 | 0.39 | 2.0 | 0.74 | 1.6 | 0.92 | 2.8 | 0.54 | |
| Days in Net Patient Accounts Receivable | 3,788.4 | 91.7 | 41.31 | 350.9 | 10.80 | 569.1 | 6.66 | 2,713.0 | 1.40 | |
| Average Payment Period | 4,801.8 | 91.7 | 52.38 | 484.3 | 9.92 | 772.8 | 6.21 | 3,074.5 | 1.56 | |
| Equity Financing (%) | 37.8% | 59.1% | 0.64 | 44.7% | 0.85 | 39.2% | 0.96 | 47.4% | 0.80 | |
| Long-Term Debt to Equity Ratio | 1.2 | 0.4 | 2.86 | 0.9 | 1.35 | 1.1 | 1.07 | 0.8 | 1.43 | |
| Times Interest Earned | 498.3 | 5.7 | 87.16 | 15.8 | 31.51 | 17.1 | 29.19 | 1,143.7 | 0.44 | |
| Total Asset Turnover | 0.0 | 0.4 | 0.03 | 0.1 | 0.10 | 0.1 | 0.15 | 0.0 | 0.76 | |
| Average Age of Plant (Years) | 1,431.9 | 18.1 | 78.92 | 53.6 | 26.73 | 99.6 | 14.38 | 956.5 | 1.50 | |
| Increase (Decrease) Total Net Patient Revenue | -26.7% | 3.5% | N/A | 7.6% | N/A | 2.2% | N/A | 71.3% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 88.3% | 66.2% | 1.33 | 87.2% | 1.01 | 81.7% | 1.08 | 87.9% | 1.00 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$7,327 | \$19,849 | 0.37 | \$16,587 | 0.44 | \$21,242 | 0.34 | \$8,517 | 0.86 | |
| Inpatient Net Revenue per Day | \$1,532 | \$3,697 | 0.41 | \$3,340 | 0.46 | \$4,286 | 0.36 | \$2,016 | 0.76 | |
| Outpatient Net Revenue per Visit | \$1,004 | \$819 | 1.23 | \$1,067 | 0.94 | \$728 | 1.38 | \$472 | 2.13 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$64,392,870 | Cash & Cash Equivalents | \$25,498,240 | Current Liabilities | \$403,436,555 |
| Less Deductions | \$32,524,862 | Net Patient Receivables | \$330,761,573 | Long-Term Debt | \$1,376,262,435 |
| Net Patient Revenue | \$31,868,008 | Other Receivables | \$133,522,567 | Other Liabilities | \$116,079,447 |
| Plus Other Revenue | \$1,029,312 | | | Subtotal | \$1,895,778,437 |
| Total Revenue | \$32,897,320 | Land, Buildings & Equipment (Net) | \$1,150,751,072 | Unrestricted Fund Balance | \$1,152,913,143 |
| Less Expenses | \$31,303,324 | Other Assets | \$1,408,158,130 | Restricted Fund Balance | \$113,689,294 |
| Non-Operating Gains/Losses | \$73,996 | | | Total Liabilities & Fund Balance | \$3,048,691,580 |
| Net Income | \$1,667,992 | Total Assets | \$3,048,691,582 | | |

326 Froedtert Community Hospital - Pewaukee
 209 Pewaukee Road
 Pewaukee, WI 53072
 262-956-6150

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 1 | | FY 2022 vs. | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|-------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 3.8% | 60.7% | 0.06 | 65.2% | 0.06 | 15.0% | 0.25 | 0.0% | N/A |
| Obstetrics | 0.0% | 37.3% | N/A | 38.4% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 3.8% | 61.9% | 0.06 | 65.0% | 0.06 | 19.9% | 0.19 | 0.0% | N/A |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.3 | 27.3 | 0.01 | 30.6 | 0.01 | 2.6 | 0.12 | 0.0 | N/A |
| Obstetrics | 0.0 | 4.7 | N/A | 5.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 0.3 | 50.5 | 0.01 | 59.7 | 0.01 | 3.5 | 0.09 | 0.0 | N/A |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 1.9 | 4.9 | 0.39 | 4.7 | 0.41 | 3.9 | 0.49 | 0.0 | N/A |
| Obstetrics | 0.0 | 2.4 | N/A | 2.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 1.9 | 5.3 | 0.37 | 4.9 | 0.39 | 4.8 | 0.40 | 0.0 | N/A |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 1,096 | N/A | 64 | N/A | 0 | N/A |
| Outpatient | 0 | 4,017 | N/A | 4,105 | N/A | 1,572 | N/A | 0 | N/A |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 21.1% | N/A | 3.9% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 57 | 141,022 | 0.00 | 148,029 | 0.00 | 20,590 | 0.00 | 0 | N/A |
| Emergency Visits | 5,481 | 17,305 | 0.32 | 21,238 | 0.26 | 4,256 | 1.29 | 0 | N/A |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 2.0 | 18.8 | 0.11 | 18.9 | 0.11 | 3.1 | 0.64 | 0.0 | N/A |
| Nurses, Licensed | 16.1 | 234.4 | 0.07 | 224.6 | 0.07 | 36.9 | 0.44 | 0.0 | N/A |
| Ancillary Nursing Personnel | 0.0 | 38.1 | N/A | 41.2 | N/A | 6.4 | N/A | 0.0 | N/A |
| All Other Personnel | 18.1 | 466.7 | 0.04 | 410.1 | 0.04 | 63.8 | 0.28 | 0.0 | N/A |
| Total FTEs | 36.2 | 758.0 | 0.05 | 694.8 | 0.05 | 110.2 | 0.33 | 0.0 | N/A |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 36.8 | 12.5 | 2.94 | 10.6 | 3.48 | 16.5 | 2.23 | 0.0 | N/A |
| Nurses, Licensed | 295.2 | 156.2 | 1.89 | 125.5 | 2.35 | 195.6 | 1.51 | 0.0 | N/A |
| Ancillary Nursing Personnel | 0.0 | 25.4 | N/A | 23.0 | N/A | 33.9 | N/A | 0.0 | N/A |
| All Other Personnel | 332.9 | 311.0 | 1.07 | 229.1 | 1.45 | 338.7 | 0.98 | 0.0 | N/A |
| Total FTEs | 664.9 | 505.0 | 1.32 | 388.2 | 1.71 | 584.8 | 1.14 | 0.0 | N/A |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Beds Set Up & Staffed | 8 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 57 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 110 | | | Inpatient Days | 0 | Newborn Days | 0 |

326 Froedtert Community Hospital - Pewaukee
Pewaukee, WI 53072

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 8 | 57 | 110 | 3.8% | 0.3 | 1.9 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 2 | 0 | 2.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 3 | 1 | 3.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 11 | 11 | 16.1 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 0 | 0 | 0.0 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 5 | 6 | 7.2 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 5 | 5 | 7.3 |
| Pharmacy Personnel | 0 | 0 | 0.0 | | | | |
| Clinical Laboratory Personnel | 0 | 0 | 0.0 | | | | |
| | | | | Total | 26 | 23 | 36.2 |

326 Froedtert Community Hospital - Pewaukee
Pewaukee, WI 53072

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|-------------|-------|-----|
| | | Value | Ratio | 2A Value | Ratio | 1 Value | Ratio | FY | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$5,783,963 | 35.4% | 47.3% | 0.75 | 52.3% | 0.68 | 47.0% | 0.75 | 0.0% | N/A |
| Medical Assistance | \$2,114,178 | 12.9% | 14.4% | 0.90 | 11.4% | 1.14 | 13.0% | 0.99 | 0.0% | N/A |
| Commercial | \$7,843,422 | 48.0% | 32.9% | 1.46 | 33.6% | 1.43 | 36.0% | 1.34 | 0.0% | N/A |
| All Other | \$589,241 | 3.6% | 5.4% | 0.67 | 2.7% | 1.32 | 4.0% | 0.90 | 0.0% | N/A |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$4,948,440 | 30.3% | 36.1% | 0.84 | 42.5% | 0.71 | 26.2% | 1.16 | 0.0% | N/A |
| Medical Assistance | \$1,736,933 | 10.6% | 11.3% | 0.94 | 9.4% | 1.13 | 9.3% | 1.15 | 0.0% | N/A |
| Commercial | \$3,588,150 | 22.0% | 14.8% | 1.49 | 15.7% | 1.40 | 11.3% | 1.95 | 0.0% | N/A |
| Charity Care | \$12,981 | 0.1% | 0.7% | 0.11 | 0.9% | 0.09 | 0.7% | 0.11 | 0.0% | N/A |
| Bad Debt | \$617,421 | 3.8% | 0.9% | 4.32 | 0.9% | 4.21 | 1.5% | 2.44 | 0.0% | N/A |
| All Other | \$145,766 | 0.9% | 3.0% | 0.29 | 1.4% | 0.64 | 2.2% | 0.40 | 0.0% | N/A |
| Total Deductions | \$11,049,691 | 67.7% | 66.8% | 1.01 | 70.8% | 0.96 | 51.3% | 1.32 | 0.0% | N/A |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.0% | 5.7% | N/A | N/A | 4.4% | N/A | 4.8% | N/A | 0.0% | N/A |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | N/A | N/A | N/A | 11.4% | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$2,725,732 | 40.2% | 41.8% | 0.96 | 38.5% | 1.05 | 49.1% | 0.82 | 0.0% | N/A |
| Supplies & Services | \$3,380,726 | 49.9% | 52.2% | 0.96 | 53.6% | 0.93 | 43.7% | 1.14 | 0.0% | N/A |
| Capital Component | \$668,636 | 9.9% | 6.0% | 1.64 | 7.9% | 1.26 | 7.2% | 1.37 | 0.0% | N/A |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -28.3% | 5.7% | N/A | N/A | 8.7% | N/A | 6.2% | N/A | 0.0% | N/A |
| Total Hospital Net Income (%) | -28.3% | 3.5% | N/A | N/A | 7.0% | N/A | 6.9% | N/A | 0.0% | N/A |
| Return on Equity (%) | -8.2% | 1.4% | N/A | N/A | 4.4% | N/A | 7.1% | N/A | 0.0% | N/A |
| Current Ratio | 3.8 | 3.9 | 0.97 | 0.97 | 10.2 | 0.37 | 3.3 | 1.15 | 0.0 | N/A |
| Days in Net Patient Accounts Receivable | 104.4 | 91.7 | 1.14 | 1.14 | 51.6 | 2.02 | 58.5 | 1.78 | 0.0 | N/A |
| Average Payment Period | 25.1 | 91.7 | 0.27 | 0.27 | 35.0 | 0.72 | 38.2 | 0.66 | 0.0 | N/A |
| Equity Financing (%) | 97.7% | 59.1% | 1.65 | 1.65 | 80.3% | 1.22 | 49.5% | 1.97 | 0.0% | N/A |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | N/A | 0.1 | N/A | 0.8 | N/A | 0.0 | N/A |
| Times Interest Earned | 0.0 | 5.7 | N/A | N/A | 7.4 | N/A | 6.4 | N/A | 0.0 | N/A |
| Total Asset Turnover | 0.3 | 0.4 | 0.69 | 0.69 | 0.6 | 0.45 | 1.0 | 0.28 | 0.0 | N/A |
| Average Age of Plant (Years) | 1.5 | 18.1 | 0.08 | 0.08 | 11.7 | 0.13 | 7.1 | 0.21 | 0.0 | N/A |
| Increase (Decrease) Total Net Patient Revenue | 0.0% | 3.5% | N/A | N/A | 1.1% | N/A | 8.5% | N/A | 0.0% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 92.7% | 66.2% | 1.40 | 1.40 | 66.3% | 1.40 | 81.4% | 1.14 | N/A | N/A |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$18,838 | \$19,849 | 0.95 | 0.95 | \$15,486 | 1.22 | \$19,261 | 0.98 | \$0 | N/A |
| Inpatient Net Revenue per Day | \$7,405 | \$3,697 | 2.00 | 2.00 | \$3,131 | 2.36 | \$2,916 | 2.54 | \$0 | N/A |
| Outpatient Net Revenue per Visit | \$871 | \$819 | 1.06 | 1.06 | \$708 | 1.23 | \$812 | 1.07 | \$0 | N/A |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$16,330,804 | Cash & Cash Equivalents | \$0 | Current Liabilities | \$420,098 |
| Less Deductions | \$11,049,691 | Net Patient Receivables | \$1,510,848 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$5,281,113 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$0 | | | Subtotal | \$420,098 |
| Total Revenue | \$5,281,113 | Land, Buildings & Equipment (Net) | \$16,730,221 | Unrestricted Fund Balance | \$17,886,872 |
| Less Expenses | \$6,775,094 | Other Assets | \$65,901 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$0 | | | Total Liabilities & Fund Balance | \$18,306,970 |
| Net Income | -\$1,493,981 | Total Assets | \$18,306,970 | | |

108 Southwest Health
 1400 Eastside Road
 Platteville, WI 53818
 608-348-2331

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 29.4% | 60.7% | 0.48 | 61.3% | 0.48 | 37.9% | 0.77 | 25.7% | 1.14 |
| Obstetrics | 17.3% | 37.3% | 0.46 | 37.3% | 0.02 | 18.2% | 0.95 | 17.4% | 0.99 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 32.7% | 61.9% | 0.53 | 62.3% | 0.53 | 39.7% | 0.82 | 34.3% | 0.95 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 5.9 | 27.3 | 0.22 | 26.4 | 0.22 | 6.8 | 0.87 | 5.1 | 1.14 |
| Obstetrics | 0.9 | 4.7 | 0.18 | 4.3 | 0.20 | 0.9 | 1.01 | 0.9 | 0.99 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 11.5 | 50.5 | 0.23 | 54.9 | 0.21 | 9.8 | 1.17 | 12.0 | 0.95 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 2.2 | 4.9 | 0.44 | 4.9 | 0.44 | 3.7 | 0.58 | 2.0 | 1.08 |
| Obstetrics | 1.6 | 2.4 | 0.67 | 2.5 | 0.64 | 2.1 | 0.76 | 1.6 | 1.02 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.2 | 5.3 | 0.79 | 5.2 | 0.81 | 4.0 | 1.06 | 4.2 | 1.00 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 441 | 990 | 0.45 | 894 | 0.49 | 203 | 2.18 | 418 | 1.06 |
| Outpatient | 1,509 | 4,017 | 0.38 | 4,062 | 0.37 | 1,593 | 0.95 | 1,186 | 1.27 |
| Inpatient as % of All Surgeries | 22.6% | 19.8% | 1.14 | 18.0% | 1.25 | 11.3% | 2.00 | 26.1% | 0.87 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 90,176 | 141,022 | 0.64 | 182,049 | 0.50 | 64,671 | 1.39 | 93,640 | 0.96 |
| Emergency Visits | 7,908 | 17,305 | 0.46 | 17,809 | 0.44 | 8,798 | 0.90 | 6,340 | 1.25 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 31.0 | 18.8 | 1.65 | 18.6 | 1.67 | 11.5 | 2.71 | 33.0 | 0.94 |
| Nurses, Licensed | 116.5 | 234.4 | 0.50 | 274.7 | 0.42 | 81.9 | 1.42 | 106.4 | 1.09 |
| Ancillary Nursing Personnel | 12.1 | 38.1 | 0.32 | 35.1 | 0.34 | 11.6 | 1.04 | 13.3 | 0.90 |
| All Other Personnel | 271.4 | 466.7 | 0.58 | 644.0 | 0.42 | 181.7 | 1.49 | 247.0 | 1.10 |
| Total FTEs | 430.9 | 758.0 | 0.57 | 972.4 | 0.44 | 286.7 | 1.50 | 399.8 | 1.08 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 56.2 | 12.5 | 4.50 | 12.1 | 4.65 | 21.8 | 2.58 | 63.8 | 0.88 |
| Nurses, Licensed | 211.3 | 156.2 | 1.35 | 178.7 | 1.18 | 155.9 | 1.35 | 205.6 | 1.03 |
| Ancillary Nursing Personnel | 21.9 | 25.4 | 0.86 | 22.9 | 0.96 | 22.0 | 0.99 | 25.8 | 0.85 |
| All Other Personnel | 492.3 | 311.0 | 1.58 | 418.9 | 1.18 | 345.9 | 1.42 | 477.3 | 1.03 |
| Total FTEs | 781.7 | 505.0 | 1.55 | 632.6 | 1.24 | 545.6 | 1.43 | 772.5 | 1.01 |

Total Hospital:
 Beds Set Up & Staffed 35
 Discharges 998
 Inpatient Days 4,183

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 18
 Inpatient Days 114

Newborn Nursery:
 Bassinets 5
 Total Births 196
 Newborn Days 315

108 Southwest Health
Platteville, WI 53818

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 20 | 990 | 2,143 | 29.4% | 5.9 | 2.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 2 | 5 | 196 | 315 | 17.3% | 0.9 | 1.6 |
| Psychiatric | 1 | 10 | 89 | 1,725 | 47.3% | 4.7 | 19.4 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 31 | 0 | 31.0 | Surgical Personnel | 3 | 3 | 3.0 |
| Physicians & Dentists | 21 | 4 | 24.0 | Radiological Services Personnel | 12 | 6 | 12.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 4 | 3 | 4.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 2 | 2.9 |
| Registered Nurses | 72 | 48 | 86.2 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 10 | 3 | 11.3 |
| Licensed Practical Nurses | 14 | 9 | 17.4 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 10 | 14 | 12.1 | Recreational Therapists | 1 | 0 | 1.0 |
| Physician Assistants | 9 | 3 | 10.1 | Dietitians & Nutritionists | 1 | 1 | 1.0 |
| Nurse Practitioners | 6 | 4 | 6.8 | Psychologists | 1 | 0 | 1.0 |
| Certified Registered Nurse Anesthetists | 5 | 2 | 6.1 | Social Workers | 2 | 0 | 2.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 21 | 16 | 23.7 |
| Health Info Mgmt-Administrators/Technicians | 9 | 0 | 9.0 | All Other Personnel | 104 | 45 | 120.9 |
| Pharmacy Personnel | 10 | 10 | 14.3 | | | | |
| Clinical Laboratory Personnel | 9 | 4 | 11.2 | | | | |
| | | | | Total | 374 | 179 | 430.9 |

108 Southwest Health

Platteville, WI 53818

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|----------|--------------------|----------|--------------------|----------|------------------|----------|------|
| | | Value | Ratio | Value ¹ | Ratio | Value ³ | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$79,681,149 | 41.5% | 47.3% | 0.88 | 42.3% | 0.98 | 48.7% | 0.85 | 42.4% | 0.98 |
| Medical Assistance | \$27,312,208 | 14.2% | 14.4% | 0.99 | 12.2% | 1.17 | 12.5% | 1.14 | 12.8% | 1.12 |
| Commercial | \$82,295,789 | 42.8% | 32.9% | 1.30 | 36.7% | 1.17 | 35.0% | 1.23 | 43.6% | 0.98 |
| All Other | \$2,771,826 | 1.4% | 5.4% | 0.27 | 8.8% | 0.16 | 3.9% | 0.37 | 1.2% | 1.19 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$52,597,031 | 27.4% | 36.1% | 0.76 | 32.5% | 0.84 | 31.8% | 0.86 | 26.2% | 1.04 |
| Medical Assistance | \$17,827,292 | 9.3% | 11.3% | 0.82 | 9.6% | 0.97 | 9.0% | 1.04 | 9.1% | 1.01 |
| Commercial | \$30,668,579 | 16.0% | 14.8% | 1.08 | 18.5% | 0.86 | 14.1% | 1.13 | 17.8% | 0.90 |
| Charity Care | \$196,764 | 0.1% | 0.7% | 0.14 | 0.6% | 0.17 | 0.7% | 0.15 | 0.1% | 0.73 |
| Bad Debt | \$1,512,483 | 0.8% | 0.9% | 0.90 | 0.9% | 0.84 | 1.2% | 0.65 | 0.8% | 0.96 |
| All Other | \$281,384 | 0.1% | 3.0% | 0.05 | 4.8% | 0.03 | 2.5% | 0.06 | 0.4% | 0.34 |
| Total Deductions | \$103,083,533 | 53.7% | 66.8% | 0.80 | 67.0% | 0.80 | 59.2% | 0.91 | 54.6% | 0.98 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 5.7% | 5.7% | 1.00 | 4.8% | 1.20 | 6.5% | 0.89 | 7.9% | 0.73 |
| Net Gains/Losses as % of Net Income | | N/A | N/A | N/A | 5,067.6% | N/A | N/A | N/A | 57.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$49,603,451 | 61.1% | 41.8% | 1.46 | 43.9% | 1.39 | 49.3% | 1.24 | 63.4% | 0.96 |
| Supplies & Services | \$26,701,074 | 32.9% | 52.2% | 0.63 | 48.8% | 0.67 | 43.7% | 0.75 | 30.4% | 1.08 |
| Capital Component | \$4,907,611 | 6.0% | 6.0% | 1.01 | 7.3% | 0.83 | 7.0% | 0.87 | 6.2% | 0.98 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 14.0% | 5.7% | 2.45 | 4.7% | 2.98 | 5.9% | 2.38 | 10.1% | 1.38 |
| Total Hospital Net Income (%) | | 9.0% | 3.5% | 2.59 | -0.1% | N/A | 2.8% | 3.29 | 20.7% | 0.44 |
| Return on Equity (%) | | 6.1% | 1.4% | 4.26 | 0.0% | N/A | 0.7% | 8.42 | 14.2% | 0.43 |
| Current Ratio | | 3.0 | 3.9 | 0.76 | 3.2 | 0.91 | 2.6 | 1.14 | 1.9 | 1.57 |
| Days in Net Patient Accounts Receivable | | 51.2 | 91.7 | 0.56 | 71.6 | 0.71 | 148.9 | 0.34 | 56.1 | 0.91 |
| Average Payment Period | | 59.2 | 91.7 | 0.65 | 90.2 | 0.66 | 167.7 | 0.35 | 95.2 | 0.62 |
| Equity Financing (%) | | 85.1% | 59.1% | 1.44 | 50.6% | 1.68 | 55.3% | 1.54 | 78.6% | 1.08 |
| Long-Term Debt to Equity Ratio | | 0.1 | 0.4 | 0.12 | 0.5 | 0.11 | 0.6 | 0.09 | 0.1 | 0.58 |
| Times Interest Earned | | 25.1 | 5.7 | 4.39 | 0.9 | 27.68 | 5.2 | 4.87 | 41.0 | 0.61 |
| Total Asset Turnover | | 0.7 | 0.4 | 1.70 | 0.4 | 1.59 | 0.3 | 2.62 | 0.6 | 1.17 |
| Average Age of Plant (Years) | | 12.8 | 18.1 | 0.71 | 15.8 | 0.81 | 22.7 | 0.56 | 13.0 | 0.99 |
| Increase (Decrease) Total Net Patient Revenue | | 18.8% | 3.5% | 5.31 | 5.2% | 3.61 | 5.0% | 3.75 | 27.9% | 0.67 |
| Outpatient Gross Revenue (% of Total GPR) | | 81.2% | 66.2% | 1.23 | 63.7% | 1.27 | 81.3% | 1.00 | 78.1% | 1.04 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$17,142 | \$19,849 | 0.86 | \$21,625 | 0.79 | \$15,118 | 1.13 | \$17,095 | 1.00 |
| Inpatient Net Revenue per Day | | \$4,460 | \$3,697 | 1.21 | \$4,090 | 1.09 | \$3,557 | 1.25 | \$4,255 | 1.05 |
| Outpatient Net Revenue per Visit | | \$744 | \$819 | 0.91 | \$759 | 0.98 | \$717 | 1.04 | \$578 | 1.29 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$192,060,971 | Cash & Cash Equivalents | \$22,770,740 | Current Liabilities | \$12,600,153 |
| Less Deductions | \$103,083,533 | Net Patient Receivables | \$12,470,312 | Long-Term Debt | \$5,795,896 |
| Net Patient Revenue | \$88,977,438 | Other Receivables | \$309,622 | Other Liabilities | \$1,419,706 |
| Plus Other Revenue | \$5,421,740 | | | Subtotal | \$19,815,755 |
| Total Revenue | \$94,399,178 | Land, Buildings & Equipment (Net) | \$39,914,307 | Unrestricted Fund Balance | \$113,531,629 |
| Less Expenses | \$81,212,136 | Other Assets | \$57,882,402 | Restricted Fund Balance | \$703,095 |
| Non-Operating Gains/Losses | -\$5,111,161 | | | Total Liabilities & Fund Balance | \$133,347,384 |
| Net Income | \$8,075,881 | Total Assets | \$133,347,383 | | |

111 Aspirus Divine Savior Hospital & Clinics
 2817 New Pinery Road
 Portage, WI 53901
 608-742-4131

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 27.7% | 60.7% | 0.46 | 61.3% | 0.45 | 42.3% | 0.65 | 29.2% | 0.95 |
| Obstetrics | 8.5% | 37.3% | 0.23 | 37.3% | 0.02 | 19.5% | 0.43 | 4.6% | 1.86 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 25.6% | 61.9% | 0.41 | 62.3% | 0.41 | 42.5% | 0.60 | 20.2% | 1.27 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 11.1 | 27.3 | 0.41 | 26.4 | 0.42 | 10.3 | 1.08 | 11.7 | 0.95 |
| Obstetrics | 0.8 | 4.7 | 0.16 | 4.3 | 0.18 | 1.2 | 0.62 | 0.8 | 0.93 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 14.1 | 50.5 | 0.28 | 54.9 | 0.26 | 16.0 | 0.88 | 13.0 | 1.09 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.1 | 4.9 | 0.83 | 4.9 | 0.83 | 4.0 | 1.02 | 3.7 | 1.11 |
| Obstetrics | 1.7 | 2.4 | 0.72 | 2.5 | 0.69 | 2.0 | 0.86 | 1.7 | 1.04 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 4.0 | 5.3 | 0.76 | 5.2 | 0.77 | 4.2 | 0.96 | 3.2 | 1.24 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 258 | 990 | 0.26 | 894 | 0.29 | 203 | 1.27 | 313 | 0.82 |
| Outpatient | 2,726 | 4,017 | 0.68 | 4,062 | 0.67 | 2,140 | 1.27 | 1,703 | 1.60 |
| Inpatient as % of All Surgeries | 8.6% | 19.8% | 0.44 | 18.0% | 0.48 | 8.7% | 1.00 | 15.5% | 0.56 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 66,915 | 141,022 | 0.47 | 182,049 | 0.37 | 62,243 | 1.08 | 55,129 | 1.21 |
| Emergency Visits | 15,038 | 17,305 | 0.87 | 17,809 | 0.84 | 12,695 | 1.18 | 12,460 | 1.21 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 18.0 | 18.8 | 0.96 | 18.6 | 0.97 | 8.5 | 2.11 | 26.3 | 0.69 |
| Nurses, Licensed | 101.5 | 234.4 | 0.43 | 274.7 | 0.37 | 102.2 | 0.99 | 103.8 | 0.98 |
| Ancillary Nursing Personnel | 16.8 | 38.1 | 0.44 | 35.1 | 0.48 | 19.1 | 0.88 | 22.1 | 0.76 |
| All Other Personnel | 191.1 | 466.7 | 0.41 | 644.0 | 0.30 | 204.1 | 0.94 | 301.9 | 0.63 |
| Total FTEs | 327.3 | 758.0 | 0.43 | 972.4 | 0.34 | 333.9 | 0.98 | 454.0 | 0.72 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 21.4 | 12.5 | 1.71 | 12.1 | 1.77 | 10.5 | 2.03 | 29.4 | 0.73 |
| Nurses, Licensed | 120.7 | 156.2 | 0.77 | 178.7 | 0.68 | 126.3 | 0.96 | 116.3 | 1.04 |
| Ancillary Nursing Personnel | 19.9 | 25.4 | 0.78 | 22.9 | 0.87 | 23.6 | 0.84 | 24.8 | 0.80 |
| All Other Personnel | 227.2 | 311.0 | 0.73 | 418.9 | 0.54 | 252.2 | 0.90 | 338.5 | 0.67 |
| Total FTEs | 389.2 | 505.0 | 0.77 | 632.6 | 0.62 | 412.6 | 0.94 | 509.1 | 0.76 |

Total Hospital:
 Beds Set Up & Staffed 55
 Discharges 1,290
 Inpatient Days 5,146

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

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

Newborn Nursery:
 Bassinets 9
 Total Births 142
 Newborn Days 198

111 Aspirus Divine Savior Hospital & Clinics
Portage, WI 53901

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 40 | 989 | 4,045 | 27.7% | 11.1 | 4.1 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 9 | 161 | 278 | 8.5% | 0.8 | 1.7 |
| Psychiatric | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 6 | 140 | 823 | 37.6% | 2.3 | 5.9 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 18 | 0 | 18.0 | Surgical Personnel | 8 | 2 | 9.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 9 | 3 | 10.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 5 | 0 | 5.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 6 | 2 | 8.0 |
| Registered Nurses | 54 | 30 | 91.7 | Occupational Therapy Assistants/Aides | 2 | 1 | 3.5 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 15 | 6 | 19.5 |
| Licensed Practical Nurses | 5 | 6 | 9.9 | Physical Therapy Assistants/Aides | 5 | 5 | 9.1 |
| Ancillary Nursing Personnel | 8 | 10 | 16.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 1 | 0 | 1.0 | Dietitians & Nutritionists | 1 | 2 | 3.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 19 | 4 | 23.9 |
| Health Info Mgmt-Administrators/Technicians | 0 | 1 | 0.3 | All Other Personnel | 51 | 26 | 64.3 |
| Pharmacy Personnel | 8 | 0 | 9.9 | | | | |
| Clinical Laboratory Personnel | 7 | 2 | 7.3 | | | | |
| | | | | Total | 236 | 104 | 327.3 |

111 Aspirus Divine Savior Hospital & Clinics

Portage, WI 53901

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|--------------------|-------|--------------------|-------|------------------|-------|------|
| | | Value | Ratio | Value ¹ | Ratio | Value ⁴ | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$93,498,360 | 43.0% | 47.3% | 0.91 | 42.3% | 1.02 | 49.6% | 0.87 | 40.6% | 1.06 |
| Medical Assistance | \$34,475,753 | 15.8% | 14.4% | 1.10 | 12.2% | 1.30 | 14.0% | 1.13 | 14.5% | 1.09 |
| Commercial | \$78,383,565 | 36.0% | 32.9% | 1.09 | 36.7% | 0.98 | 32.3% | 1.12 | 41.2% | 0.87 |
| All Other | \$11,217,786 | 5.2% | 5.4% | 0.95 | 8.8% | 0.59 | 4.2% | 1.24 | 3.6% | 1.42 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$69,090,977 | 31.8% | 36.1% | 0.88 | 32.5% | 0.98 | 35.7% | 0.89 | 31.3% | 1.02 |
| Medical Assistance | \$27,204,507 | 12.5% | 11.3% | 1.11 | 9.6% | 1.30 | 10.9% | 1.15 | 13.1% | 0.95 |
| Commercial | \$30,853,632 | 14.2% | 14.8% | 0.96 | 18.5% | 0.77 | 12.5% | 1.13 | 14.0% | 1.01 |
| Charity Care | \$1,702,181 | 0.8% | 0.7% | 1.08 | 0.6% | 1.30 | 0.8% | 0.97 | 0.2% | 3.29 |
| Bad Debt | \$1,259,347 | 0.6% | 0.9% | 0.66 | 0.9% | 0.61 | 1.2% | 0.47 | 1.5% | 0.38 |
| All Other | \$6,475,659 | 3.0% | 3.0% | 0.98 | 4.8% | 0.62 | 2.4% | 1.23 | 3.2% | 0.93 |
| Total Deductions | \$136,586,303 | 62.8% | 66.8% | 0.94 | 67.0% | 0.94 | 63.6% | 0.99 | 63.4% | 0.99 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.6% | 5.7% | 0.79 | 4.8% | 0.95 | 3.6% | 1.28 | 2.5% | 1.79 | |
| Net Gains/Losses as % of Net Income | 91.9% | N/A | N/A | 5,067.6% | 0.02 | N/A | N/A | 279.5% | 0.33 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$41,786,771 | 49.0% | 41.8% | 1.17 | 43.9% | 1.12 | 45.9% | 1.07 | 59.2% | 0.83 |
| Supplies & Services | \$37,868,096 | 44.4% | 52.2% | 0.85 | 48.8% | 0.91 | 47.4% | 0.94 | 34.6% | 1.28 |
| Capital Component | \$5,639,824 | 6.6% | 6.0% | 1.10 | 7.3% | 0.91 | 6.6% | 1.00 | 6.2% | 1.07 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -0.5% | 5.7% | N/A | 4.7% | N/A | 9.4% | N/A | -4.3% | 0.12 | |
| Total Hospital Net Income (%) | -6.8% | 3.5% | N/A | -0.1% | 68.21 | 6.9% | N/A | 2.2% | N/A | |
| Return on Equity (%) | -3.9% | 1.4% | N/A | 0.0% | 92.80 | 3.4% | N/A | 1.3% | N/A | |
| Current Ratio | 1.8 | 3.9 | 0.45 | 3.2 | 0.54 | 12.0 | 0.15 | 1.5 | 1.17 | |
| Days in Net Patient Accounts Receivable | 61.3 | 91.7 | 0.67 | 71.6 | 0.86 | 51.1 | 1.20 | 55.9 | 1.10 | |
| Average Payment Period | 68.3 | 91.7 | 0.75 | 90.2 | 0.76 | 42.5 | 1.61 | 89.1 | 0.77 | |
| Equity Financing (%) | 65.2% | 59.1% | 1.10 | 50.6% | 1.29 | 70.3% | 0.93 | 58.8% | 1.11 | |
| Long-Term Debt to Equity Ratio | 0.4 | 0.4 | 0.86 | 0.5 | 0.78 | 0.1 | 3.65 | 0.4 | 0.89 | |
| Times Interest Earned | -9.3 | 5.7 | N/A | 0.9 | N/A | 10.4 | N/A | 4.5 | N/A | |
| Total Asset Turnover | 0.6 | 0.4 | 1.47 | 0.4 | 1.38 | 0.5 | 1.21 | 0.6 | 1.10 | |
| Average Age of Plant (Years) | 14.7 | 18.1 | 0.81 | 15.8 | 0.93 | 11.6 | 1.27 | 15.0 | 0.98 | |
| Increase (Decrease) Total Net Patient Revenue | 1.8% | 3.5% | 0.52 | 5.2% | 0.35 | 3.2% | 0.56 | 5.0% | 0.36 | |
| Outpatient Gross Revenue (% of Total GPR) | 83.2% | 66.2% | 1.26 | 63.7% | 1.31 | 79.4% | 1.05 | 83.9% | 0.99 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$8,728 | \$19,849 | 0.44 | \$21,625 | 0.40 | \$11,983 | 0.73 | \$10,150 | 0.86 | |
| Inpatient Net Revenue per Day | \$2,188 | \$3,697 | 0.59 | \$4,090 | 0.53 | \$2,623 | 0.83 | \$2,815 | 0.78 | |
| Outpatient Net Revenue per Visit | \$866 | \$819 | 1.06 | \$759 | 1.14 | \$907 | 0.96 | \$1,001 | 0.87 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$217,575,464 | Cash & Cash Equivalents | \$6,397,280 | Current Liabilities | \$15,028,334 |
| Less Deductions | \$136,586,303 | Net Patient Receivables | \$13,603,345 | Long-Term Debt | \$32,423,943 |
| Net Patient Revenue | \$80,989,161 | Other Receivables | \$4,491,953 | Other Liabilities | \$774,240 |
| Plus Other Revenue | \$3,868,140 | | | Subtotal | \$48,226,517 |
| Total Revenue | \$84,857,300 | Land, Buildings & Equipment (Net) | \$69,231,180 | Unrestricted Fund Balance | \$90,230,824 |
| Less Expenses | \$85,294,691 | Other Assets | \$44,733,583 | Restricted Fund Balance | \$30,240 |
| Non-Operating Gains/Losses | -\$4,964,005 | | | Total Liabilities & Fund Balance | \$138,457,341 |
| Net Income | -\$5,401,396 | Total Assets | \$138,457,341 | | |

112 Crossing Rivers Health
 37868 US Highway 18
 Prairie du Chien, WI 53821
 608-357-2000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5B | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 17.4% | 60.7% | 0.29 | 48.3% | 0.36 | 37.9% | 0.46 | 22.4% | 0.78 |
| Obstetrics | 23.3% | 37.3% | 0.62 | 52.2% | 0.02 | 18.2% | 1.28 | 24.0% | 0.97 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 18.6% | 61.9% | 0.30 | 52.3% | 0.36 | 39.7% | 0.47 | 23.2% | 0.80 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 3.6 | 27.3 | 0.13 | 17.3 | 0.21 | 6.8 | 0.54 | 4.7 | 0.78 |
| Obstetrics | 0.9 | 4.7 | 0.20 | 4.4 | 0.21 | 0.9 | 1.09 | 1.0 | 0.97 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.6 | 50.5 | 0.09 | 28.6 | 0.16 | 9.8 | 0.47 | 5.8 | 0.80 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 2.8 | 4.9 | 0.58 | 3.9 | 0.72 | 3.7 | 0.76 | 3.4 | 0.84 |
| Obstetrics | 2.4 | 2.4 | 0.99 | 3.2 | 0.73 | 2.1 | 1.12 | 2.4 | 0.99 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.2 | 5.3 | 0.42 | 5.3 | 0.42 | 4.0 | 0.57 | 3.2 | 0.69 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 93 | 990 | 0.09 | 777 | 0.12 | 203 | 0.46 | 84 | 1.11 |
| Outpatient | 746 | 4,017 | 0.19 | 2,953 | 0.25 | 1,593 | 0.47 | 859 | 0.87 |
| Inpatient as % of All Surgeries | 11.1% | 19.8% | 0.56 | 20.8% | 0.53 | 11.3% | 0.98 | 8.9% | 1.24 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 5,859 | 141,022 | 0.04 | 139,670 | 0.04 | 64,671 | 0.09 | 5,135 | 1.14 |
| Emergency Visits | 4,906 | 17,305 | 0.28 | 15,081 | 0.33 | 8,798 | 0.56 | 4,944 | 0.99 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 23.0 | 18.8 | 1.23 | 12.1 | 1.90 | 11.5 | 2.01 | 16.0 | 1.44 |
| Nurses, Licensed | 79.8 | 234.4 | 0.34 | 149.1 | 0.53 | 81.9 | 0.97 | 89.5 | 0.89 |
| Ancillary Nursing Personnel | 7.7 | 38.1 | 0.20 | 20.6 | 0.37 | 11.6 | 0.67 | 9.0 | 0.86 |
| All Other Personnel | 174.1 | 466.7 | 0.37 | 402.4 | 0.43 | 181.7 | 0.96 | 182.6 | 0.95 |
| Total FTEs | 284.5 | 758.0 | 0.38 | 584.2 | 0.49 | 286.7 | 0.99 | 297.2 | 0.96 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 61.1 | 12.5 | 4.88 | 8.3 | 7.32 | 21.8 | 2.80 | 59.9 | 1.02 |
| Nurses, Licensed | 211.8 | 156.2 | 1.36 | 102.9 | 2.06 | 155.9 | 1.36 | 335.3 | 0.63 |
| Ancillary Nursing Personnel | 20.5 | 25.4 | 0.81 | 14.2 | 1.44 | 22.0 | 0.93 | 33.8 | 0.61 |
| All Other Personnel | 462.1 | 311.0 | 1.49 | 277.6 | 1.66 | 345.9 | 1.34 | 683.9 | 0.68 |
| Total FTEs | 755.4 | 505.0 | 1.50 | 403.1 | 1.87 | 545.6 | 1.38 | 1,112.9 | 0.68 |

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 756
 Inpatient Days 1,694

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 82
 Inpatient Days 762

Newborn Nursery:
 Bassinets 4
 Total Births 145
 Newborn Days 317

112 Crossing Rivers Health
 Prairie du Chien, WI 53821

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 21 | 469 | 1,332 | 17.4% | 3.6 | 2.8 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 12 | 22 | 0.0% | 0.1 | 1.8 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 4 | 143 | 340 | 23.3% | 0.9 | 2.4 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 23 | 0 | 23.0 | Surgical Personnel | 4 | 0 | 4.0 |
| Physicians & Dentists | 5 | 2 | 6.4 | Radiological Services Personnel | 8 | 3 | 10.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 6 | 2 | 6.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 1 | 2.8 |
| Registered Nurses | 55 | 17 | 63.8 | Occupational Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Certified Nurse Midwives | 2 | 0 | 2.0 | Physical Therapists | 3 | 2 | 4.6 |
| Licensed Practical Nurses | 5 | 1 | 5.7 | Physical Therapy Assistants/Aides | 5 | 0 | 5.0 |
| Ancillary Nursing Personnel | 7 | 4 | 7.7 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 1 | 2 | 2.1 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 6 | 3 | 6.3 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 2 | 0 | 2.0 | Social Workers | 1 | 3 | 2.1 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 22 | 2 | 23.1 |
| Health Info Mgmt-Administrators/Technicians | 2 | 0 | 2.0 | All Other Personnel | 72 | 12 | 78.6 |
| Pharmacy Personnel | 4 | 2 | 5.3 | | | | |
| Clinical Laboratory Personnel | 8 | 2 | 8.7 | | | | |
| | | | | Total | 254 | 60 | 284.5 |

112 Crossing Rivers Health

Prairie du Chien, WI 53821

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 5B Value | Ratio | 3 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$50,693,772 | 48.0% | 47.3% | 1.02 | 46.5% | 1.03 | 48.7% | 0.99 | 43.7% | 1.10 |
| Medical Assistance | \$15,683,179 | 14.9% | 14.4% | 1.03 | 10.5% | 1.41 | 12.5% | 1.19 | 10.4% | 1.43 |
| Commercial | \$37,217,929 | 35.3% | 32.9% | 1.07 | 34.6% | 1.02 | 35.0% | 1.01 | 39.8% | 0.89 |
| All Other | \$1,949,347 | 1.8% | 5.4% | 0.34 | 8.4% | 0.22 | 3.9% | 0.47 | 6.1% | 0.30 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$14,935,788 | 14.2% | 36.1% | 0.39 | 33.5% | 0.42 | 31.8% | 0.45 | 21.3% | 0.67 |
| Medical Assistance | \$7,388,331 | 7.0% | 11.3% | 0.62 | 8.4% | 0.83 | 9.0% | 0.78 | 6.8% | 1.03 |
| Commercial | \$5,108,044 | 4.8% | 14.8% | 0.33 | 16.0% | 0.30 | 14.1% | 0.34 | 7.8% | 0.62 |
| Charity Care | \$947,427 | 0.9% | 0.7% | 1.24 | 0.5% | 1.73 | 0.7% | 1.32 | 1.2% | 0.72 |
| Bad Debt | \$635,645 | 0.6% | 0.9% | 0.69 | 0.8% | 0.72 | 1.2% | 0.50 | 0.5% | 1.21 |
| All Other | \$15,115,979 | 14.3% | 3.0% | 4.71 | 6.3% | 2.26 | 2.5% | 5.74 | 3.2% | 4.53 |
| Total Deductions | \$44,131,214 | 41.8% | 66.8% | 0.63 | 65.6% | 0.64 | 59.2% | 0.71 | 40.8% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.0% | 5.7% | 0.17 | | 23.7% | 0.04 | 6.5% | 0.15 | 12.9% | 0.08 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | 125.8% | N/A | N/A | N/A | 12.6% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$35,740,256 | 62.0% | 41.8% | 1.48 | 53.3% | 1.16 | 49.3% | 1.26 | 60.1% | 1.03 |
| Supplies & Services | \$17,159,774 | 29.8% | 52.2% | 0.57 | 42.3% | 0.70 | 43.7% | 0.68 | 31.6% | 0.94 |
| Capital Component | \$4,779,366 | 8.3% | 6.0% | 1.38 | 4.4% | 1.90 | 7.0% | 1.19 | 8.3% | 0.99 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 7.0% | 5.7% | 1.23 | | 0.8% | 9.20 | 5.9% | 1.20 | 16.4% | 0.43 |
| Total Hospital Net Income (%) | 1.9% | 3.5% | 0.54 | | -3.1% | N/A | 2.8% | 0.69 | 18.3% | 0.10 |
| Return on Equity (%) | 1.0% | 1.4% | 0.73 | | -2.3% | N/A | 0.7% | 1.45 | 11.6% | 0.09 |
| Current Ratio | 4.3 | 3.9 | 1.12 | | 29.1 | 0.15 | 2.6 | 1.68 | 5.4 | 0.80 |
| Days in Net Patient Accounts Receivable | 77.6 | 91.7 | 0.85 | | 57.9 | 1.34 | 148.9 | 0.52 | 60.3 | 1.29 |
| Average Payment Period | 47.7 | 91.7 | 0.52 | | 11.8 | 4.06 | 167.7 | 0.28 | 57.3 | 0.83 |
| Equity Financing (%) | 68.3% | 59.1% | 1.15 | | 87.6% | 0.78 | 55.3% | 1.23 | 67.5% | 1.01 |
| Long-Term Debt to Equity Ratio | 0.4 | 0.4 | 0.88 | | 0.1 | 5.52 | 0.6 | 0.62 | 0.4 | 1.00 |
| Times Interest Earned | 2.2 | 5.7 | 0.39 | | -6.2 | N/A | 5.2 | 0.43 | 14.9 | 0.15 |
| Total Asset Turnover | 0.6 | 0.4 | 1.39 | | 0.8 | 0.75 | 0.3 | 2.15 | 0.6 | 0.93 |
| Average Age of Plant (Years) | 9.4 | 18.1 | 0.52 | | 9.7 | 0.97 | 22.7 | 0.41 | 9.1 | 1.03 |
| Increase (Decrease) Total Net Patient Revenue | 6.9% | 3.5% | 1.95 | | 3.0% | 2.27 | 5.0% | 1.37 | 17.5% | 0.39 |
| Outpatient Gross Revenue (% of Total GPR) | 82.5% | 66.2% | 1.25 | | 82.1% | 1.01 | 81.3% | 1.01 | 79.1% | 1.04 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$17,102 | \$19,849 | 0.86 | | \$19,610 | 0.87 | \$15,118 | 1.13 | \$20,422 | 0.84 |
| Inpatient Net Revenue per Day | \$4,460 | \$3,697 | 1.21 | | \$3,774 | 1.18 | \$3,557 | 1.25 | \$5,586 | 0.80 |
| Outpatient Net Revenue per Visit | \$4,442 | \$819 | 5.42 | | \$837 | 5.31 | \$717 | 6.20 | \$4,269 | 1.04 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$105,544,227 | Cash & Cash Equivalents | \$15,231,356 | Current Liabilities | \$7,042,354 |
| Less Deductions | \$44,131,214 | Net Patient Receivables | \$13,049,702 | Long-Term Debt | \$26,837,827 |
| Net Patient Revenue | \$61,413,013 | Other Receivables | \$586,313 | Other Liabilities | \$0 |
| Plus Other Revenue | \$621,610 | | | Subtotal | \$33,880,181 |
| Total Revenue | \$62,034,624 | Land, Buildings & Equipment (Net) | \$39,917,525 | Unrestricted Fund Balance | \$72,901,973 |
| Less Expenses | \$57,679,396 | Other Assets | \$37,997,258 | Restricted Fund Balance | \$465,296 |
| Non-Operating Gains/Losses | -\$3,243,335 | | | Total Liabilities & Fund Balance | \$106,782,154 |
| Net Income | \$1,111,893 | Total Assets | \$106,782,154 | | |

113 Sauk Prairie Healthcare
 260 26th Street
 Prairie du Sac, WI 53578
 608-643-3311

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

County: Sauk
 Analysis Area: Southern (1)
 Volume Group: 5

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 37.1% | 60.7% | 0.61 | 61.3% | 0.61 | 58.7% | 0.63 | 32.8% | 1.13 |
| Obstetrics | 67.4% | 37.3% | 1.81 | 37.3% | 0.05 | 29.8% | 2.26 | 68.0% | 0.99 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 37.4% | 61.9% | 0.60 | 62.3% | 0.60 | 59.2% | 0.63 | 36.0% | 1.04 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 11.1 | 27.3 | 0.41 | 26.4 | 0.42 | 18.7 | 0.59 | 9.8 | 1.13 |
| Obstetrics | 2.0 | 4.7 | 0.43 | 4.3 | 0.47 | 2.5 | 0.80 | 2.0 | 0.99 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 13.5 | 50.5 | 0.27 | 54.9 | 0.25 | 35.1 | 0.38 | 13.0 | 1.04 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.1 | 4.9 | 0.63 | 4.9 | 0.64 | 4.5 | 0.70 | 2.1 | 1.49 |
| Obstetrics | 1.9 | 2.4 | 0.80 | 2.5 | 0.76 | 2.2 | 0.87 | 1.9 | 0.99 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.5 | 5.3 | 0.47 | 5.2 | 0.48 | 4.6 | 0.54 | 2.5 | 1.00 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 669 | 990 | 0.68 | 894 | 0.75 | 526 | 1.27 | 977 | 0.68 |
| Outpatient | 3,927 | 4,017 | 0.98 | 4,062 | 0.97 | 3,165 | 1.24 | 3,506 | 1.12 |
| Inpatient as % of All Surgeries | 14.6% | 19.8% | 0.74 | 18.0% | 0.81 | 14.3% | 1.02 | 21.8% | 0.67 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 117,528 | 141,022 | 0.83 | 182,049 | 0.65 | 102,926 | 1.14 | 115,098 | 1.02 |
| Emergency Visits | 8,911 | 17,305 | 0.51 | 17,809 | 0.50 | 18,037 | 0.49 | 8,742 | 1.02 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 23.0 | 18.8 | 1.23 | 18.6 | 1.24 | 17.9 | 1.29 | 26.0 | 0.88 |
| Nurses, Licensed | 138.6 | 234.4 | 0.59 | 274.7 | 0.50 | 148.0 | 0.94 | 130.2 | 1.06 |
| Ancillary Nursing Personnel | 21.4 | 38.1 | 0.56 | 35.1 | 0.61 | 25.5 | 0.84 | 27.9 | 0.77 |
| All Other Personnel | 329.0 | 466.7 | 0.70 | 644.0 | 0.51 | 271.6 | 1.21 | 327.5 | 1.00 |
| Total FTEs | 511.9 | 758.0 | 0.68 | 972.4 | 0.53 | 463.0 | 1.11 | 511.7 | 1.00 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 31.2 | 12.5 | 2.49 | 12.1 | 2.58 | 13.6 | 2.29 | 53.3 | 0.58 |
| Nurses, Licensed | 187.8 | 156.2 | 1.20 | 178.7 | 1.05 | 112.9 | 1.66 | 267.1 | 0.70 |
| Ancillary Nursing Personnel | 29.0 | 25.4 | 1.14 | 22.9 | 1.27 | 19.5 | 1.49 | 57.3 | 0.51 |
| All Other Personnel | 446.0 | 311.0 | 1.43 | 418.9 | 1.06 | 207.1 | 2.15 | 671.9 | 0.66 |
| Total FTEs | 694.0 | 505.0 | 1.37 | 632.6 | 1.10 | 353.1 | 1.97 | 1,049.7 | 0.66 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 36 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 4 |
| Discharges | 1,974 | Preferred Provider Organization (PPO) | No | Discharges | 0 | Total Births | 385 |
| Inpatient Days | 4,920 | | | Inpatient Days | 0 | Newborn Days | 688 |

113 Sauk Prairie Healthcare
 Prairie du Sac, WI 53578

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 30 | 1,301 | 4,067 | 37.1% | 11.1 | 3.1 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 3 | 384 | 738 | 67.4% | 2.0 | 1.9 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 3 | 20 | 115 | 10.5% | 0.3 | 5.8 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 23 | 1 | 23.0 | Surgical Personnel | 7 | 3 | 9.9 |
| Physicians & Dentists | 18 | 11 | 23.5 | Radiological Services Personnel | 16 | 9 | 21.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 5 | 4 | 9.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 3 | 2.3 |
| Registered Nurses | 54 | 94 | 111.0 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 6 | 8 | 11.3 |
| Licensed Practical Nurses | 4 | 2 | 5.6 | Physical Therapy Assistants/Aides | 1 | 3 | 1.9 |
| Ancillary Nursing Personnel | 11 | 24 | 21.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 7 | 11 | 11.6 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 9 | 6 | 12.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 10 | 2 | 10.0 | Social Workers | 1 | 4 | 4.1 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 11 | 13 | 18.9 |
| Health Info Mgmt-Administrators/Technicians | 1 | 1 | 1.9 | All Other Personnel | 151 | 60 | 182.4 |
| Pharmacy Personnel | 6 | 7 | 9.6 | | | | |
| Clinical Laboratory Personnel | 8 | 3 | 8.8 | | | | |
| | | | | Total | 360 | 273 | 511.9 |

113 Sauk Prairie Healthcare

Prairie du Sac, WI 53578

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|--------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$128,565,852 | 45.2% | 47.3% | 0.96 | 42.3% | 1.07 | 50.2% | 0.90 | 44.9% | 1.01 |
| Medical Assistance | \$20,743,021 | 7.3% | 14.4% | 0.51 | 12.2% | 0.60 | 14.7% | 0.50 | 7.5% | 0.98 |
| Commercial | \$129,118,856 | 45.4% | 32.9% | 1.38 | 36.7% | 1.24 | 30.7% | 1.48 | 46.1% | 0.99 |
| All Other | \$5,805,925 | 2.0% | 5.4% | 0.38 | 8.8% | 0.23 | 4.4% | 0.46 | 1.5% | 1.34 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$97,819,164 | 34.4% | 36.1% | 0.95 | 32.5% | 1.06 | 37.5% | 0.92 | 33.7% | 1.02 |
| Medical Assistance | \$16,360,663 | 5.8% | 11.3% | 0.51 | 9.6% | 0.60 | 11.2% | 0.51 | 5.9% | 0.97 |
| Commercial | \$56,624,028 | 19.9% | 14.8% | 1.35 | 18.5% | 1.08 | 12.7% | 1.57 | 20.8% | 0.96 |
| Charity Care | \$1,751,089 | 0.6% | 0.7% | 0.85 | 0.6% | 1.02 | 0.8% | 0.74 | 0.8% | 0.80 |
| Bad Debt | \$931,332 | 0.3% | 0.9% | 0.37 | 0.9% | 0.35 | 1.0% | 0.33 | 0.1% | 2.39 |
| All Other | \$2,548,486 | 0.9% | 3.0% | 0.30 | 4.8% | 0.19 | 2.8% | 0.32 | 0.6% | 1.51 |
| Total Deductions | \$176,034,762 | 61.9% | 66.8% | 0.93 | 67.0% | 0.92 | 66.0% | 0.94 | 62.0% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.6% | 5.7% | 0.27 | 4.8% | 0.33 | 3.3% | 0.47 | 3.3% | 0.48 | |
| Net Gains/Losses as % of Net Income | 156.0% | N/A | N/A | 5,067.6% | 0.03 | 14,078.6% | N/A | 38.1% | 4.10 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$60,060,595 | 55.5% | 41.8% | 1.33 | 43.9% | 1.26 | 41.0% | 1.35 | 60.1% | 0.92 |
| Supplies & Services | \$34,512,805 | 31.9% | 52.2% | 0.61 | 48.8% | 0.65 | 52.7% | 0.60 | 30.8% | 1.04 |
| Capital Component | \$13,699,080 | 12.7% | 6.0% | 2.11 | 7.3% | 1.74 | 6.3% | 2.02 | 9.1% | 1.38 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 1.5% | 5.7% | 0.26 | 4.7% | 0.32 | 2.9% | 0.52 | 4.3% | 0.35 | |
| Total Hospital Net Income (%) | -2.8% | 3.5% | N/A | -0.1% | 28.27 | 0.0% | 131.86 | 6.7% | N/A | |
| Return on Equity (%) | -1.8% | 1.4% | N/A | 0.0% | 42.21 | 0.0% | 195.53 | 4.2% | N/A | |
| Current Ratio | 3.9 | 3.9 | 1.00 | 3.2 | 1.20 | 3.2 | 1.22 | 2.9 | 1.33 | |
| Days in Net Patient Accounts Receivable | 62.1 | 91.7 | 0.68 | 71.6 | 0.87 | 88.3 | 0.70 | 46.7 | 1.33 | |
| Average Payment Period | 53.9 | 91.7 | 0.59 | 90.2 | 0.60 | 85.8 | 0.63 | 78.3 | 0.69 | |
| Equity Financing (%) | 51.5% | 59.1% | 0.87 | 50.6% | 1.02 | 60.3% | 0.85 | 53.0% | 0.97 | |
| Long-Term Debt to Equity Ratio | 0.7 | 0.4 | 1.75 | 0.5 | 1.58 | 0.4 | 1.78 | 0.6 | 1.18 | |
| Times Interest Earned | -0.3 | 5.7 | N/A | 0.9 | N/A | 1.0 | N/A | 3.9 | N/A | |
| Total Asset Turnover | 0.7 | 0.4 | 1.58 | 0.4 | 1.48 | 0.4 | 1.50 | 0.6 | 1.09 | |
| Average Age of Plant (Years) | 8.0 | 18.1 | 0.44 | 15.8 | 0.51 | 16.0 | 0.50 | 13.7 | 0.58 | |
| Increase (Decrease) Total Net Patient Revenue | 9.6% | 3.5% | 2.71 | 5.2% | 1.84 | 3.7% | 2.57 | 16.5% | 0.58 | |
| Outpatient Gross Revenue (% of Total GPR) | 81.8% | 66.2% | 1.24 | 63.7% | 1.28 | 73.1% | 1.12 | 76.7% | 1.07 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$10,253 | \$19,849 | 0.52 | \$21,625 | 0.47 | \$13,245 | 0.77 | \$14,957 | 0.69 | |
| Inpatient Net Revenue per Day | \$4,140 | \$3,697 | 1.12 | \$4,090 | 1.01 | \$2,825 | 1.47 | \$6,806 | 0.61 | |
| Outpatient Net Revenue per Visit | \$703 | \$819 | 0.86 | \$759 | 0.93 | \$766 | 0.92 | \$571 | 1.23 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$284,233,654 | Cash & Cash Equivalents | \$35,521,695 | Current Liabilities | \$14,604,070 |
| Less Deductions | \$176,034,762 | Net Patient Receivables | \$18,408,533 | Long-Term Debt | \$62,472,793 |
| Net Patient Revenue | \$108,198,892 | Other Receivables | \$0 | Other Liabilities | \$3,617,457 |
| Plus Other Revenue | \$1,726,061 | | | Subtotal | \$80,694,320 |
| Total Revenue | \$109,924,953 | Land, Buildings & Equipment (Net) | \$61,154,314 | Unrestricted Fund Balance | \$85,630,568 |
| Less Expenses | \$108,272,480 | Other Assets | \$51,240,346 | Restricted Fund Balance | \$4,735,516 |
| Non-Operating Gains/Losses | -\$4,603,583 | | | Total Liabilities & Fund Balance | \$166,324,888 |
| Net Income | -\$2,951,110 | Total Assets | \$166,324,888 | | |

302 Ascension All Saints Hospital
 3801 Spring Street
 Racine, WI 53405
 262-687-4011

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 122.2% | 60.7% | 2.01 | 65.2% | 1.87 | 74.8% | 1.63 | 44.3% | 2.76 |
| Obstetrics | 78.2% | 37.3% | 2.09 | 38.4% | 0.24 | 51.0% | 1.53 | 21.8% | 3.59 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 133.1% | 61.9% | 2.15 | 65.0% | 2.05 | 73.0% | 1.82 | 55.2% | 2.41 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 40.3 | 27.3 | 1.48 | 30.6 | 1.32 | 108.7 | 0.37 | 51.4 | 0.78 |
| Obstetrics | 9.4 | 4.7 | 1.98 | 5.3 | 1.76 | 14.4 | 0.65 | 9.6 | 0.98 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 147.7 | 50.5 | 2.93 | 59.7 | 2.48 | 214.4 | 0.69 | 155.6 | 0.95 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.1 | 4.9 | 1.04 | 4.7 | 1.08 | 5.4 | 0.96 | 5.2 | 0.99 |
| Obstetrics | 2.5 | 2.4 | 1.04 | 2.3 | 1.07 | 2.5 | 0.99 | 2.5 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 5.6 | 5.3 | 1.06 | 4.9 | 1.14 | 5.8 | 0.96 | 5.5 | 1.02 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,267 | 990 | 1.28 | 1,096 | 1.16 | 3,804 | 0.33 | 1,495 | 0.85 |
| Outpatient | 4,146 | 4,017 | 1.03 | 4,105 | 1.01 | 11,772 | 0.35 | 4,641 | 0.89 |
| Inpatient as % of All Surgeries | 23.4% | 19.8% | 1.18 | 21.1% | 1.11 | 24.4% | 0.96 | 24.4% | 0.96 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 393,033 | 141,022 | 2.79 | 148,029 | 2.66 | 460,116 | 0.85 | 424,985 | 0.92 |
| Emergency Visits | 53,788 | 17,305 | 3.11 | 21,238 | 2.53 | 43,288 | 1.24 | 51,522 | 1.04 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 45.6 | 18.8 | 2.43 | 18.9 | 2.41 | 61.8 | 0.74 | 39.7 | 1.15 |
| Nurses, Licensed | 366.4 | 234.4 | 1.56 | 224.6 | 1.63 | 855.9 | 0.43 | 528.0 | 0.69 |
| Ancillary Nursing Personnel | 78.1 | 38.1 | 2.05 | 41.2 | 1.89 | 143.5 | 0.54 | 86.5 | 0.90 |
| All Other Personnel | 628.2 | 466.7 | 1.35 | 410.1 | 1.53 | 1,747.7 | 0.36 | 777.2 | 0.81 |
| Total FTEs | 1,118.2 | 758.0 | 1.48 | 694.8 | 1.61 | 2,808.9 | 0.40 | 1,431.4 | 0.78 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 11.5 | 12.5 | 0.92 | 10.6 | 1.09 | 11.2 | 1.02 | 9.8 | 1.17 |
| Nurses, Licensed | 92.1 | 156.2 | 0.59 | 125.5 | 0.73 | 155.4 | 0.59 | 130.3 | 0.71 |
| Ancillary Nursing Personnel | 19.6 | 25.4 | 0.77 | 23.0 | 0.85 | 26.1 | 0.75 | 21.3 | 0.92 |
| All Other Personnel | 157.9 | 311.0 | 0.51 | 229.1 | 0.69 | 317.4 | 0.50 | 191.8 | 0.82 |
| Total FTEs | 281.1 | 505.0 | 0.56 | 388.2 | 0.72 | 510.1 | 0.55 | 353.3 | 0.80 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 111 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 10 |
| Discharges | 9,664 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,312 |
| Inpatient Days | 53,913 | | | Inpatient Days | 0 | Newborn Days | 2,296 |

302 Ascension All Saints Hospital
Racine, WI 53405

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 33 | 2,873 | 14,714 | 122.2% | 40.3 | 5.1 |
| Orthopedic | 2 | 10 | 1,486 | 7,880 | 215.9% | 21.6 | 5.3 |
| Rehabilitation & Physical Medicine | 1 | 8 | 313 | 3,806 | 130.3% | 10.4 | 12.2 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 2 | 12 | 1,372 | 3,424 | 78.2% | 9.4 | 2.5 |
| Psychiatric | 1 | 12 | 834 | 4,502 | 102.8% | 12.3 | 5.4 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 10 | 447 | 4,889 | 133.9% | 13.4 | 10.9 |
| Step-Down (Special Care) | 1 | 22 | 2,151 | 12,303 | 153.2% | 33.7 | 5.7 |
| Neonatal Intensive/Intermediate Care | 1 | 4 | 188 | 2,395 | 164.0% | 6.6 | 12.7 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 44 | 2 | 45.6 | Surgical Personnel | 35 | 8 | 38.4 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 33 | 33 | 48.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 19 | 21 | 22.5 |
| Dental Hygienists | 0 | 1 | 0.8 | Occupational Therapists | 13 | 9 | 16.3 |
| Registered Nurses | 256 | 202 | 330.2 | Occupational Therapy Assistants/Aides | 0 | 2 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 13 | 17 | 19.8 |
| Licensed Practical Nurses | 11 | 8 | 15.6 | Physical Therapy Assistants/Aides | 3 | 4 | 4.5 |
| Ancillary Nursing Personnel | 61 | 66 | 78.1 | Recreational Therapists | 1 | 1 | 1.5 |
| Physician Assistants | 2 | 2 | 3.4 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 18 | 8 | 20.5 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 53 | 39 | 67.1 |
| Health Info Mgmt-Administrators/Technicians | 0 | 1 | 0.5 | All Other Personnel | 127 | 49 | 149.7 |
| Pharmacy Personnel | 50 | 33 | 63.2 | | | | |
| Clinical Laboratory Personnel | 38 | 25 | 50.4 | | | | |
| | | | | Total | 906 | 554 | 1,118.2 |

302 Ascension All Saints Hospital
Racine, WI 53405

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|--------|------|
| | | Value | Ratio | 2A Value | Ratio | 7 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$460,500,632 | 48.5% | 47.3% | 1.03 | 52.3% | 0.93 | 47.4% | 1.02 | 49.3% | 0.98 |
| Medical Assistance | \$239,557,568 | 25.2% | 14.4% | 1.75 | 11.4% | 2.22 | 13.1% | 1.93 | 23.7% | 1.06 |
| Commercial | \$226,954,649 | 23.9% | 32.9% | 0.73 | 33.6% | 0.71 | 33.3% | 0.72 | 24.5% | 0.98 |
| All Other | \$23,356,319 | 2.5% | 5.4% | 0.45 | 2.7% | 0.90 | 6.2% | 0.40 | 2.5% | 0.97 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$338,345,356 | 35.6% | 36.1% | 0.99 | 42.5% | 0.84 | 37.0% | 0.96 | 36.0% | 0.99 |
| Medical Assistance | \$176,539,958 | 18.6% | 11.3% | 1.65 | 9.4% | 1.98 | 10.4% | 1.78 | 16.7% | 1.11 |
| Commercial | \$105,758,156 | 11.1% | 14.8% | 0.75 | 15.7% | 0.71 | 15.9% | 0.70 | 11.1% | 1.01 |
| Charity Care | \$21,290,544 | 2.2% | 0.7% | 3.09 | 0.9% | 2.50 | 0.7% | 2.99 | 1.9% | 1.16 |
| Bad Debt | \$14,267,178 | 1.5% | 0.9% | 1.71 | 0.9% | 1.67 | 0.8% | 1.99 | 1.6% | 0.94 |
| All Other | \$5,923,422 | 0.6% | 3.0% | 0.21 | 1.4% | 0.45 | 3.3% | 0.19 | 0.6% | 1.01 |
| Total Deductions | \$662,124,614 | 69.7% | 66.8% | 1.04 | 70.8% | 0.98 | 68.2% | 1.02 | 67.9% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 14.5% | 5.7% | 2.53 | 4.4% | 3.31 | 6.3% | 2.31 | 11.1% | 1.31 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 110.2% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$113,249,566 | 31.3% | 41.8% | 0.75 | 38.5% | 0.81 | 40.1% | 0.78 | 33.1% | 0.95 |
| Supplies & Services | \$229,338,023 | 63.5% | 52.2% | 1.22 | 53.6% | 1.18 | 54.5% | 1.17 | 61.5% | 1.03 |
| Capital Component | \$18,856,924 | 5.2% | 6.0% | 0.87 | 7.9% | 0.66 | 5.4% | 0.97 | 5.4% | 0.96 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -7.2% | 5.7% | N/A | 8.7% | N/A | 4.7% | N/A | -1.2% | 5.89 | |
| Total Hospital Net Income (%) | -3.8% | 3.5% | N/A | 7.0% | N/A | 2.5% | N/A | 10.6% | N/A | |
| Return on Equity (%) | -4.4% | 1.4% | N/A | 4.4% | N/A | 1.7% | N/A | 11.9% | N/A | |
| Current Ratio | 1.5 | 3.9 | 0.38 | 10.2 | 0.15 | 5.3 | 0.28 | 1.6 | 0.95 | |
| Days in Net Patient Accounts Receivable | 43.5 | 91.7 | 0.47 | 51.6 | 0.84 | 59.1 | 0.74 | 43.2 | 1.01 | |
| Average Payment Period | 50.0 | 91.7 | 0.55 | 35.0 | 1.43 | 47.4 | 1.06 | 71.3 | 0.70 | |
| Equity Financing (%) | 69.7% | 59.1% | 1.18 | 80.3% | 0.87 | 68.4% | 1.02 | 70.2% | 0.99 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.2 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 7.4 | N/A | 5.2 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 1.1 | 0.4 | 2.69 | 0.6 | 1.77 | 0.7 | 1.59 | 1.0 | 1.13 | |
| Average Age of Plant (Years) | 6.3 | 18.1 | 0.35 | 11.7 | 0.54 | 13.2 | 0.47 | 4.9 | 1.29 | |
| Increase (Decrease) Total Net Patient Revenue | -7.0% | 3.5% | N/A | 1.1% | N/A | 4.6% | N/A | -1.1% | 6.54 | |
| Outpatient Gross Revenue (% of Total GPR) | 62.9% | 66.2% | 0.95 | 66.3% | 0.95 | 61.1% | 1.03 | 61.5% | 1.02 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,462 | \$19,849 | 0.68 | \$15,486 | 0.87 | \$23,038 | 0.58 | \$13,382 | 1.01 | |
| Inpatient Net Revenue per Day | \$2,417 | \$3,697 | 0.65 | \$3,131 | 0.77 | \$3,969 | 0.61 | \$2,433 | 0.99 | |
| Outpatient Net Revenue per Visit | \$386 | \$819 | 0.47 | \$708 | 0.55 | \$910 | 0.42 | \$392 | 0.98 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$950,369,165 | Cash & Cash Equivalents | \$9,841 | Current Liabilities | \$47,255,661 |
| Less Deductions | \$662,124,614 | Net Patient Receivables | \$34,320,548 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$288,244,551 | Other Receivables | \$4,258,844 | Other Liabilities | \$43,794,001 |
| Plus Other Revenue | \$48,977,600 | | | Subtotal | \$91,049,662 |
| Total Revenue | \$337,222,151 | Land, Buildings & Equipment (Net) | \$226,736,148 | Unrestricted Fund Balance | \$209,672,731 |
| Less Expenses | \$361,444,513 | Other Assets | \$35,397,012 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$10,855,442 | | | Total Liabilities & Fund Balance | \$300,722,393 |
| Net Income | -\$13,366,920 | Total Assets | \$300,722,393 | | |

117 Reedsburg Area Medical Center
 2000 North Dewey Street
 Reedsburg, WI 53959
 608-524-6487

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 51.0% | 60.7% | 0.84 | 61.3% | 0.83 | 42.3% | 1.20 | 33.1% | 1.54 |
| Obstetrics | 56.6% | 37.3% | 1.52 | 37.3% | 0.03 | 19.5% | 2.91 | 55.9% | 1.01 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 50.2% | 61.9% | 0.81 | 62.3% | 0.81 | 42.5% | 1.18 | 37.0% | 1.36 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 7.6 | 27.3 | 0.28 | 26.4 | 0.29 | 10.3 | 0.74 | 5.0 | 1.54 |
| Obstetrics | 1.1 | 4.7 | 0.24 | 4.3 | 0.26 | 1.2 | 0.92 | 1.1 | 1.01 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 9.5 | 50.5 | 0.19 | 54.9 | 0.17 | 16.0 | 0.60 | 7.0 | 1.36 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.1 | 4.9 | 0.82 | 4.9 | 0.82 | 4.0 | 1.01 | 3.1 | 1.29 |
| Obstetrics | 1.9 | 2.4 | 0.80 | 2.5 | 0.77 | 2.0 | 0.96 | 2.0 | 0.96 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 3.7 | 5.3 | 0.69 | 5.2 | 0.71 | 4.2 | 0.88 | 3.1 | 1.19 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 139 | 990 | 0.14 | 894 | 0.16 | 203 | 0.69 | 93 | 1.49 |
| Outpatient | 2,306 | 4,017 | 0.57 | 4,062 | 0.57 | 2,140 | 1.08 | 2,168 | 1.06 |
| Inpatient as % of All Surgeries | 5.7% | 19.8% | 0.29 | 18.0% | 0.32 | 8.7% | 0.66 | 4.1% | 1.38 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 106,360 | 141,022 | 0.75 | 182,049 | 0.58 | 62,243 | 1.71 | 105,104 | 1.01 |
| Emergency Visits | 10,049 | 17,305 | 0.58 | 17,809 | 0.56 | 12,695 | 0.79 | 8,596 | 1.17 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.6 | 18.8 | 0.30 | 18.6 | 0.30 | 8.5 | 0.66 | 5.6 | 1.00 |
| Nurses, Licensed | 148.3 | 234.4 | 0.63 | 274.7 | 0.54 | 102.2 | 1.45 | 124.4 | 1.19 |
| Ancillary Nursing Personnel | 33.1 | 38.1 | 0.87 | 35.1 | 0.94 | 19.1 | 1.73 | 9.5 | 3.49 |
| All Other Personnel | 326.8 | 466.7 | 0.70 | 644.0 | 0.51 | 204.1 | 1.60 | 318.0 | 1.03 |
| Total FTEs | 513.9 | 758.0 | 0.68 | 972.4 | 0.53 | 333.9 | 1.54 | 457.6 | 1.12 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 8.6 | 12.5 | 0.69 | 12.1 | 0.71 | 10.5 | 0.82 | 9.7 | 0.89 |
| Nurses, Licensed | 227.9 | 156.2 | 1.46 | 178.7 | 1.28 | 126.3 | 1.80 | 214.6 | 1.06 |
| Ancillary Nursing Personnel | 50.9 | 25.4 | 2.01 | 22.9 | 2.23 | 23.6 | 2.16 | 16.4 | 3.11 |
| All Other Personnel | 502.1 | 311.0 | 1.61 | 418.9 | 1.20 | 252.2 | 1.99 | 548.4 | 0.92 |
| Total FTEs | 789.5 | 505.0 | 1.56 | 632.6 | 1.25 | 412.6 | 1.91 | 789.1 | 1.00 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|-----|
| Beds Set Up & Staffed | 19 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 2 |
| Discharges | 951 | Preferred Provider Organization (PPO) | Yes | Discharges | 11 | Total Births | 215 |
| Inpatient Days | 3,482 | | | Inpatient Days | 115 | Newborn Days | 343 |

117 Reedsburg Area Medical Center
 Reedsburg, WI 53959

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 15 | 688 | 2,790 | 51.0% | 7.6 | 4.1 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 2 | 214 | 413 | 56.6% | 1.1 | 1.9 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 2 | 49 | 279 | 38.2% | 0.8 | 5.7 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 5 | 1 | 5.6 | Surgical Personnel | 4 | 2 | 5.1 |
| Physicians & Dentists | 11 | 5 | 13.9 | Radiological Services Personnel | 11 | 7 | 13.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 2 | 2.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 1 | 4.3 |
| Registered Nurses | 70 | 65 | 114.3 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 1 | 0 | 1.0 | Physical Therapists | 6 | 0 | 6.0 |
| Licensed Practical Nurses | 10 | 9 | 17.8 | Physical Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Ancillary Nursing Personnel | 14 | 31 | 33.1 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 6 | 5 | 8.2 | Dietitians & Nutritionists | 2 | 0 | 2.0 |
| Nurse Practitioners | 8 | 4 | 10.2 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 5 | 0 | 5.0 | Social Workers | 2 | 1 | 2.7 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 20 | 25 | 37.9 |
| Health Info Mgmt-Administrators/Technicians | 13 | 0 | 13.0 | All Other Personnel | 142 | 39 | 168.9 |
| Pharmacy Personnel | 19 | 12 | 25.6 | | | | |
| Clinical Laboratory Personnel | 8 | 5 | 10.6 | | | | |
| | | | | Total | 369 | 221 | 513.9 |

117 Reedsburg Area Medical Center

Reedsburg, WI 53959

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$88,948,610 | 52.3% | 47.3% | 1.11 | 42.3% | 1.24 | 49.6% | 1.06 | 50.5% | 1.04 |
| Medical Assistance | \$24,088,156 | 14.2% | 14.4% | 0.98 | 12.2% | 1.16 | 14.0% | 1.01 | 14.1% | 1.01 |
| Commercial | \$52,664,090 | 31.0% | 32.9% | 0.94 | 36.7% | 0.84 | 32.3% | 0.96 | 33.1% | 0.94 |
| All Other | \$4,288,970 | 2.5% | 5.4% | 0.47 | 8.8% | 0.29 | 4.2% | 0.61 | 2.3% | 1.09 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$39,237,898 | 23.1% | 36.1% | 0.64 | 32.5% | 0.71 | 35.7% | 0.65 | 19.8% | 1.17 |
| Medical Assistance | \$15,173,490 | 8.9% | 11.3% | 0.79 | 9.6% | 0.93 | 10.9% | 0.82 | 9.9% | 0.90 |
| Commercial | \$25,018,867 | 14.7% | 14.8% | 1.00 | 18.5% | 0.80 | 12.5% | 1.17 | 16.6% | 0.89 |
| Charity Care | \$1,935,507 | 1.1% | 0.7% | 1.57 | 0.6% | 1.89 | 0.8% | 1.42 | 1.1% | 1.07 |
| Bad Debt | \$825,774 | 0.5% | 0.9% | 0.55 | 0.9% | 0.52 | 1.2% | 0.40 | 0.3% | 1.40 |
| All Other | \$903,636 | 0.5% | 3.0% | 0.17 | 4.8% | 0.11 | 2.4% | 0.22 | 1.0% | 0.56 |
| Total Deductions | \$83,095,172 | 48.9% | 66.8% | 0.73 | 67.0% | 0.73 | 63.6% | 0.77 | 48.7% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 13.3% | 5.7% | 2.31 | 4.8% | 2.78 | 3.6% | 3.73 | 19.1% | 0.70 | |
| Net Gains/Losses as % of Net Income | 390.1% | N/A | N/A | 5,067.6% | 0.08 | N/A | N/A | 16.1% | 24.25 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$50,038,033 | 53.3% | 41.8% | 1.28 | 43.9% | 1.21 | 45.9% | 1.16 | 55.4% | 0.96 |
| Supplies & Services | \$37,445,923 | 39.9% | 52.2% | 0.76 | 48.8% | 0.82 | 47.4% | 0.84 | 37.5% | 1.06 |
| Capital Component | \$6,324,034 | 6.7% | 6.0% | 1.12 | 7.3% | 0.93 | 6.6% | 1.02 | 7.2% | 0.94 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 6.4% | 5.7% | 1.12 | 4.7% | 1.36 | 9.4% | 0.68 | 8.4% | 0.76 | |
| Total Hospital Net Income (%) | -2.4% | 3.5% | N/A | -0.1% | 24.34 | 6.9% | N/A | 9.9% | N/A | |
| Return on Equity (%) | -2.0% | 1.4% | N/A | 0.0% | 48.17 | 3.4% | N/A | 8.3% | N/A | |
| Current Ratio | 3.1 | 3.9 | 0.81 | 3.2 | 0.97 | 12.0 | 0.26 | 2.6 | 1.19 | |
| Days in Net Patient Accounts Receivable | 46.2 | 91.7 | 0.50 | 71.6 | 0.65 | 51.1 | 0.90 | 43.4 | 1.06 | |
| Average Payment Period | 67.1 | 91.7 | 0.73 | 90.2 | 0.74 | 42.5 | 1.58 | 97.0 | 0.69 | |
| Equity Financing (%) | 54.0% | 59.1% | 0.91 | 50.6% | 1.07 | 70.3% | 0.77 | 51.4% | 1.05 | |
| Long-Term Debt to Equity Ratio | 0.6 | 0.4 | 1.33 | 0.5 | 1.20 | 0.1 | 5.64 | 0.6 | 1.01 | |
| Times Interest Earned | -0.6 | 5.7 | N/A | 0.9 | N/A | 10.4 | N/A | 7.7 | N/A | |
| Total Asset Turnover | 0.9 | 0.4 | 2.20 | 0.4 | 2.06 | 0.5 | 1.81 | 0.8 | 1.11 | |
| Average Age of Plant (Years) | 9.0 | 18.1 | 0.50 | 15.8 | 0.57 | 11.6 | 0.78 | 8.3 | 1.09 | |
| Increase (Decrease) Total Net Patient Revenue | 8.7% | 3.5% | 2.47 | 5.2% | 1.68 | 3.2% | 2.69 | 16.8% | 0.52 | |
| Outpatient Gross Revenue (% of Total GPR) | 85.3% | 66.2% | 1.29 | 63.7% | 1.34 | 79.4% | 1.08 | 87.7% | 0.97 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$16,047 | \$19,849 | 0.81 | \$21,625 | 0.74 | \$11,983 | 1.34 | \$15,943 | 1.01 | |
| Inpatient Net Revenue per Day | \$4,292 | \$3,697 | 1.16 | \$4,090 | 1.05 | \$2,623 | 1.64 | \$4,697 | 0.91 | |
| Outpatient Net Revenue per Visit | \$621 | \$819 | 0.76 | \$759 | 0.82 | \$907 | 0.68 | \$586 | 1.06 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$169,989,826 | Cash & Cash Equivalents | \$3,091,433 | Current Liabilities | \$16,444,652 |
| Less Deductions | \$83,095,172 | Net Patient Receivables | \$10,997,694 | Long-Term Debt | \$32,717,164 |
| Net Patient Revenue | \$86,894,654 | Other Receivables | \$3,219,610 | Other Liabilities | \$1,043,316 |
| Plus Other Revenue | \$13,324,981 | | | Subtotal | \$50,205,132 |
| Total Revenue | \$100,219,635 | Land, Buildings & Equipment (Net) | \$47,959,433 | Unrestricted Fund Balance | \$58,928,431 |
| Less Expenses | \$93,807,990 | Other Assets | \$43,865,393 | Restricted Fund Balance | \$680,528 |
| Non-Operating Gains/Losses | -\$8,621,689 | | | Total Liabilities & Fund Balance | \$109,133,563 |
| Net Income | -\$2,210,044 | Total Assets | \$109,133,563 | | |

118 Aspirus Rhinelander Hospital
 2251 North Shore Dr
 Rhinelander, WI 54501
 715-361-2000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 87.7% | 60.7% | 1.45 | 55.2% | 1.59 | 58.7% | 1.49 | 29.1% | 3.01 |
| Obstetrics | 21.6% | 37.3% | 0.58 | 32.6% | 0.04 | 29.8% | 0.73 | 15.7% | 1.38 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 68.1% | 61.9% | 1.10 | 62.1% | 1.10 | 59.2% | 1.15 | 37.3% | 1.83 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 13.2 | 27.3 | 0.48 | 17.1 | 0.77 | 18.7 | 0.70 | 8.1 | 1.61 |
| Obstetrics | 1.3 | 4.7 | 0.27 | 3.0 | 0.43 | 2.5 | 0.51 | 1.3 | 1.03 |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 31.3 | 50.5 | 0.62 | 38.1 | 0.82 | 35.1 | 0.89 | 25.0 | 1.25 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.4 | 4.9 | 0.89 | 5.2 | 0.84 | 4.5 | 0.98 | 3.5 | 1.26 |
| Obstetrics | 2.1 | 2.4 | 0.86 | 1.8 | 1.13 | 2.2 | 0.94 | 2.1 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.8 | 5.3 | 0.91 | 5.3 | 0.91 | 4.6 | 1.03 | 4.1 | 1.16 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 506 | 990 | 0.51 | 1,159 | 0.44 | 526 | 0.96 | 456 | 1.11 |
| Outpatient | 3,921 | 4,017 | 0.98 | 4,194 | 0.93 | 3,165 | 1.24 | 3,957 | 0.99 |
| Inpatient as % of All Surgeries | 11.4% | 19.8% | 0.58 | 21.6% | 0.53 | 14.3% | 0.80 | 10.3% | 1.11 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 56,346 | 141,022 | 0.40 | 96,566 | 0.58 | 102,926 | 0.55 | 220,036 | 0.26 |
| Emergency Visits | 20,199 | 17,305 | 1.17 | 13,569 | 1.49 | 18,037 | 1.12 | 10,790 | 1.87 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 26.0 | 18.8 | 1.39 | 19.9 | 1.31 | 17.9 | 1.46 | 5.0 | 5.20 |
| Nurses, Licensed | 211.8 | 234.4 | 0.90 | 195.2 | 1.09 | 148.0 | 1.43 | 126.1 | 1.68 |
| Ancillary Nursing Personnel | 22.9 | 38.1 | 0.60 | 37.3 | 0.61 | 25.5 | 0.90 | 1.0 | 22.91 |
| All Other Personnel | 296.5 | 466.7 | 0.64 | 374.4 | 0.79 | 271.6 | 1.09 | 288.6 | 1.03 |
| Total FTEs | 557.3 | 758.0 | 0.74 | 626.9 | 0.89 | 463.0 | 1.20 | 420.7 | 1.32 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 14.9 | 12.5 | 1.20 | 14.6 | 1.02 | 13.6 | 1.10 | 4.9 | 3.03 |
| Nurses, Licensed | 121.7 | 156.2 | 0.78 | 143.7 | 0.85 | 112.9 | 1.08 | 124.2 | 0.98 |
| Ancillary Nursing Personnel | 13.2 | 25.4 | 0.52 | 27.5 | 0.48 | 19.5 | 0.68 | 1.0 | 13.36 |
| All Other Personnel | 170.4 | 311.0 | 0.55 | 275.6 | 0.62 | 207.1 | 0.82 | 284.4 | 0.60 |
| Total FTEs | 320.3 | 505.0 | 0.63 | 461.4 | 0.69 | 353.1 | 0.91 | 414.6 | 0.77 |

Total Hospital:
 Beds Set Up & Staffed 46
 Discharges 2,389
 Inpatient Days 11,439

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

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

Newborn Nursery:
 Bassinets 6
 Total Births 293
 Newborn Days 570

118 Aspirus Rhinelander Hospital
Rhinelander, WI 54501

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 15 | 1,098 | 4,801 | 87.7% | 13.2 | 4.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 6 | 229 | 474 | 21.6% | 1.3 | 2.1 |
| Psychiatric | 1 | 8 | 402 | 1,977 | 67.7% | 5.4 | 4.9 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 17 | 660 | 4,187 | 67.5% | 11.5 | 6.3 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 26 | 0 | 26.0 | Surgical Personnel | 13 | 2 | 14.6 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 17 | 7 | 24.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 5 | 5 | 9.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 128 | 69 | 204.0 | Occupational Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 1 | 1.8 |
| Licensed Practical Nurses | 7 | 1 | 7.9 | Physical Therapy Assistants/Aides | 1 | 1 | 2.5 |
| Ancillary Nursing Personnel | 15 | 11 | 22.9 | Recreational Therapists | 2 | 1 | 2.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 2 | 0 | 2.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 24 | 9 | 29.4 |
| Health Info Mgmt-Administrators/Technicians | 0 | 1 | 0.9 | All Other Personnel | 88 | 14 | 100.7 |
| Pharmacy Personnel | 16 | 2 | 17.3 | | | | |
| Clinical Laboratory Personnel | 8 | 1 | 8.0 | | | | |
| | | | | Total | 414 | 145 | 557.3 |

118 Aspirus Rhinelander Hospital

Rhinelander, WI 54501

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|----------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$215,341,696 | 48.3% | 47.3% | 1.02 | 50.9% | 0.95 | 50.2% | 0.96 | 53.8% | 0.90 |
| Medical Assistance | \$67,702,585 | 15.2% | 14.4% | 1.06 | 13.5% | 1.13 | 14.7% | 1.03 | 14.6% | 1.04 |
| Commercial | \$134,017,266 | 30.1% | 32.9% | 0.91 | 29.7% | 1.01 | 30.7% | 0.98 | 23.3% | 1.29 |
| All Other | \$28,596,313 | 6.4% | 5.4% | 1.19 | 5.9% | 1.08 | 4.4% | 1.46 | 8.2% | 0.78 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$163,428,832 | 36.7% | 36.1% | 1.02 | 36.5% | 1.00 | 37.5% | 0.98 | 39.6% | 0.92 |
| Medical Assistance | \$50,286,920 | 11.3% | 11.3% | 1.00 | 10.6% | 1.06 | 11.2% | 1.01 | 11.2% | 1.01 |
| Commercial | \$43,389,719 | 9.7% | 14.8% | 0.66 | 9.7% | 1.00 | 12.7% | 0.77 | 5.4% | 1.81 |
| Charity Care | \$3,236,305 | 0.7% | 0.7% | 1.00 | 0.6% | 1.16 | 0.8% | 0.88 | 1.3% | 0.57 |
| Bad Debt | \$7,078,963 | 1.6% | 0.9% | 1.81 | 0.6% | 2.67 | 1.0% | 1.59 | 1.2% | 1.30 |
| All Other | \$19,714,469 | 4.4% | 3.0% | 1.46 | 3.8% | 1.15 | 2.8% | 1.58 | 6.4% | 0.69 |
| Total Deductions | \$287,135,208 | 64.4% | 66.8% | 0.96 | 62.0% | 1.04 | 66.0% | 0.98 | 65.2% | 0.99 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.9% | 5.7% | 0.86 | 3.6% | 1.35 | 3.3% | 1.48 | 6.0% | 0.82 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 210.1% | N/A | 14,078.6% | N/A | N/A | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$88,585,166 | 49.5% | 41.8% | 1.18 | 40.5% | 1.22 | 41.0% | 1.21 | 28.9% | 1.71 |
| Supplies & Services | \$82,409,415 | 46.0% | 52.2% | 0.88 | 55.0% | 0.84 | 52.7% | 0.87 | 65.7% | 0.70 |
| Capital Component | \$8,032,419 | 4.5% | 6.0% | 0.75 | 4.5% | 0.99 | 6.3% | 0.71 | 5.5% | 0.82 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -7.4% | 5.7% | N/A | 1.2% | N/A | 2.9% | N/A | 11.5% | N/A | |
| Total Hospital Net Income (%) | -7.4% | 3.5% | N/A | -1.1% | 6.58 | 0.0% | 347.22 | 6.7% | N/A | |
| Return on Equity (%) | -10.9% | 1.4% | N/A | -0.3% | 38.72 | 0.0% | 1,197.47 | 10.6% | N/A | |
| Current Ratio | 2.6 | 3.9 | 0.67 | 1.8 | 1.45 | 3.2 | 0.82 | 1.3 | 1.98 | |
| Days in Net Patient Accounts Receivable | 57.7 | 91.7 | 0.63 | 167.5 | 0.34 | 88.3 | 0.65 | 50.2 | 1.15 | |
| Average Payment Period | 25.9 | 91.7 | 0.28 | 183.9 | 0.14 | 85.8 | 0.30 | 63.0 | 0.41 | |
| Equity Financing (%) | 36.3% | 59.1% | 0.61 | 42.4% | 0.86 | 60.3% | 0.60 | 38.0% | 0.96 | |
| Long-Term Debt to Equity Ratio | 1.4 | 0.4 | 3.42 | 1.0 | 1.45 | 0.4 | 3.48 | 0.0 | N/A | |
| Times Interest Earned | -7.8 | 5.7 | N/A | -1.5 | 5.09 | 1.0 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 1.5 | 0.4 | 3.53 | 0.3 | 5.75 | 0.4 | 3.35 | 1.7 | 0.89 | |
| Average Age of Plant (Years) | 1.6 | 18.1 | 0.09 | 31.9 | 0.05 | 16.0 | 0.10 | 10.0 | 0.16 | |
| Increase (Decrease) Total Net Patient Revenue | 57.5% | 3.5% | 16.25 | 7.4% | 7.81 | 3.7% | 15.39 | 14.5% | 3.96 | |
| Outpatient Gross Revenue (% of Total GPR) | 82.0% | 66.2% | 1.24 | 71.7% | 1.14 | 73.1% | 1.12 | 75.8% | 1.08 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$10,610 | \$19,849 | 0.53 | \$17,658 | 0.60 | \$13,245 | 0.80 | \$12,524 | 0.85 | |
| Inpatient Net Revenue per Day | \$2,216 | \$3,697 | 0.60 | \$3,312 | 0.67 | \$2,825 | 0.78 | \$3,090 | 0.72 | |
| Outpatient Net Revenue per Visit | \$1,832 | \$819 | 2.24 | \$1,126 | 1.63 | \$766 | 2.39 | \$331 | 5.54 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$445,657,863 | Cash & Cash Equivalents | \$461,122 | Current Liabilities | \$12,325,155 |
| Less Deductions | \$287,135,208 | Net Patient Receivables | \$25,060,520 | Long-Term Debt | \$58,764,646 |
| Net Patient Revenue | \$158,522,655 | Other Receivables | \$2,138,428 | Other Liabilities | \$1,029,139 |
| Plus Other Revenue | \$8,190,844 | | | Subtotal | \$72,118,940 |
| Total Revenue | \$166,713,499 | Land, Buildings & Equipment (Net) | \$80,098,265 | Unrestricted Fund Balance | \$41,095,517 |
| Less Expenses | \$179,027,000 | Other Assets | \$5,456,124 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$11,456 | | | Total Liabilities & Fund Balance | \$113,214,457 |
| Net Income | -\$12,302,045 | Total Assets | \$113,214,459 | | |

119 Marshfield Medical Center – Rice Lake
 1700 West Stout Street
 Rice Lake, WI 54868
 715-234-1515

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 45.3% | 60.7% | 0.75 | 51.4% | 0.88 | 62.5% | 0.72 | 43.6% | 1.04 |
| Obstetrics | 22.7% | 37.3% | 0.61 | 29.2% | 0.06 | 29.3% | 0.77 | 23.4% | 0.97 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 41.0% | 61.9% | 0.66 | 51.8% | 0.79 | 58.2% | 0.70 | 42.8% | 0.96 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 12.2 | 27.3 | 0.45 | 12.6 | 0.97 | 36.5 | 0.34 | 11.8 | 1.04 |
| Obstetrics | 1.8 | 4.7 | 0.38 | 2.0 | 0.89 | 4.8 | 0.38 | 1.9 | 0.97 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 16.4 | 50.5 | 0.33 | 19.0 | 0.86 | 68.8 | 0.24 | 17.1 | 0.96 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.2 | 4.9 | 0.86 | 4.5 | 0.95 | 4.8 | 0.88 | 3.9 | 1.09 |
| Obstetrics | 2.0 | 2.4 | 0.84 | 2.1 | 0.95 | 2.4 | 0.84 | 1.9 | 1.04 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 3.9 | 5.3 | 0.73 | 4.6 | 0.84 | 5.0 | 0.77 | 3.7 | 1.04 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 275 | 990 | 0.28 | 339 | 0.81 | 1,312 | 0.21 | 296 | 0.93 |
| Outpatient | 4,533 | 4,017 | 1.13 | 2,633 | 1.72 | 5,549 | 0.82 | 4,972 | 0.91 |
| Inpatient as % of All Surgeries | 5.7% | 19.8% | 0.29 | 11.4% | 0.50 | 19.1% | 0.30 | 5.6% | 1.02 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 84,533 | 141,022 | 0.60 | 82,166 | 1.03 | 238,140 | 0.35 | 161,820 | 0.52 |
| Emergency Visits | 14,714 | 17,305 | 0.85 | 8,774 | 1.68 | 27,894 | 0.53 | 13,207 | 1.11 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 3.0 | 18.8 | 0.16 | 10.2 | 0.30 | 19.9 | 0.15 | 0.0 | N/A |
| Nurses, Licensed | 130.4 | 234.4 | 0.56 | 129.2 | 1.01 | 376.4 | 0.35 | 121.2 | 1.08 |
| Ancillary Nursing Personnel | 12.4 | 38.1 | 0.33 | 20.8 | 0.60 | 51.2 | 0.24 | 28.4 | 0.44 |
| All Other Personnel | 236.7 | 466.7 | 0.51 | 279.2 | 0.85 | 706.7 | 0.33 | 224.6 | 1.05 |
| Total FTEs | 382.4 | 758.0 | 0.50 | 439.4 | 0.87 | 1,154.3 | 0.33 | 374.1 | 1.02 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 2.0 | 12.5 | 0.16 | 12.5 | 0.16 | 9.1 | 0.22 | 0.0 | N/A |
| Nurses, Licensed | 85.7 | 156.2 | 0.55 | 158.9 | 0.54 | 172.3 | 0.50 | 66.2 | 1.30 |
| Ancillary Nursing Personnel | 8.2 | 25.4 | 0.32 | 25.5 | 0.32 | 23.4 | 0.35 | 15.5 | 0.53 |
| All Other Personnel | 155.7 | 311.0 | 0.50 | 343.4 | 0.45 | 323.5 | 0.48 | 122.7 | 1.27 |
| Total FTEs | 251.5 | 505.0 | 0.50 | 540.3 | 0.47 | 528.4 | 0.48 | 204.4 | 1.23 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 40 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 8 |
| Discharges | 1,550 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 311 |
| Inpatient Days | 5,989 | | | Inpatient Days | 0 | Newborn Days | 566 |

119 Marshfield Medical Center – Rice Lake
Rice Lake, WI 54868

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 27 | 1,051 | 4,464 | 45.3% | 12.2 | 4.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 8 | 327 | 662 | 22.7% | 1.8 | 2.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 5 | 172 | 863 | 47.3% | 2.4 | 5.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 3 | 0 | 3.0 | Surgical Personnel | 6 | 5 | 6.7 |
| Physicians & Dentists | 19 | 7 | 19.5 | Radiological Services Personnel | 18 | 8 | 20.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 13 | 2 | 13.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 1 | 4.7 |
| Registered Nurses | 86 | 70 | 117.9 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 5 | 3 | 7.4 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 8 | 20 | 12.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 1 | 3.0 | Dietitians & Nutritionists | 2 | 2 | 2.8 |
| Nurse Practitioners | 5 | 1 | 5.7 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 4 | 4 | 5.8 | Social Workers | 0 | 3 | 1.9 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 51 | 37 | 69.6 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 28 | 10 | 31.9 |
| Pharmacy Personnel | 16 | 9 | 17.1 | | | | |
| Clinical Laboratory Personnel | 15 | 4 | 17.8 | | | | |
| | | | | Total | 301 | 198 | 382.4 |

119 Marshfield Medical Center – Rice Lake

Rice Lake, WI 54868

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|----------|------------------|---------|------|
| | | Value | Ratio | 5A Value | Ratio | 6 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$163,196,601 | 54.4% | 47.3% | 1.15 | 51.1% | 1.06 | 43.9% | 1.24 | 54.3% | 1.00 |
| Medical Assistance | \$35,723,950 | 11.9% | 14.4% | 0.83 | 12.0% | 0.99 | 19.1% | 0.62 | 13.2% | 0.90 |
| Commercial | \$71,700,709 | 23.9% | 32.9% | 0.73 | 32.3% | 0.74 | 32.6% | 0.73 | 24.8% | 0.96 |
| All Other | \$29,613,800 | 9.9% | 5.4% | 1.82 | 4.6% | 2.14 | 4.4% | 2.25 | 7.7% | 1.27 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$115,064,898 | 38.3% | 36.1% | 1.06 | 34.5% | 1.11 | 34.9% | 1.10 | 36.4% | 1.05 |
| Medical Assistance | \$30,293,160 | 10.1% | 11.3% | 0.89 | 8.8% | 1.15 | 14.9% | 0.68 | 9.5% | 1.06 |
| Commercial | \$20,917,207 | 7.0% | 14.8% | 0.47 | 10.3% | 0.67 | 13.7% | 0.51 | 5.7% | 1.23 |
| Charity Care | \$961,418 | 0.3% | 0.7% | 0.44 | 0.5% | 0.66 | 0.6% | 0.55 | 0.5% | 0.68 |
| Bad Debt | \$2,381,268 | 0.8% | 0.9% | 0.91 | 0.9% | 0.90 | 0.9% | 0.86 | 1.0% | 0.83 |
| All Other | \$18,920,711 | 6.3% | 3.0% | 2.07 | 3.0% | 2.10 | 2.7% | 2.30 | 4.7% | 1.35 |
| Total Deductions | \$188,538,662 | 62.8% | 66.8% | 0.94 | 58.0% | 1.08 | 67.7% | 0.93 | 57.7% | 1.09 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.6% | 5.7% | 0.10 | | 3.6% | 0.17 | 6.5% | 0.09 | 0.5% | 1.25 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | 136.6% | N/A | N/A | N/A | 32.3% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$49,835,217 | 38.3% | 41.8% | 0.92 | 49.3% | 0.78 | 42.9% | 0.89 | 45.2% | 0.85 |
| Supplies & Services | \$74,841,807 | 57.5% | 52.2% | 1.10 | 45.8% | 1.25 | 50.0% | 1.15 | 50.7% | 1.13 |
| Capital Component | \$5,488,149 | 4.2% | 6.0% | 0.70 | 4.9% | 0.87 | 7.1% | 0.59 | 4.1% | 1.03 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -15.8% | 5.7% | N/A | | 0.5% | N/A | 8.3% | N/A | 12.3% | N/A |
| Total Hospital Net Income (%) | -12.6% | 3.5% | N/A | | -1.3% | 9.36 | 6.4% | N/A | 17.2% | N/A |
| Return on Equity (%) | -0.5% | 1.4% | N/A | | -0.2% | 2.28 | 1.6% | N/A | 0.9% | N/A |
| Current Ratio | 1.5 | 3.9 | 0.39 | | 1.7 | 0.90 | 4.0 | 0.38 | 2.8 | 0.54 |
| Days in Net Patient Accounts Receivable | 1,080.9 | 91.7 | 11.79 | | 260.0 | 4.16 | 126.5 | 8.54 | 718.4 | 1.50 |
| Average Payment Period | 1,170.6 | 91.7 | 12.77 | | 309.6 | 3.78 | 146.1 | 8.01 | 729.6 | 1.60 |
| Equity Financing (%) | 37.8% | 59.1% | 0.64 | | 43.6% | 0.87 | 57.6% | 0.66 | 47.4% | 0.80 |
| Long-Term Debt to Equity Ratio | 1.2 | 0.4 | 2.86 | | 0.9 | 1.31 | 0.5 | 2.61 | 0.8 | 1.43 |
| Times Interest Earned | -17.4 | 5.7 | N/A | | -2.9 | 6.04 | 6.7 | N/A | 24.2 | N/A |
| Total Asset Turnover | 0.0 | 0.4 | 0.09 | | 0.2 | 0.23 | 0.3 | 0.14 | 0.1 | 0.72 |
| Average Age of Plant (Years) | 208.7 | 18.1 | 11.50 | | 52.7 | 3.96 | 22.6 | 9.22 | 209.4 | 1.00 |
| Increase (Decrease) Total Net Patient Revenue | -31.9% | 3.5% | N/A | | -1.2% | 25.55 | -0.3% | 106.13 | 12.3% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 89.3% | 66.2% | 1.35 | | 76.7% | 1.16 | 68.3% | 1.31 | 90.7% | 0.98 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$11,368 | \$19,849 | 0.57 | | \$16,058 | 0.71 | \$18,944 | 0.60 | \$9,679 | 1.17 |
| Inpatient Net Revenue per Day | \$2,957 | \$3,697 | 0.80 | | \$3,281 | 0.90 | \$3,762 | 0.79 | \$2,619 | 1.13 |
| Outpatient Net Revenue per Visit | \$972 | \$819 | 1.19 | | \$891 | 1.09 | \$679 | 1.43 | \$866 | 1.12 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$300,235,060 | Cash & Cash Equivalents | \$25,498,240 | Current Liabilities | \$403,436,555 |
| Less Deductions | \$188,538,662 | Net Patient Receivables | \$330,761,573 | Long-Term Debt | \$1,376,262,435 |
| Net Patient Revenue | \$111,696,398 | Other Receivables | \$133,522,567 | Other Liabilities | \$116,079,447 |
| Plus Other Revenue | \$671,421 | | | Subtotal | \$1,895,778,437 |
| Total Revenue | \$112,367,820 | Land, Buildings & Equipment (Net) | \$1,150,751,072 | Unrestricted Fund Balance | \$1,152,913,143 |
| Less Expenses | \$130,165,173 | Other Assets | \$1,408,158,130 | Restricted Fund Balance | \$113,689,294 |
| Non-Operating Gains/Losses | \$3,248,157 | | | Total Liabilities & Fund Balance | \$3,048,691,580 |
| Net Income | -\$14,549,196 | Total Assets | \$3,048,691,582 | | |

120 The Richland Hospital Inc
 333 East Second Street
 Richland Center, WI 53581
 608-647-6321

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 42.6% | 60.7% | 0.70 | 61.3% | 0.70 | 37.9% | 1.12 | 39.8% | 1.07 |
| Obstetrics | 20.3% | 37.3% | 0.55 | 37.3% | 0.02 | 18.2% | 1.12 | 17.5% | 1.16 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 38.9% | 61.9% | 0.63 | 62.3% | 0.63 | 39.7% | 0.98 | 36.3% | 1.07 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 7.7 | 27.3 | 0.28 | 26.4 | 0.29 | 6.8 | 1.13 | 7.2 | 1.07 |
| Obstetrics | 0.8 | 4.7 | 0.17 | 4.3 | 0.19 | 0.9 | 0.95 | 0.7 | 1.16 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 9.7 | 50.5 | 0.19 | 54.9 | 0.18 | 9.8 | 0.99 | 9.1 | 1.07 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.1 | 4.9 | 0.82 | 4.9 | 0.83 | 3.7 | 1.09 | 3.6 | 1.13 |
| Obstetrics | 1.9 | 2.4 | 0.79 | 2.5 | 0.76 | 2.1 | 0.91 | 1.9 | 1.03 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.9 | 5.3 | 0.73 | 5.2 | 0.75 | 4.0 | 0.98 | 3.5 | 1.11 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 214 | 990 | 0.22 | 894 | 0.24 | 203 | 1.06 | 182 | 1.18 |
| Outpatient | 1,442 | 4,017 | 0.36 | 4,062 | 0.35 | 1,593 | 0.91 | 1,405 | 1.03 |
| Inpatient as % of All Surgeries | 12.9% | 19.8% | 0.65 | 18.0% | 0.72 | 11.3% | 1.15 | 11.5% | 1.13 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 51,298 | 141,022 | 0.36 | 182,049 | 0.28 | 64,671 | 0.79 | 59,686 | 0.86 |
| Emergency Visits | 7,400 | 17,305 | 0.43 | 17,809 | 0.42 | 8,798 | 0.84 | 6,474 | 1.14 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.8 | 0.21 | 18.6 | 0.22 | 11.5 | 0.35 | 0.0 | N/A |
| Nurses, Licensed | 85.0 | 234.4 | 0.36 | 274.7 | 0.31 | 81.9 | 1.04 | 84.1 | 1.01 |
| Ancillary Nursing Personnel | 10.6 | 38.1 | 0.28 | 35.1 | 0.30 | 11.6 | 0.91 | 10.2 | 1.04 |
| All Other Personnel | 266.6 | 466.7 | 0.57 | 644.0 | 0.41 | 181.7 | 1.47 | 268.5 | 0.99 |
| Total FTEs | 366.2 | 758.0 | 0.48 | 972.4 | 0.38 | 286.7 | 1.28 | 362.7 | 1.01 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 7.2 | 12.5 | 0.57 | 12.1 | 0.59 | 21.8 | 0.33 | 0.0 | N/A |
| Nurses, Licensed | 152.1 | 156.2 | 0.97 | 178.7 | 0.85 | 155.9 | 0.98 | 165.8 | 0.92 |
| Ancillary Nursing Personnel | 18.9 | 25.4 | 0.74 | 22.9 | 0.83 | 22.0 | 0.86 | 20.1 | 0.94 |
| All Other Personnel | 476.8 | 311.0 | 1.53 | 418.9 | 1.14 | 345.9 | 1.38 | 529.7 | 0.90 |
| Total FTEs | 654.9 | 505.0 | 1.30 | 632.6 | 1.04 | 545.6 | 1.20 | 715.6 | 0.92 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|-----------------------|----|---------------------------------------|-----|-------------------------|-----|
| Beds Set Up & Staffed | 25 | Health Maintenance | | Average Beds Used | 2 | Bassinets | 4 |
| Discharges | 917 | Organization (HMO) | No | Discharges | 64 | Total Births | 146 |
| Inpatient Days | 3,552 | Preferred Provider | | Inpatient Days | 519 | Newborn Days | 249 |
| | | Organization (PPO) | No | | | | |

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Richland Center, WI 53581

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 18 | 689 | 2,799 | 42.6% | 7.7 | 4.1 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 4 | 155 | 297 | 20.3% | 0.8 | 1.9 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 3 | 73 | 456 | 41.6% | 1.2 | 6.2 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 0 | 4.0 | Surgical Personnel | 5 | 0 | 5.0 |
| Physicians & Dentists | 13 | 6 | 16.4 | Radiological Services Personnel | 11 | 0 | 11.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 0 | 3.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 0 | 4.0 |
| Registered Nurses | 61 | 10 | 65.4 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 1 | 0 | 1.0 | Physical Therapists | 7 | 0 | 7.0 |
| Licensed Practical Nurses | 7 | 0 | 7.0 | Physical Therapy Assistants/Aides | 2 | 1 | 2.2 |
| Ancillary Nursing Personnel | 10 | 1 | 10.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 2 | 3 | 3.4 | Dietitians & Nutritionists | 3 | 0 | 3.0 |
| Nurse Practitioners | 7 | 1 | 7.6 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 3 | 0 | 3.0 | Social Workers | 1 | 1 | 1.7 |
| Clinical Nurse Specialists | 1 | 0 | 1.0 | All Other Health Professionals | 15 | 0 | 15.0 |
| Health Info Mgmt-Administrators/Technicians | 9 | 1 | 9.6 | All Other Personnel | 120 | 27 | 134.6 |
| Pharmacy Personnel | 8 | 2 | 9.1 | | | | |
| Clinical Laboratory Personnel | 14 | 0 | 14.0 | | | | |
| | | | | Total | 335 | 59 | 366.2 |

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Richland Center, WI 53581

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$73,202,553 | 52.7% | 47.3% | 1.12 | 42.3% | 1.25 | 48.7% | 1.08 | 52.0% | 1.01 |
| Medical Assistance | \$22,376,889 | 16.1% | 14.4% | 1.12 | 12.2% | 1.32 | 12.5% | 1.29 | 15.8% | 1.02 |
| Commercial | \$41,148,319 | 29.6% | 32.9% | 0.90 | 36.7% | 0.81 | 35.0% | 0.85 | 31.1% | 0.95 |
| All Other | \$2,065,548 | 1.5% | 5.4% | 0.27 | 8.8% | 0.17 | 3.9% | 0.38 | 1.2% | 1.29 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$39,796,619 | 28.7% | 36.1% | 0.79 | 32.5% | 0.88 | 31.8% | 0.90 | 30.4% | 0.94 |
| Medical Assistance | \$16,426,709 | 11.8% | 11.3% | 1.05 | 9.6% | 1.23 | 9.0% | 1.32 | 12.0% | 0.98 |
| Commercial | \$15,246,627 | 11.0% | 14.8% | 0.74 | 18.5% | 0.59 | 14.1% | 0.78 | 11.0% | 1.00 |
| Charity Care | \$352,119 | 0.3% | 0.7% | 0.35 | 0.6% | 0.42 | 0.7% | 0.37 | 0.4% | 0.69 |
| Bad Debt | \$2,209,370 | 1.6% | 0.9% | 1.82 | 0.9% | 1.69 | 1.2% | 1.31 | 2.1% | 0.75 |
| All Other | \$31,157 | 0.0% | 3.0% | 0.01 | 4.8% | 0.00 | 2.5% | 0.01 | -0.1% | N/A |
| Total Deductions | \$74,062,601 | 53.4% | 66.8% | 0.80 | 67.0% | 0.80 | 59.2% | 0.90 | 55.8% | 0.96 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.5% | 5.7% | 0.78 | 4.8% | 0.94 | 6.5% | 0.69 | 2.6% | 1.74 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 5,067.6% | N/A | N/A | N/A | N/A | 64.3% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$38,377,480 | 59.5% | 41.8% | 1.42 | 43.9% | 1.36 | 49.3% | 1.21 | 61.0% | 0.98 |
| Supplies & Services | \$22,620,485 | 35.1% | 52.2% | 0.67 | 48.8% | 0.72 | 43.7% | 0.80 | 33.2% | 1.06 |
| Capital Component | \$3,449,729 | 5.4% | 6.0% | 0.89 | 7.3% | 0.74 | 7.0% | 0.77 | 5.8% | 0.92 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 4.9% | 5.7% | 0.86 | 4.7% | 1.04 | 5.9% | 0.83 | 5.8% | 0.84 | |
| Total Hospital Net Income (%) | 2.2% | 3.5% | 0.64 | -0.1% | N/A | 2.8% | 0.81 | 14.8% | 0.15 | |
| Return on Equity (%) | 1.6% | 1.4% | 1.13 | 0.0% | N/A | 0.7% | 2.24 | 11.4% | 0.14 | |
| Current Ratio | 7.3 | 3.9 | 1.89 | 3.2 | 2.27 | 2.6 | 2.84 | 5.1 | 1.44 | |
| Days in Net Patient Accounts Receivable | 64.1 | 91.7 | 0.70 | 71.6 | 0.89 | 148.9 | 0.43 | 62.3 | 1.03 | |
| Average Payment Period | 34.8 | 91.7 | 0.38 | 90.2 | 0.39 | 167.7 | 0.21 | 54.2 | 0.64 | |
| Equity Financing (%) | 91.1% | 59.1% | 1.54 | 50.6% | 1.80 | 55.3% | 1.65 | 90.1% | 1.01 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.05 | 0.5 | 0.04 | 0.6 | 0.03 | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 0.9 | N/A | 5.2 | N/A | 10,390.8 | N/A | |
| Total Asset Turnover | 0.7 | 0.4 | 1.79 | 0.4 | 1.68 | 0.3 | 2.76 | 0.7 | 1.07 | |
| Average Age of Plant (Years) | 16.4 | 18.1 | 0.90 | 15.8 | 1.04 | 22.7 | 0.72 | 15.5 | 1.06 | |
| Increase (Decrease) Total Net Patient Revenue | 5.8% | 3.5% | 1.65 | 5.2% | 1.12 | 5.0% | 1.16 | 14.6% | 0.40 | |
| Outpatient Gross Revenue (% of Total GPR) | 82.6% | 66.2% | 1.25 | 63.7% | 1.30 | 81.3% | 1.02 | 82.1% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,328 | \$19,849 | 0.62 | \$21,625 | 0.57 | \$15,118 | 0.82 | \$15,627 | 0.79 | |
| Inpatient Net Revenue per Day | \$2,935 | \$3,697 | 0.79 | \$4,090 | 0.72 | \$3,557 | 0.83 | \$4,202 | 0.70 | |
| Outpatient Net Revenue per Visit | \$931 | \$819 | 1.14 | \$759 | 1.23 | \$717 | 1.30 | \$732 | 1.27 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$138,793,306 | Cash & Cash Equivalents | \$27,083,359 | Current Liabilities | \$5,873,847 |
| Less Deductions | \$74,062,601 | Net Patient Receivables | \$11,360,824 | Long-Term Debt | \$1,636,517 |
| Net Patient Revenue | \$64,730,705 | Other Receivables | \$513,986 | Other Liabilities | \$547,738 |
| Plus Other Revenue | \$3,031,166 | | | Subtotal | \$8,058,102 |
| Total Revenue | \$67,761,871 | Land, Buildings & Equipment (Net) | \$26,029,294 | Unrestricted Fund Balance | \$82,730,037 |
| Less Expenses | \$64,447,694 | Other Assets | \$25,800,676 | Restricted Fund Balance | \$77,114 |
| Non-Operating Gains/Losses | -\$1,852,196 | | | Total Liabilities & Fund Balance | \$90,788,139 |
| Net Income | \$1,461,981 | Total Assets | \$90,788,139 | | |

121 SSM Health Ripon Community Hospital
 845 Parkside Street
 Ripon, WI 54971
 920-748-3101

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 31.2% | 60.7% | 0.51 | 54.5% | 0.57 | 15.0% | 2.08 | 35.8% | 0.87 |
| Obstetrics | 0.0% | 37.3% | N/A | 24.1% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 31.2% | 61.9% | 0.50 | 49.9% | 0.62 | 19.9% | 1.57 | 29.3% | 1.07 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 4.1 | 27.3 | 0.15 | 24.1 | 0.17 | 2.6 | 1.59 | 4.6 | 0.87 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.8 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 4.1 | 50.5 | 0.08 | 36.8 | 0.11 | 3.5 | 1.15 | 4.7 | 0.87 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.3 | 4.9 | 0.87 | 4.4 | 0.98 | 3.9 | 1.09 | 4.3 | 0.99 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.4 | 5.3 | 0.84 | 4.5 | 0.99 | 4.8 | 0.92 | 4.3 | 1.02 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 80 | 990 | 0.08 | 983 | 0.08 | 64 | 1.25 | 97 | 0.82 |
| Outpatient | 571 | 4,017 | 0.14 | 5,820 | 0.10 | 1,572 | 0.36 | 805 | 0.71 |
| Inpatient as % of All Surgeries | 12.3% | 19.8% | 0.62 | 14.4% | 0.85 | 3.9% | 3.14 | 10.8% | 1.14 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 22,455 | 141,022 | 0.16 | 100,022 | 0.22 | 20,590 | 1.09 | 20,163 | 1.11 |
| Emergency Visits | 9,520 | 17,305 | 0.55 | 15,835 | 0.60 | 4,256 | 2.24 | 9,039 | 1.05 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.0 | 18.8 | 0.05 | 12.5 | 0.08 | 3.1 | 0.32 | 1.0 | 1.00 |
| Nurses, Licensed | 33.3 | 234.4 | 0.14 | 175.4 | 0.19 | 36.9 | 0.90 | 30.7 | 1.08 |
| Ancillary Nursing Personnel | 0.0 | 38.1 | N/A | 8.4 | N/A | 6.4 | N/A | 0.0 | N/A |
| All Other Personnel | 74.2 | 466.7 | 0.16 | 288.1 | 0.26 | 63.8 | 1.16 | 62.2 | 1.19 |
| Total FTEs | 108.4 | 758.0 | 0.14 | 484.4 | 0.22 | 110.2 | 0.98 | 93.9 | 1.16 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 3.1 | 12.5 | 0.25 | 9.6 | 0.32 | 16.5 | 0.19 | 6.3 | 0.49 |
| Nurses, Licensed | 103.4 | 156.2 | 0.66 | 135.1 | 0.77 | 195.6 | 0.53 | 192.8 | 0.54 |
| Ancillary Nursing Personnel | 0.0 | 25.4 | N/A | 6.4 | N/A | 33.9 | N/A | 0.0 | N/A |
| All Other Personnel | 230.6 | 311.0 | 0.74 | 221.8 | 1.04 | 338.7 | 0.68 | 391.3 | 0.59 |
| Total FTEs | 337.1 | 505.0 | 0.67 | 372.9 | 0.90 | 584.8 | 0.58 | 590.3 | 0.57 |

Total Hospital:
 Beds Set Up & Staffed 13
 Discharges 334
 Inpatient Days 1,480

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 4
 Inpatient Days 387

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

121 SSM Health Ripon Community Hospital
Ripon, WI 54971

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 13 | 344 | 1,480 | 31.2% | 4.1 | 4.3 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 1 | 0 | 1.0 | Surgical Personnel | 0 | 1 | 0.8 |
| Physicians & Dentists | 4 | 4 | 6.7 | Radiological Services Personnel | 4 | 8 | 10.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 2 | 2.4 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 1 | 0.7 |
| Registered Nurses | 15 | 23 | 29.8 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 2 | 4.4 |
| Licensed Practical Nurses | 0 | 2 | 1.4 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 2 | 0 | 2.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 9 | 15 | 16.9 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 14 | 19 | 26.9 |
| Pharmacy Personnel | 0 | 4 | 3.1 | | | | |
| Clinical Laboratory Personnel | 0 | 0 | 0.0 | | | | |
| | | | | Total | 53 | 83 | 108.4 |

121 SSM Health Ripon Community Hospital

Ripon, WI 54971

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$41,832,483 | 53.2% | 47.3% | 1.12 | 49.2% | 1.08 | 47.0% | 1.13 | 51.6% | 1.03 |
| Medical Assistance | \$7,470,035 | 9.5% | 14.4% | 0.66 | 11.5% | 0.83 | 13.0% | 0.73 | 8.8% | 1.07 |
| Commercial | \$27,138,264 | 34.5% | 32.9% | 1.05 | 35.7% | 0.97 | 36.0% | 0.96 | 36.1% | 0.96 |
| All Other | \$2,243,967 | 2.9% | 5.4% | 0.53 | 3.6% | 0.79 | 4.0% | 0.71 | 3.5% | 0.80 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$25,137,955 | 31.9% | 36.1% | 0.88 | 35.4% | 0.90 | 26.2% | 1.22 | 30.1% | 1.06 |
| Medical Assistance | \$6,658,199 | 8.5% | 11.3% | 0.75 | 9.0% | 0.94 | 9.3% | 0.91 | 6.9% | 1.23 |
| Commercial | \$9,916,044 | 12.6% | 14.8% | 0.85 | 14.6% | 0.86 | 11.3% | 1.12 | 13.2% | 0.96 |
| Charity Care | \$332,295 | 0.4% | 0.7% | 0.58 | 0.6% | 0.66 | 0.7% | 0.61 | 0.5% | 0.80 |
| Bad Debt | \$2,283,579 | 2.9% | 0.9% | 3.31 | 1.3% | 2.25 | 1.5% | 1.87 | 3.0% | 0.98 |
| All Other | \$1,345,216 | 1.7% | 3.0% | 0.56 | 2.4% | 0.72 | 2.2% | 0.76 | 1.6% | 1.06 |
| Total Deductions | \$45,673,288 | 58.0% | 66.8% | 0.87 | 63.4% | 0.92 | 51.3% | 1.13 | 55.2% | 1.05 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.7% | | 5.7% | 0.12 | 2.8% | 0.25 | 4.8% | 0.15 | 3.0% | 0.24 |
| Net Gains/Losses as % of Net Income | N/A | | N/A | N/A | 12.3% | N/A | 11.4% | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$13,619,564 | 41.1% | 41.8% | 0.98 | 36.0% | 1.14 | 49.1% | 0.84 | 46.5% | 0.88 |
| Supplies & Services | \$15,452,644 | 46.6% | 52.2% | 0.89 | 57.6% | 0.81 | 43.7% | 1.07 | 39.6% | 1.18 |
| Capital Component | \$4,067,883 | 12.3% | 6.0% | 2.05 | 6.4% | 1.92 | 7.2% | 1.71 | 14.0% | 0.88 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 0.3% | 5.7% | 0.06 | 13.7% | 0.02 | 6.2% | 0.05 | 12.4% | 0.03 |
| Total Hospital Net Income (%) | | 0.3% | 3.5% | 0.08 | 15.3% | 0.02 | 6.9% | 0.04 | 12.4% | 0.02 |
| Return on Equity (%) | | 0.2% | 1.4% | 0.11 | 10.4% | 0.02 | 7.1% | 0.02 | 12.3% | 0.01 |
| Current Ratio | | 31.2 | 3.9 | 8.03 | 21.6 | 1.44 | 3.3 | 9.54 | 1.7 | 18.17 |
| Days in Net Patient Accounts Receivable | | 52.8 | 91.7 | 0.58 | 51.2 | 1.03 | 58.5 | 0.90 | 76.1 | 0.69 |
| Average Payment Period | | 12.7 | 91.7 | 0.14 | 20.4 | 0.62 | 38.2 | 0.33 | 57.2 | 0.22 |
| Equity Financing (%) | | 37.3% | 59.1% | 0.63 | 86.3% | 0.43 | 49.5% | 0.75 | 64.8% | 0.58 |
| Long-Term Debt to Equity Ratio | | 1.6 | 0.4 | 3.76 | 0.1 | 23.99 | 0.8 | 2.07 | 1.5 | 1.02 |
| Times Interest Earned | | 1.1 | 5.7 | 0.19 | 38.3 | 0.03 | 6.4 | 0.17 | 4.4 | 0.25 |
| Total Asset Turnover | | 0.6 | 0.4 | 1.40 | 0.7 | 0.88 | 1.0 | 0.57 | 1.0 | 0.59 |
| Average Age of Plant (Years) | | 5.2 | 18.1 | 0.28 | 8.4 | 0.61 | 7.1 | 0.72 | 4.3 | 1.20 |
| Increase (Decrease) Total Net Patient Revenue | | 2.7% | 3.5% | 0.77 | 0.5% | 5.57 | 8.5% | 0.32 | 25.4% | 0.11 |
| Outpatient Gross Revenue (% of Total GPR) | | 86.5% | 66.2% | 1.31 | 71.7% | 1.21 | 81.4% | 1.06 | 70.6% | 1.23 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$17,448 | | \$19,849 | 0.88 | \$13,523 | 1.29 | \$19,261 | 0.91 | \$31,490 | 0.55 |
| Inpatient Net Revenue per Day | \$3,087 | | \$3,697 | 0.83 | \$2,966 | 1.04 | \$2,916 | 1.06 | \$6,708 | 0.46 |
| Outpatient Net Revenue per Visit | \$920 | | \$819 | 1.12 | \$832 | 1.11 | \$812 | 1.13 | \$735 | 1.25 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$78,684,749 | Cash & Cash Equivalents | \$0 | Current Liabilities | \$1,057,822 |
| Less Deductions | \$45,673,288 | Net Patient Receivables | \$4,774,750 | Long-Term Debt | \$33,283,057 |
| Net Patient Revenue | \$33,011,461 | Other Receivables | \$534,195 | Other Liabilities | \$1,214,832 |
| Plus Other Revenue | \$233,260 | | | Subtotal | \$35,555,711 |
| Total Revenue | \$33,244,721 | Land, Buildings & Equipment (Net) | \$22,347,772 | Unrestricted Fund Balance | \$21,175,343 |
| Less Expenses | \$33,140,091 | Other Assets | \$29,074,336 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$13,090 | Total Assets | \$56,731,053 | Total Liabilities & Fund Balance | \$56,731,054 |
| Net Income | \$91,540 | | | | |

122 River Falls Area Hospital
 1629 East Division Street
 River Falls, WI 54022
 715-425-6155

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 21.6% | 60.7% | 0.36 | 51.4% | 0.42 | 37.9% | 0.57 | 23.2% | 0.93 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | N/A | 18.2% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 21.6% | 61.9% | 0.35 | 51.8% | 0.42 | 39.7% | 0.54 | 23.2% | 0.93 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 3.9 | 27.3 | 0.14 | 12.6 | 0.31 | 6.8 | 0.57 | 4.2 | 0.93 |
| Obstetrics | 0.0 | 4.7 | N/A | 2.0 | N/A | 0.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.9 | 50.5 | 0.08 | 19.0 | 0.20 | 9.8 | 0.40 | 4.2 | 0.93 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 2.6 | 4.9 | 0.54 | 4.5 | 0.59 | 3.7 | 0.70 | 3.0 | 0.87 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.1 | N/A | 2.1 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.6 | 5.3 | 0.50 | 4.6 | 0.58 | 4.0 | 0.67 | 2.8 | 0.95 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 95 | 990 | 0.10 | 339 | 0.28 | 203 | 0.47 | 107 | 0.89 |
| Outpatient | 1,518 | 4,017 | 0.38 | 2,633 | 0.58 | 1,593 | 0.95 | 1,058 | 1.43 |
| Inpatient as % of All Surgeries | 5.9% | 19.8% | 0.30 | 11.4% | 0.52 | 11.3% | 0.52 | 9.2% | 0.64 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 12,735 | 141,022 | 0.09 | 82,166 | 0.15 | 64,671 | 0.20 | 12,833 | 0.99 |
| Emergency Visits | 6,146 | 17,305 | 0.36 | 8,774 | 0.70 | 8,798 | 0.70 | 5,607 | 1.10 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 16.7 | 18.8 | 0.89 | 10.2 | 1.65 | 11.5 | 1.46 | 20.0 | 0.84 |
| Nurses, Licensed | 44.1 | 234.4 | 0.19 | 129.2 | 0.34 | 81.9 | 0.54 | 47.4 | 0.93 |
| Ancillary Nursing Personnel | 4.0 | 38.1 | 0.11 | 20.8 | 0.19 | 11.6 | 0.35 | 3.7 | 1.08 |
| All Other Personnel | 56.6 | 466.7 | 0.12 | 279.2 | 0.20 | 181.7 | 0.31 | 64.6 | 0.88 |
| Total FTEs | 121.4 | 758.0 | 0.16 | 439.4 | 0.28 | 286.7 | 0.42 | 135.7 | 0.89 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 50.8 | 12.5 | 4.06 | 12.5 | 4.07 | 21.8 | 2.33 | 61.4 | 0.83 |
| Nurses, Licensed | 133.8 | 156.2 | 0.86 | 158.9 | 0.84 | 155.9 | 0.86 | 145.5 | 0.92 |
| Ancillary Nursing Personnel | 12.1 | 25.4 | 0.48 | 25.5 | 0.48 | 22.0 | 0.55 | 11.3 | 1.07 |
| All Other Personnel | 171.7 | 311.0 | 0.55 | 343.4 | 0.50 | 345.9 | 0.50 | 198.1 | 0.87 |
| Total FTEs | 368.5 | 505.0 | 0.73 | 540.3 | 0.68 | 545.6 | 0.68 | 416.4 | 0.88 |

Total Hospital:
 Beds Set Up & Staffed 18
 Discharges 537
 Inpatient Days 1,416

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

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 77
 Inpatient Days 616

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

122 River Falls Area Hospital
River Falls, WI 54022

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 18 | 537 | 1,416 | 21.6% | 3.9 | 2.6 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 11 | 9 | 16.7 | Surgical Personnel | 1 | 3 | 3.4 |
| Physicians & Dentists | 0 | 2 | 1.0 | Radiological Services Personnel | 0 | 3 | 2.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 2 | 2.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 2 | 1.2 |
| Registered Nurses | 8 | 53 | 44.1 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 7 | 1 | 7.8 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 1 | 0.8 |
| Ancillary Nursing Personnel | 0 | 9 | 4.0 | Recreational Therapists | 0 | 2 | 1.6 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 1 | 0.8 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 3 | 3 | 4.9 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 11 | 16 | 18.2 |
| Pharmacy Personnel | 2 | 5 | 5.4 | | | | |
| Clinical Laboratory Personnel | 0 | 0 | 0.0 | | | | |
| | | | | Total | 47 | 117 | 121.4 |

122 River Falls Area Hospital

River Falls, WI 54022

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$40,685,628 | 53.3% | 47.3% | 1.13 | 51.1% | 1.04 | 48.7% | 1.10 | 53.0% | 1.01 |
| Medical Assistance | \$7,045,789 | 9.2% | 14.4% | 0.64 | 12.0% | 0.77 | 12.5% | 0.74 | 8.2% | 1.13 |
| Commercial | \$27,404,223 | 35.9% | 32.9% | 1.09 | 32.3% | 1.11 | 35.0% | 1.03 | 37.1% | 0.97 |
| All Other | \$1,167,917 | 1.5% | 5.4% | 0.28 | 4.6% | 0.33 | 3.9% | 0.39 | 1.7% | 0.88 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$19,574,945 | 25.7% | 36.1% | 0.71 | 34.5% | 0.74 | 31.8% | 0.81 | 25.4% | 1.01 |
| Medical Assistance | \$3,237,570 | 4.2% | 11.3% | 0.38 | 8.8% | 0.48 | 9.0% | 0.47 | 4.3% | 1.00 |
| Commercial | \$8,534,235 | 11.2% | 14.8% | 0.76 | 10.3% | 1.08 | 14.1% | 0.79 | 10.3% | 1.09 |
| Charity Care | \$263,886 | 0.3% | 0.7% | 0.48 | 0.5% | 0.71 | 0.7% | 0.51 | 0.6% | 0.58 |
| Bad Debt | \$1,317,310 | 1.7% | 0.9% | 1.97 | 0.9% | 1.95 | 1.2% | 1.42 | 1.5% | 1.14 |
| All Other | \$1,298,039 | 1.7% | 3.0% | 0.56 | 3.0% | 0.57 | 2.5% | 0.68 | 2.1% | 0.81 |
| Total Deductions | \$34,225,985 | 44.9% | 66.8% | 0.67 | 58.0% | 0.77 | 59.2% | 0.76 | 44.1% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 4.3% | 5.7% | 0.75 | 3.6% | 1.19 | 6.5% | 0.67 | 5.1% | 0.84 |
| Net Gains/Losses as % of Net Income | | N/A | N/A | N/A | 136.6% | N/A | N/A | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$16,604,081 | 40.8% | 41.8% | 0.98 | 49.3% | 0.83 | 49.3% | 0.83 | 45.4% | 0.90 |
| Supplies & Services | \$20,550,444 | 50.5% | 52.2% | 0.97 | 45.8% | 1.10 | 43.7% | 1.16 | 46.1% | 1.10 |
| Capital Component | \$3,517,309 | 8.6% | 6.0% | 1.44 | 4.9% | 1.78 | 7.0% | 1.24 | 8.5% | 1.01 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 7.5% | 5.7% | 1.32 | 0.5% | 15.55 | 5.9% | 1.28 | 7.9% | 0.96 |
| Total Hospital Net Income (%) | | 7.4% | 3.5% | 2.12 | -1.3% | N/A | 2.8% | 2.69 | 7.8% | 0.95 |
| Return on Equity (%) | | 17.3% | 1.4% | 12.18 | -0.2% | N/A | 0.7% | 24.08 | 17.4% | 1.00 |
| Current Ratio | | 1.6 | 3.9 | 0.42 | 1.7 | 0.97 | 2.6 | 0.63 | 1.2 | 1.38 |
| Days in Net Patient Accounts Receivable | | 52.7 | 91.7 | 0.58 | 260.0 | 0.20 | 148.9 | 0.35 | 51.0 | 1.03 |
| Average Payment Period | | 42.9 | 91.7 | 0.47 | 309.6 | 0.14 | 167.7 | 0.26 | 61.8 | 0.69 |
| Equity Financing (%) | | 615.7% | 59.1% | 10.41 | 43.6% | 14.12 | 55.3% | 11.13 | 568.6% | 1.08 |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | 0.00 | 0.9 | 0.00 | 0.6 | 0.00 | 0.0 | 1.01 |
| Times Interest Earned | | 4.9 | 5.7 | 0.86 | -2.9 | N/A | 5.2 | 0.95 | 6.0 | 0.82 |
| Total Asset Turnover | | 2.3 | 0.4 | 5.61 | 0.2 | 14.76 | 0.3 | 8.67 | 2.2 | 1.06 |
| Average Age of Plant (Years) | | 12.0 | 18.1 | 0.66 | 52.7 | 0.23 | 22.7 | 0.53 | 10.8 | 1.11 |
| Increase (Decrease) Total Net Patient Revenue | | 1.2% | 3.5% | 0.33 | -1.2% | N/A | 5.0% | 0.23 | 11.3% | 0.10 |
| Outpatient Gross Revenue (% of Total GPR) | | 88.2% | 66.2% | 1.33 | 76.7% | 1.15 | 81.3% | 1.08 | 87.2% | 1.01 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$10,520 | | \$19,849 | 0.53 | \$16,058 | 0.66 | \$15,118 | 0.70 | \$12,875 | 0.82 |
| Inpatient Net Revenue per Day | \$3,041 | | \$3,697 | 0.82 | \$3,281 | 0.93 | \$3,557 | 0.85 | \$3,905 | 0.78 |
| Outpatient Net Revenue per Visit | \$1,945 | | \$819 | 2.37 | \$891 | 2.18 | \$717 | 2.71 | \$1,898 | 1.02 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|----------------|
| Gross Patient Revenue (GPR) | \$76,303,556 | Cash & Cash Equivalents | \$52,832 | Current Liabilities | \$4,464,530 |
| Less Deductions | \$34,225,985 | Net Patient Receivables | \$6,078,710 | Long-Term Debt | \$44,599 |
| Net Patient Revenue | \$42,077,571 | Other Receivables | \$112,023 | Other Liabilities | -\$101,343,820 |
| Plus Other Revenue | \$1,898,963 | | | Subtotal | -\$96,834,691 |
| Total Revenue | \$43,976,532 | Land, Buildings & Equipment (Net) | \$11,496,750 | Unrestricted Fund Balance | \$115,610,311 |
| Less Expenses | \$40,671,834 | Other Assets | \$1,035,306 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$51,995 | Total Assets | \$18,775,621 | Total Liabilities & Fund Balance | \$18,775,620 |
| Net Income | \$3,252,703 | | | | |

123 ThedaCare Medical Center - Shawano
 100 County Road B
 Shawano, WI 54166
 715-526-2111

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 59.6% | 60.7% | 0.98 | 62.0% | 0.96 | 58.7% | 1.02 | 55.3% | 1.08 |
| Obstetrics | 31.6% | 37.3% | 0.85 | 34.4% | 0.04 | 29.8% | 1.06 | 29.9% | 1.05 |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 55.0% | 61.9% | 0.89 | 56.6% | 0.97 | 59.2% | 0.93 | 52.4% | 1.05 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 10.7 | 27.3 | 0.39 | 27.3 | 0.39 | 18.7 | 0.57 | 9.9 | 1.08 |
| Obstetrics | 1.3 | 4.7 | 0.27 | 3.8 | 0.33 | 2.5 | 0.50 | 1.2 | 1.05 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 12.1 | 50.5 | 0.24 | 46.9 | 0.26 | 35.1 | 0.34 | 11.5 | 1.05 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.5 | 4.9 | 0.72 | 4.6 | 0.77 | 4.5 | 0.79 | 3.7 | 0.96 |
| Obstetrics | 2.1 | 2.4 | 0.89 | 2.3 | 0.93 | 2.2 | 0.97 | 2.2 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.3 | 5.3 | 0.62 | 4.8 | 0.69 | 4.6 | 0.71 | 3.5 | 0.93 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 255 | 990 | 0.26 | 796 | 0.32 | 526 | 0.48 | 246 | 1.04 |
| Outpatient | 2,915 | 4,017 | 0.73 | 5,614 | 0.52 | 3,165 | 0.92 | 2,844 | 1.02 |
| Inpatient as % of All Surgeries | 8.0% | 19.8% | 0.41 | 12.4% | 0.65 | 14.3% | 0.56 | 8.0% | 1.01 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 77,650 | 141,022 | 0.55 | 209,631 | 0.37 | 102,926 | 0.75 | 79,612 | 0.98 |
| Emergency Visits | 20,561 | 17,305 | 1.19 | 18,500 | 1.11 | 18,037 | 1.14 | 20,351 | 1.01 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 8.0 | 18.8 | 0.43 | 21.3 | 0.38 | 17.9 | 0.45 | 10.0 | 0.80 |
| Nurses, Licensed | 78.7 | 234.4 | 0.34 | 265.2 | 0.30 | 148.0 | 0.53 | 73.0 | 1.08 |
| Ancillary Nursing Personnel | 7.5 | 38.1 | 0.20 | 40.3 | 0.19 | 25.5 | 0.29 | 10.3 | 0.73 |
| All Other Personnel | 166.3 | 466.7 | 0.36 | 448.1 | 0.37 | 271.6 | 0.61 | 164.1 | 1.01 |
| Total FTEs | 260.5 | 758.0 | 0.34 | 775.0 | 0.34 | 463.0 | 0.56 | 257.4 | 1.01 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 8.6 | 12.5 | 0.69 | 11.2 | 0.77 | 13.6 | 0.63 | 11.1 | 0.77 |
| Nurses, Licensed | 84.4 | 156.2 | 0.54 | 139.6 | 0.60 | 112.9 | 0.75 | 81.1 | 1.04 |
| Ancillary Nursing Personnel | 8.1 | 25.4 | 0.32 | 21.2 | 0.38 | 19.5 | 0.41 | 11.4 | 0.70 |
| All Other Personnel | 178.5 | 311.0 | 0.57 | 235.8 | 0.76 | 207.1 | 0.86 | 182.4 | 0.98 |
| Total FTEs | 279.6 | 505.0 | 0.55 | 407.8 | 0.69 | 353.1 | 0.79 | 286.1 | 0.98 |

Total Hospital:
 Beds Set Up & Staffed 22
 Discharges 1,348
 Inpatient Days 4,416

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 3
 Inpatient Days 48

Newborn Nursery:
 Bassinets 7
 Total Births 226
 Newborn Days 418

123 ThedaCare Medical Center - Shawano
Shawano, WI 54166

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 18 | 1,110 | 3,917 | 59.6% | 10.7 | 3.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 22 | 38 | 0.0% | 0.1 | 1.7 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 4 | 216 | 461 | 31.6% | 1.3 | 2.1 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 8 | 0 | 8.0 | Surgical Personnel | 7 | 0 | 7.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 19 | 4 | 20.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 4 | 4 | 5.5 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 2.0 |
| Registered Nurses | 61 | 35 | 76.8 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 2 | 4.4 |
| Licensed Practical Nurses | 1 | 2 | 1.9 | Physical Therapy Assistants/Aides | 3 | 0 | 3.0 |
| Ancillary Nursing Personnel | 6 | 8 | 7.5 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 28 | 14 | 31.4 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 66 | 27 | 78.4 |
| Pharmacy Personnel | 9 | 0 | 9.0 | | | | |
| Clinical Laboratory Personnel | 5 | 1 | 5.6 | | | | |
| | | | | Total | 222 | 97 | 260.5 |

123 ThedaCare Medical Center - Shawano

Shawano, WI 54166

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|-----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$83,136,090 | 39.2% | 47.3% | 0.83 | 47.8% | 0.82 | 50.2% | 0.78 | 39.6% | 0.99 |
| Medical Assistance | \$31,213,865 | 14.7% | 14.4% | 1.02 | 12.4% | 1.19 | 14.7% | 1.00 | 14.3% | 1.03 |
| Commercial | \$94,490,048 | 44.6% | 32.9% | 1.35 | 34.5% | 1.29 | 30.7% | 1.45 | 44.4% | 1.01 |
| All Other | \$2,999,065 | 1.4% | 5.4% | 0.26 | 5.3% | 0.27 | 4.4% | 0.32 | 1.7% | 0.82 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$68,001,236 | 32.1% | 36.1% | 0.89 | 36.7% | 0.87 | 37.5% | 0.86 | 33.6% | 0.96 |
| Medical Assistance | \$27,894,639 | 13.2% | 11.3% | 1.17 | 9.9% | 1.33 | 11.2% | 1.18 | 13.0% | 1.01 |
| Commercial | \$26,219,406 | 12.4% | 14.8% | 0.84 | 15.4% | 0.80 | 12.7% | 0.98 | 10.8% | 1.15 |
| Charity Care | \$1,417,725 | 0.7% | 0.7% | 0.92 | 0.8% | 0.89 | 0.8% | 0.81 | 0.6% | 1.12 |
| Bad Debt | \$2,706,064 | 1.3% | 0.9% | 1.46 | 0.9% | 1.44 | 1.0% | 1.28 | 1.2% | 1.05 |
| All Other | \$832,190 | 0.4% | 3.0% | 0.13 | 3.5% | 0.11 | 2.8% | 0.14 | 0.4% | 0.94 |
| Total Deductions | \$127,071,260 | 60.0% | 66.8% | 0.90 | 67.1% | 0.89 | 66.0% | 0.91 | 59.6% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 5.1% | 5.7% | 0.89 | | 3.6% | 1.43 | 3.3% | 1.54 | 1.5% | 3.38 |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | N/A | N/A | 14,078.6% | N/A | 2.3% | 0.00 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$39,745,161 | 52.3% | 41.8% | 1.25 | 43.8% | 1.19 | 41.0% | 1.28 | 54.0% | 0.97 |
| Supplies & Services | \$31,652,136 | 41.6% | 52.2% | 0.80 | 50.3% | 0.83 | 52.7% | 0.79 | 39.2% | 1.06 |
| Capital Component | \$4,604,972 | 6.1% | 6.0% | 1.01 | 5.9% | 1.02 | 6.3% | 0.97 | 6.8% | 0.90 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 14.9% | 5.7% | 2.62 | | 6.7% | 2.22 | 2.9% | 5.17 | 10.4% | 1.43 |
| Total Hospital Net Income (%) | 14.9% | 3.5% | 4.27 | | 4.5% | 3.34 | 0.0% | N/A | 10.7% | 1.40 |
| Return on Equity (%) | 15.4% | 1.4% | 10.85 | | 2.9% | 5.24 | 0.0% | N/A | 10.1% | 1.53 |
| Current Ratio | -82.3 | 3.9 | N/A | | 5.4 | N/A | 3.2 | N/A | 10.1 | N/A |
| Days in Net Patient Accounts Receivable | 45.9 | 91.7 | 0.50 | | 52.8 | 0.87 | 88.3 | 0.52 | 54.1 | 0.85 |
| Average Payment Period | -2.3 | 91.7 | N/A | | 47.9 | N/A | 85.8 | N/A | 18.3 | N/A |
| Equity Financing (%) | 97.1% | 59.1% | 1.64 | | 77.7% | 1.25 | 60.3% | 1.61 | 88.6% | 1.10 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.09 | | 0.1 | 0.27 | 0.4 | 0.09 | 0.1 | 0.42 |
| Times Interest Earned | 0.0 | 5.7 | N/A | | 6.8 | N/A | 1.0 | N/A | 41,173.7 | N/A |
| Total Asset Turnover | 1.0 | 0.4 | 2.48 | | 0.7 | 1.53 | 0.4 | 2.35 | 0.9 | 1.10 |
| Average Age of Plant (Years) | 6.3 | 18.1 | 0.35 | | 10.8 | 0.58 | 16.0 | 0.39 | 5.7 | 1.10 |
| Increase (Decrease) Total Net Patient Revenue | 11.7% | 3.5% | 3.31 | | 3.1% | 3.79 | 3.7% | 3.14 | 46.9% | 0.25 |
| Outpatient Gross Revenue (% of Total GPR) | 87.0% | 66.2% | 1.31 | | 74.8% | 1.16 | 73.1% | 1.19 | 87.6% | 0.99 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$5,867 | \$19,849 | 0.30 | | \$15,277 | 0.38 | \$13,245 | 0.44 | \$5,630 | 1.04 |
| Inpatient Net Revenue per Day | \$1,771 | \$3,697 | 0.48 | | \$3,088 | 0.57 | \$2,825 | 0.63 | \$1,640 | 1.08 |
| Outpatient Net Revenue per Visit | \$810 | \$819 | 0.99 | | \$666 | 1.22 | \$766 | 1.06 | \$715 | 1.13 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$211,839,067 | Cash & Cash Equivalents | \$24,932,582 | Current Liabilities | -\$458,487 |
| Less Deductions | \$127,071,260 | Net Patient Receivables | \$10,662,310 | Long-Term Debt | \$2,990,543 |
| Net Patient Revenue | \$84,767,807 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$4,555,924 | | | Subtotal | \$2,532,056 |
| Total Revenue | \$89,323,729 | Land, Buildings & Equipment (Net) | \$48,553,673 | Unrestricted Fund Balance | \$83,738,446 |
| Less Expenses | \$76,002,269 | Other Assets | \$2,121,937 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$1,000 | | | Total Liabilities & Fund Balance | \$86,270,502 |
| Net Income | \$13,322,460 | Total Assets | \$86,270,502 | | |

124 Aurora Medical Center - Sheboygan County
 3400 Union Ave
 Sheboygan, WI 53081
 920-802-2100

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

County: Sheboygan
 Analysis Area: Northeastern (4)
 Volume Group: 6

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 71.2% | 60.7% | 1.17 | 62.0% | 1.15 | 62.5% | 1.14 | 55.0% | 1.30 |
| Obstetrics | 36.3% | 37.3% | 0.97 | 34.4% | 0.13 | 29.3% | 1.24 | 23.6% | 1.54 |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 56.7% | 61.9% | 0.92 | 56.6% | 1.00 | 58.2% | 0.97 | 40.3% | 1.41 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 37.0 | 27.3 | 1.36 | 27.3 | 1.36 | 36.5 | 1.02 | 21.5 | 1.73 |
| Obstetrics | 4.4 | 4.7 | 0.92 | 3.8 | 1.14 | 4.8 | 0.91 | 4.2 | 1.03 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 65.7 | 50.5 | 1.30 | 46.9 | 1.40 | 68.8 | 0.96 | 54.8 | 1.20 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.5 | 4.9 | 0.92 | 4.6 | 0.99 | 4.8 | 0.94 | 4.1 | 1.09 |
| Obstetrics | 1.9 | 2.4 | 0.78 | 2.3 | 0.82 | 2.4 | 0.78 | 1.9 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.6 | 5.3 | 0.87 | 4.8 | 0.96 | 5.0 | 0.92 | 4.0 | 1.16 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 685 | 990 | 0.69 | 796 | 0.86 | 1,312 | 0.52 | 789 | 0.87 |
| Outpatient | 5,177 | 4,017 | 1.29 | 5,614 | 0.92 | 5,549 | 0.93 | 5,043 | 1.03 |
| Inpatient as % of All Surgeries | 11.7% | 19.8% | 0.59 | 12.4% | 0.94 | 19.1% | 0.61 | 13.5% | 0.86 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 85,119 | 141,022 | 0.60 | 209,631 | 0.41 | 238,140 | 0.36 | 84,654 | 1.01 |
| Emergency Visits | 25,070 | 17,305 | 1.45 | 18,500 | 1.36 | 27,894 | 0.90 | 22,837 | 1.10 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 10.8 | 18.8 | 0.57 | 21.3 | 0.51 | 19.9 | 0.54 | 11.0 | 0.98 |
| Nurses, Licensed | 294.3 | 234.4 | 1.26 | 265.2 | 1.11 | 376.4 | 0.78 | 297.6 | 0.99 |
| Ancillary Nursing Personnel | 87.8 | 38.1 | 2.31 | 40.3 | 2.18 | 51.2 | 1.72 | 93.3 | 0.94 |
| All Other Personnel | 488.7 | 466.7 | 1.05 | 448.1 | 1.09 | 706.7 | 0.69 | 457.1 | 1.07 |
| Total FTEs | 881.5 | 758.0 | 1.16 | 775.0 | 1.14 | 1,154.3 | 0.76 | 858.9 | 1.03 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 4.2 | 12.5 | 0.33 | 11.2 | 0.37 | 9.1 | 0.46 | 4.7 | 0.88 |
| Nurses, Licensed | 114.0 | 156.2 | 0.73 | 139.6 | 0.82 | 172.3 | 0.66 | 128.3 | 0.89 |
| Ancillary Nursing Personnel | 34.0 | 25.4 | 1.34 | 21.2 | 1.60 | 23.4 | 1.45 | 40.2 | 0.85 |
| All Other Personnel | 189.2 | 311.0 | 0.61 | 235.8 | 0.80 | 323.5 | 0.58 | 197.1 | 0.96 |
| Total FTEs | 341.3 | 505.0 | 0.68 | 407.8 | 0.84 | 528.4 | 0.65 | 370.4 | 0.92 |

Total Hospital:
 Beds Set Up & Staffed 116
 Discharges 5,207
 Inpatient Days 23,988

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

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

Newborn Nursery:
 Bassinets 12
 Total Births 829
 Newborn Days 1,210

124 Aurora Medical Center - Sheboygan County
Sheboygan, WI 53081

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 52 | 2,988 | 13,522 | 71.2% | 37.0 | 4.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 12 | 847 | 1,592 | 36.3% | 4.4 | 1.9 |
| Psychiatric | 1 | 28 | 892 | 5,071 | 49.6% | 13.9 | 5.7 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 11 | 400 | 2,247 | 56.0% | 6.2 | 5.6 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 8 | 115 | 963 | 33.0% | 2.6 | 8.4 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 2 | 5 | 106 | 593 | 32.5% | 1.6 | 5.6 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 10 | 1 | 10.8 | Surgical Personnel | 18 | 13 | 24.7 |
| Physicians & Dentists | 41 | 15 | 44.2 | Radiological Services Personnel | 22 | 33 | 38.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 10 | 9 | 13.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 6 | 9 | 9.2 |
| Registered Nurses | 212 | 119 | 265.1 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 10 | 2 | 10.7 |
| Licensed Practical Nurses | 8 | 1 | 8.7 | Physical Therapy Assistants/Aides | 4 | 2 | 5.4 |
| Ancillary Nursing Personnel | 57 | 109 | 87.8 | Recreational Therapists | 1 | 0 | 1.0 |
| Physician Assistants | 12 | 3 | 13.8 | Dietitians & Nutritionists | 0 | 3 | 1.7 |
| Nurse Practitioners | 9 | 1 | 9.6 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 11 | 0 | 11.0 | Social Workers | 18 | 6 | 22.7 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 44 | 17 | 49.4 |
| Health Info Mgmt-Administrators/Technicians | 13 | 0 | 13.0 | All Other Personnel | 146 | 69 | 170.3 |
| Pharmacy Personnel | 19 | 7 | 22.5 | | | | |
| Clinical Laboratory Personnel | 25 | 2 | 25.5 | | | | |
| | | | | Total | 714 | 429 | 881.5 |

124 Aurora Medical Center - Sheboygan County
Sheboygan, WI 53081

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$373,737,150 | 50.9% | 47.3% | 1.08 | 47.8% | 1.06 | 43.9% | 1.16 | 48.3% | 1.05 |
| Medical Assistance | \$91,811,062 | 12.5% | 14.4% | 0.87 | 12.4% | 1.01 | 19.1% | 0.65 | 13.1% | 0.95 |
| Commercial | \$241,218,939 | 32.8% | 32.9% | 1.00 | 34.5% | 0.95 | 32.6% | 1.01 | 35.4% | 0.93 |
| All Other | \$27,661,330 | 3.8% | 5.4% | 0.70 | 5.3% | 0.71 | 4.4% | 0.86 | 3.2% | 1.18 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$304,623,710 | 41.5% | 36.1% | 1.15 | 36.7% | 1.13 | 34.9% | 1.19 | 38.8% | 1.07 |
| Medical Assistance | \$72,932,678 | 9.9% | 11.3% | 0.88 | 9.9% | 1.01 | 14.9% | 0.67 | 10.4% | 0.96 |
| Commercial | \$118,413,351 | 16.1% | 14.8% | 1.09 | 15.4% | 1.05 | 13.7% | 1.18 | 17.2% | 0.94 |
| Charity Care | \$6,841,416 | 0.9% | 0.7% | 1.28 | 0.8% | 1.24 | 0.6% | 1.59 | 0.9% | 1.01 |
| Bad Debt | \$4,648,917 | 0.6% | 0.9% | 0.72 | 0.9% | 0.71 | 0.9% | 0.69 | 1.1% | 0.57 |
| All Other | \$15,157,060 | 2.1% | 3.0% | 0.68 | 3.5% | 0.59 | 2.7% | 0.75 | 1.5% | 1.41 |
| Total Deductions | \$522,617,132 | 71.2% | 66.8% | 1.06 | 67.1% | 1.06 | 67.7% | 1.05 | 69.8% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.1% | 5.7% | 0.55 | 3.6% | 0.88 | 6.5% | 0.48 | 3.6% | 0.88 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$72,175,249 | 36.9% | 41.8% | 0.88 | 43.8% | 0.84 | 42.9% | 0.86 | 36.7% | 1.01 |
| Supplies & Services | \$109,628,045 | 56.1% | 52.2% | 1.08 | 50.3% | 1.12 | 50.0% | 1.12 | 57.6% | 0.97 |
| Capital Component | \$13,594,786 | 7.0% | 6.0% | 1.16 | 5.9% | 1.18 | 7.1% | 0.98 | 5.7% | 1.21 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 10.7% | 5.7% | 1.87 | 6.7% | 1.58 | 8.3% | 1.28 | 20.1% | 0.53 | |
| Total Hospital Net Income (%) | 10.6% | 3.5% | 3.05 | 4.5% | 2.39 | 6.4% | 1.66 | 20.2% | 0.53 | |
| Return on Equity (%) | 3.8% | 1.4% | 2.64 | 2.9% | 1.27 | 1.6% | 2.29 | 7.2% | 0.52 | |
| Current Ratio | 26.8 | 3.9 | 6.88 | 5.4 | 4.94 | 4.0 | 6.71 | 14.1 | 1.90 | |
| Days in Net Patient Accounts Receivable | 54.3 | 91.7 | 0.59 | 52.8 | 1.03 | 126.5 | 0.43 | 58.1 | 0.93 | |
| Average Payment Period | 29.1 | 91.7 | 0.32 | 47.9 | 0.61 | 146.1 | 0.20 | 48.2 | 0.60 | |
| Equity Financing (%) | 92.4% | 59.1% | 1.56 | 77.7% | 1.19 | 57.6% | 1.60 | 94.7% | 0.98 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.04 | 0.1 | 0.13 | 0.5 | 0.04 | 0.0 | 0.98 | |
| Times Interest Earned | 5.2 | 5.7 | 0.91 | 6.8 | 0.76 | 6.7 | 0.78 | 15.7 | 0.33 | |
| Total Asset Turnover | 0.4 | 0.4 | 0.85 | 0.7 | 0.52 | 0.3 | 1.35 | 0.4 | 0.98 | |
| Average Age of Plant (Years) | 10.0 | 18.1 | 0.55 | 10.8 | 0.93 | 22.6 | 0.44 | 11.0 | 0.91 | |
| Increase (Decrease) Total Net Patient Revenue | 5.8% | 3.5% | 1.64 | 3.1% | 1.87 | -0.3% | N/A | 12.7% | 0.46 | |
| Outpatient Gross Revenue (% of Total GPR) | 73.9% | 66.2% | 1.12 | 74.8% | 0.99 | 68.3% | 1.08 | 75.5% | 0.98 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,940 | \$19,849 | 0.65 | \$15,277 | 0.85 | \$18,944 | 0.68 | \$12,444 | 1.04 | |
| Inpatient Net Revenue per Day | \$2,739 | \$3,697 | 0.74 | \$3,088 | 0.89 | \$3,762 | 0.73 | \$3,010 | 0.91 | |
| Outpatient Net Revenue per Visit | \$1,353 | \$819 | 1.65 | \$666 | 2.03 | \$679 | 1.99 | \$1,351 | 1.00 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$734,428,480 | Cash & Cash Equivalents | \$334,962,197 | Current Liabilities | \$14,946,278 |
| Less Deductions | \$522,617,132 | Net Patient Receivables | \$31,499,498 | Long-Term Debt | \$9,465,318 |
| Net Patient Revenue | \$211,811,348 | Other Receivables | -\$608,188 | Other Liabilities | \$22,805,235 |
| Plus Other Revenue | \$6,877,547 | | | Subtotal | \$47,216,831 |
| Total Revenue | \$218,688,893 | Land, Buildings & Equipment (Net) | \$218,651,703 | Unrestricted Fund Balance | \$573,007,717 |
| Less Expenses | \$195,398,080 | Other Assets | \$35,719,337 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$27,109 | Total Assets | \$620,224,547 | Total Liabilities & Fund Balance | \$620,224,548 |
| Net Income | \$23,263,704 | | | | |

125 St Nicholas Hospital
 3100 Superior Avenue
 Sheboygan, WI 53081
 920-459-8300

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

County: Sheboygan
 Analysis Area: Northeastern (4)
 Volume Group: 4

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 46.8% | 60.7% | 0.77 | 62.0% | 0.76 | 42.3% | 1.11 | 29.0% | 1.62 |
| Obstetrics | 18.1% | 37.3% | 0.48 | 34.4% | 0.05 | 19.5% | 0.93 | 14.6% | 1.24 |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 41.7% | 61.9% | 0.67 | 56.6% | 0.74 | 42.5% | 0.98 | 29.5% | 1.41 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 13.6 | 27.3 | 0.50 | 27.3 | 0.50 | 10.3 | 1.32 | 8.4 | 1.62 |
| Obstetrics | 1.6 | 4.7 | 0.34 | 3.8 | 0.43 | 1.2 | 1.32 | 1.3 | 1.24 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 20.4 | 50.5 | 0.40 | 46.9 | 0.44 | 16.0 | 1.28 | 14.5 | 1.41 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.8 | 4.9 | 0.77 | 4.6 | 0.83 | 4.0 | 0.94 | 2.8 | 1.33 |
| Obstetrics | 2.1 | 2.4 | 0.87 | 2.3 | 0.92 | 2.0 | 1.05 | 2.0 | 1.03 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 3.9 | 5.3 | 0.75 | 4.8 | 0.83 | 4.2 | 0.95 | 3.3 | 1.21 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 358 | 990 | 0.36 | 796 | 0.45 | 203 | 1.77 | 426 | 0.84 |
| Outpatient | 3,498 | 4,017 | 0.87 | 5,614 | 0.62 | 2,140 | 1.63 | 4,353 | 0.80 |
| Inpatient as % of All Surgeries | 9.3% | 19.8% | 0.47 | 12.4% | 0.75 | 8.7% | 1.07 | 8.9% | 1.04 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 60,606 | 141,022 | 0.43 | 209,631 | 0.29 | 62,243 | 0.97 | 64,534 | 0.94 |
| Emergency Visits | 12,617 | 17,305 | 0.73 | 18,500 | 0.68 | 12,695 | 0.99 | 11,806 | 1.07 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 11.6 | 18.8 | 0.62 | 21.3 | 0.55 | 8.5 | 1.37 | 3.0 | 3.88 |
| Nurses, Licensed | 99.6 | 234.4 | 0.43 | 265.2 | 0.38 | 102.2 | 0.97 | 108.3 | 0.92 |
| Ancillary Nursing Personnel | 11.3 | 38.1 | 0.30 | 40.3 | 0.28 | 19.1 | 0.59 | 10.4 | 1.08 |
| All Other Personnel | 132.1 | 466.7 | 0.28 | 448.1 | 0.29 | 204.1 | 0.65 | 157.6 | 0.84 |
| Total FTEs | 254.6 | 758.0 | 0.34 | 775.0 | 0.33 | 333.9 | 0.76 | 279.2 | 0.91 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 13.3 | 12.5 | 1.06 | 11.2 | 1.19 | 10.5 | 1.26 | 3.9 | 3.45 |
| Nurses, Licensed | 114.0 | 156.2 | 0.73 | 139.6 | 0.82 | 126.3 | 0.90 | 139.0 | 0.82 |
| Ancillary Nursing Personnel | 12.9 | 25.4 | 0.51 | 21.2 | 0.61 | 23.6 | 0.55 | 13.4 | 0.96 |
| All Other Personnel | 151.2 | 311.0 | 0.49 | 235.8 | 0.64 | 252.2 | 0.60 | 202.3 | 0.75 |
| Total FTEs | 291.4 | 505.0 | 0.58 | 407.8 | 0.71 | 412.6 | 0.71 | 358.6 | 0.81 |

Total Hospital:
 Beds Set Up & Staffed 49
 Discharges 1,887
 Inpatient Days 7,450

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

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

Newborn Nursery:
 Bassinets 9
 Total Births 278
 Newborn Days 464

125 St Nicholas Hospital
Sheboygan, WI 53081

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 29 | 1,307 | 4,955 | 46.8% | 13.6 | 3.8 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 9 | 282 | 594 | 18.1% | 1.6 | 2.1 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 11 | 280 | 1,901 | 47.3% | 5.2 | 6.8 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 10 | 9 | 11.6 | Surgical Personnel | 4 | 7 | 8.6 |
| Physicians & Dentists | 1 | 0 | 1.0 | Radiological Services Personnel | 4 | 20 | 18.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 7 | 6.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 4 | 5.0 |
| Registered Nurses | 48 | 76 | 98.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 19 | 4 | 21.8 |
| Licensed Practical Nurses | 0 | 1 | 0.2 | Physical Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Ancillary Nursing Personnel | 5 | 13 | 11.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 2 | 1.6 |
| Nurse Practitioners | 1 | 0 | 1.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 2 | 16 | 9.9 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 22 | 22 | 35.5 |
| Pharmacy Personnel | 3 | 6 | 5.8 | | | | |
| Clinical Laboratory Personnel | 9 | 5 | 11.8 | | | | |
| | | | | Total | 137 | 200 | 254.6 |

125 St Nicholas Hospital
Sheboygan, WI 53081

| | | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|-------|
| Selected Financial Statistics | | FY 2022 | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$136,164,662 | 50.7% | 47.3% | 1.07 | 47.8% | 1.06 | 49.6% | 1.02 | 51.6% | 0.98 |
| Medical Assistance | \$29,385,818 | 11.0% | 14.4% | 0.76 | 12.4% | 0.88 | 14.0% | 0.78 | 9.7% | 1.13 |
| Commercial | \$94,175,154 | 35.1% | 32.9% | 1.07 | 34.5% | 1.02 | 32.3% | 1.09 | 35.6% | 0.98 |
| All Other | \$8,623,040 | 3.2% | 5.4% | 0.59 | 5.3% | 0.60 | 4.2% | 0.77 | 3.1% | 1.04 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$105,488,846 | 39.3% | 36.1% | 1.09 | 36.7% | 1.07 | 35.7% | 1.10 | 39.5% | 0.99 |
| Medical Assistance | \$23,480,405 | 8.7% | 11.3% | 0.78 | 9.9% | 0.89 | 10.9% | 0.80 | 7.6% | 1.15 |
| Commercial | \$48,679,096 | 18.1% | 14.8% | 1.23 | 15.4% | 1.18 | 12.5% | 1.45 | 18.3% | 0.99 |
| Charity Care | \$1,671,668 | 0.6% | 0.7% | 0.86 | 0.8% | 0.83 | 0.8% | 0.77 | 0.3% | 2.04 |
| Bad Debt | \$3,004,344 | 1.1% | 0.9% | 1.28 | 0.9% | 1.26 | 1.2% | 0.91 | 1.4% | 0.80 |
| All Other | \$6,911,179 | 2.6% | 3.0% | 0.85 | 3.5% | 0.74 | 2.4% | 1.06 | 2.4% | 1.08 |
| Total Deductions | \$189,235,540 | 70.5% | 66.8% | 1.06 | 67.1% | 1.05 | 63.6% | 1.11 | 69.5% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 3.9% | 5.7% | 0.67 | 3.6% | 1.08 | 3.6% | 1.08 | 25.5% | 0.15 |
| Net Gains/Losses as % of Net Income | | 28.4% | N/A | N/A | N/A | N/A | N/A | N/A | 11.3% | 2.52 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$24,455,598 | 29.0% | 41.8% | 0.69 | 43.8% | 0.66 | 45.9% | 0.63 | 25.1% | 1.16 |
| Supplies & Services | \$55,526,910 | 65.8% | 52.2% | 1.26 | 50.3% | 1.31 | 47.4% | 1.39 | 68.0% | 0.97 |
| Capital Component | \$4,452,600 | 5.3% | 6.0% | 0.88 | 5.9% | 0.89 | 6.6% | 0.80 | 6.9% | 0.76 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | -2.6% | 5.7% | N/A | 6.7% | N/A | 9.4% | N/A | 29.5% | N/A |
| Total Hospital Net Income (%) | | -3.7% | 3.5% | N/A | 4.5% | N/A | 6.9% | N/A | 32.1% | N/A |
| Return on Equity (%) | | -2.8% | 1.4% | N/A | 2.9% | N/A | 3.4% | N/A | 30.9% | N/A |
| Current Ratio | | 1.4 | 3.9 | 0.35 | 5.4 | 0.25 | 12.0 | 0.12 | 2.0 | 0.67 |
| Days in Net Patient Accounts Receivable | | 46.3 | 91.7 | 0.50 | 52.8 | 0.88 | 51.1 | 0.91 | 50.3 | 0.92 |
| Average Payment Period | | 48.3 | 91.7 | 0.53 | 47.9 | 1.01 | 42.5 | 1.14 | 80.1 | 0.60 |
| Equity Financing (%) | | 82.0% | 59.1% | 1.39 | 77.7% | 1.05 | 70.3% | 1.17 | 79.4% | 1.03 |
| Long-Term Debt to Equity Ratio | | 0.1 | 0.4 | 0.22 | 0.1 | 0.70 | 0.1 | 0.94 | 0.1 | 0.93 |
| Times Interest Earned | | -18.0 | 5.7 | N/A | 6.8 | N/A | 10.4 | N/A | 306.2 | N/A |
| Total Asset Turnover | | 0.8 | 0.4 | 1.86 | 0.7 | 1.14 | 0.5 | 1.53 | 0.9 | 0.83 |
| Average Age of Plant (Years) | | 20.8 | 18.1 | 1.15 | 10.8 | 1.93 | 11.6 | 1.80 | 18.0 | 1.16 |
| Increase (Decrease) Total Net Patient Revenue | | 2.9% | 3.5% | 0.82 | 3.1% | 0.94 | 3.2% | 0.90 | -0.6% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 76.6% | 66.2% | 1.16 | 74.8% | 1.02 | 79.4% | 0.97 | 81.4% | 0.94 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$10,854 | \$19,849 | 0.55 | \$15,277 | 0.71 | \$11,983 | 0.91 | \$10,002 | 1.09 |
| Inpatient Net Revenue per Day | | \$2,749 | \$3,697 | 0.74 | \$3,088 | 0.89 | \$2,623 | 1.05 | \$3,066 | 0.90 |
| Outpatient Net Revenue per Visit | | \$842 | \$819 | 1.03 | \$666 | 1.26 | \$907 | 0.93 | \$842 | 1.00 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$268,348,674 | Cash & Cash Equivalents | | Current Liabilities | \$10,680,903 |
| Less Deductions | \$189,235,540 | Net Patient Receivables | \$10,029,803 | Long-Term Debt | \$8,062,704 |
| Net Patient Revenue | \$79,113,134 | Other Receivables | \$1,023,201 | Other Liabilities | \$388,601 |
| Plus Other Revenue | \$3,169,744 | | | Subtotal | \$19,132,208 |
| Total Revenue | \$82,282,880 | Land, Buildings & Equipment (Net) | \$44,828,219 | Unrestricted Fund Balance | \$87,133,444 |
| Less Expenses | \$84,435,107 | Other Assets | \$50,592,264 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$852,606 | | | Total Liabilities & Fund Balance | \$106,265,652 |
| Net Income | -\$3,004,833 | Total Assets | \$106,265,652 | | |

179 Indianhead Medical Center/Shell Lake
 113 Fourth Avenue, PO Box 300
 Shell Lake, WI 54871
 715-468-7833

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

County: Washburn
 Analysis Area: Western Lake Superior (7)
 Volume Group: 1

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 7 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 24.4% | 60.7% | 0.40 | 29.8% | 0.82 | 15.0% | 1.63 | 36.4% | 0.67 |
| Obstetrics | 0.0% | 37.3% | N/A | 23.9% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 17.6% | 61.9% | 0.28 | 32.0% | 0.55 | 19.9% | 0.88 | 26.1% | 0.67 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 2.4 | 27.3 | 0.09 | 5.9 | 0.41 | 2.6 | 0.95 | 3.6 | 0.67 |
| Obstetrics | 0.0 | 4.7 | N/A | 1.1 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 2.5 | 50.5 | 0.05 | 7.4 | 0.33 | 3.5 | 0.69 | 3.7 | 0.67 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.4 | 4.9 | 0.89 | 4.2 | 1.04 | 3.9 | 1.11 | 5.6 | 0.78 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.3 | 5.3 | 0.81 | 4.4 | 0.98 | 4.8 | 0.89 | 5.6 | 0.77 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 7 | 990 | 0.01 | 57 | 0.12 | 64 | 0.11 | 5 | 1.40 |
| Outpatient | 183 | 4,017 | 0.05 | 1,029 | 0.18 | 1,572 | 0.12 | 194 | 0.94 |
| Inpatient as % of All Surgeries | 3.7% | 19.8% | 0.19 | 5.2% | 0.70 | 3.9% | 0.94 | 2.5% | 1.47 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 17,315 | 141,022 | 0.12 | 36,461 | 0.47 | 20,590 | 0.84 | 19,593 | 0.88 |
| Emergency Visits | 1,398 | 17,305 | 0.08 | 7,164 | 0.20 | 4,256 | 0.33 | 1,207 | 1.16 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.0 | 18.8 | N/A | 1.9 | N/A | 3.1 | N/A | 0.0 | N/A |
| Nurses, Licensed | 27.1 | 234.4 | 0.12 | 66.2 | 0.41 | 36.9 | 0.74 | 26.8 | 1.01 |
| Ancillary Nursing Personnel | 3.0 | 38.1 | 0.08 | 8.0 | 0.37 | 6.4 | 0.47 | 5.0 | 0.60 |
| All Other Personnel | 52.4 | 466.7 | 0.11 | 159.0 | 0.33 | 63.8 | 0.82 | 48.3 | 1.09 |
| Total FTEs | 82.5 | 758.0 | 0.11 | 235.1 | 0.35 | 110.2 | 0.75 | 80.1 | 1.03 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.0 | 12.5 | N/A | 3.4 | N/A | 16.5 | N/A | 0.0 | N/A |
| Nurses, Licensed | 158.9 | 156.2 | 1.02 | 117.1 | 1.36 | 195.6 | 0.81 | 117.7 | 1.35 |
| Ancillary Nursing Personnel | 17.6 | 25.4 | 0.69 | 14.2 | 1.24 | 33.9 | 0.52 | 21.9 | 0.80 |
| All Other Personnel | 307.4 | 311.0 | 0.99 | 281.4 | 1.09 | 338.7 | 0.91 | 211.8 | 1.45 |
| Total FTEs | 483.9 | 505.0 | 0.96 | 416.0 | 1.16 | 584.8 | 0.83 | 351.4 | 1.38 |

Total Hospital:

Beds Set Up & Staffed 14
 Discharges 209
 Inpatient Days 897

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 6
 Discharges 21
 Inpatient Days 238

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

179 Indianhead Medical Center/Shell Lake
Shell Lake, WI 54871

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 10 | 204 | 890 | 24.4% | 2.4 | 4.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 2 | 4 | 5 | 7 | 0.5% | 0.0 | 1.4 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 0 | 0 | 0.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 2 | 0 | 2.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 0 | 1.0 |
| Registered Nurses | 18 | 5 | 21.3 | Occupational Therapy Assistants/Aides | 1 | 1 | 1.7 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 0 | 1.0 |
| Licensed Practical Nurses | 4 | 1 | 4.0 | Physical Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Ancillary Nursing Personnel | 3 | 0 | 3.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 1 | 0.2 |
| Nurse Practitioners | 1 | 0 | 1.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 1 | 0.8 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 3 | 0 | 3.0 |
| Health Info Mgmt-Administrators/Technicians | 3 | 0 | 3.0 | All Other Personnel | 26 | 4 | 27.5 |
| Pharmacy Personnel | 1 | 0 | 1.0 | | | | |
| Clinical Laboratory Personnel | 5 | 0 | 5.0 | | | | |
| | | | | Total | 76 | 14 | 82.5 |

179 Indianhead Medical Center/Shell Lake

Shell Lake, WI 54871

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$12,413,708 | 61.9% | 47.3% | 1.31 | 50.8% | 1.22 | 47.0% | 1.32 | 57.9% | 1.07 |
| Medical Assistance | \$2,924,915 | 14.6% | 14.4% | 1.01 | 17.0% | 0.86 | 13.0% | 1.12 | 12.3% | 1.19 |
| Commercial | \$4,424,865 | 22.1% | 32.9% | 0.67 | 26.8% | 0.82 | 36.0% | 0.61 | 28.7% | 0.77 |
| All Other | \$302,291 | 1.5% | 5.4% | 0.28 | 5.4% | 0.28 | 4.0% | 0.37 | 1.1% | 1.36 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$4,851,979 | 24.2% | 36.1% | 0.67 | 27.6% | 0.88 | 26.2% | 0.92 | 23.3% | 1.04 |
| Medical Assistance | \$2,088,720 | 10.4% | 11.3% | 0.92 | 11.5% | 0.90 | 9.3% | 1.12 | 9.2% | 1.13 |
| Commercial | \$1,376,017 | 6.9% | 14.8% | 0.46 | 5.6% | 1.23 | 11.3% | 0.61 | 10.4% | 0.66 |
| Charity Care | \$91,240 | 0.5% | 0.7% | 0.63 | 0.5% | 0.86 | 0.7% | 0.65 | 0.4% | 1.11 |
| Bad Debt | \$330,153 | 1.6% | 0.9% | 1.88 | 1.7% | 0.99 | 1.5% | 1.06 | 1.7% | 0.97 |
| All Other | \$55,646 | 0.3% | 3.0% | 0.09 | 2.7% | 0.10 | 2.2% | 0.12 | 0.0% | N/A |
| Total Deductions | \$8,793,755 | 43.8% | 66.8% | 0.66 | 49.6% | 0.88 | 51.3% | 0.86 | 45.0% | 0.97 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 5.5% | 5.7% | 0.96 | 2.1% | 2.69 | 4.8% | 1.16 | 26.2% | 0.21 | |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | N/A | N/A | 11.4% | N/A | 0.0% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$5,878,453 | 50.7% | 41.8% | 1.21 | 51.1% | 0.99 | 49.1% | 1.03 | 49.3% | 1.03 |
| Supplies & Services | \$4,863,523 | 42.0% | 52.2% | 0.80 | 41.8% | 1.00 | 43.7% | 0.96 | 45.5% | 0.92 |
| Capital Component | \$841,239 | 7.3% | 6.0% | 1.21 | 7.1% | 1.03 | 7.2% | 1.01 | 5.2% | 1.41 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 2.9% | 5.7% | 0.51 | 9.7% | 0.30 | 6.2% | 0.47 | 20.4% | 0.14 | |
| Total Hospital Net Income (%) | 2.9% | 3.5% | 0.84 | 7.8% | 0.37 | 6.9% | 0.42 | 20.4% | 0.14 | |
| Return on Equity (%) | 3.7% | 1.4% | 2.61 | 0.8% | 4.45 | 7.1% | 0.52 | 28.9% | 0.13 | |
| Current Ratio | 0.7 | 3.9 | 0.18 | 2.0 | 0.35 | 3.3 | 0.22 | 0.6 | 1.12 | |
| Days in Net Patient Accounts Receivable | 43.2 | 91.7 | 0.47 | 350.9 | 0.12 | 58.5 | 0.74 | 53.4 | 0.81 | |
| Average Payment Period | 155.0 | 91.7 | 1.69 | 484.3 | 0.32 | 38.2 | 4.06 | 198.7 | 0.78 | |
| Equity Financing (%) | 12.2% | 59.1% | 0.21 | 44.7% | 0.27 | 49.5% | 0.25 | 5.5% | 2.23 | |
| Long-Term Debt to Equity Ratio | 3.1 | 0.4 | 7.38 | 0.9 | 3.48 | 0.8 | 4.05 | 6.4 | 0.48 | |
| Times Interest Earned | 2.3 | 5.7 | 0.41 | 15.8 | 0.15 | 6.4 | 0.36 | 24.1 | 0.10 | |
| Total Asset Turnover | 1.3 | 0.4 | 3.04 | 0.1 | 11.67 | 1.0 | 1.23 | 1.4 | 0.90 | |
| Average Age of Plant (Years) | 9.6 | 18.1 | 0.53 | 53.6 | 0.18 | 7.1 | 1.35 | 11.7 | 0.82 | |
| Increase (Decrease) Total Net Patient Revenue | 10.1% | 3.5% | 2.84 | 7.6% | 1.33 | 8.5% | 1.19 | 9.6% | 1.05 | |
| Outpatient Gross Revenue (% of Total GPR) | 85.1% | 66.2% | 1.28 | 87.2% | 0.98 | 81.4% | 1.05 | 81.6% | 1.04 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$9,745 | \$19,849 | 0.49 | \$16,587 | 0.59 | \$19,261 | 0.51 | \$9,764 | 1.00 | |
| Inpatient Net Revenue per Day | \$1,831 | \$3,697 | 0.50 | \$3,340 | 0.55 | \$2,916 | 0.63 | \$1,385 | 1.32 | |
| Outpatient Net Revenue per Visit | \$500 | \$819 | 0.61 | \$1,067 | 0.47 | \$812 | 0.62 | \$388 | 1.29 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|-------------|----------------------------------|-------------|
| Gross Patient Revenue (GPR) | \$20,065,779 | Cash & Cash Equivalents | \$565,462 | Current Liabilities | \$4,702,107 |
| Less Deductions | \$8,793,755 | Net Patient Receivables | \$1,334,520 | Long-Term Debt | \$3,545,940 |
| Net Patient Revenue | \$11,272,024 | Other Receivables | \$579,044 | Other Liabilities | \$0 |
| Plus Other Revenue | \$659,737 | | | Subtotal | \$8,248,047 |
| Total Revenue | \$11,931,762 | Land, Buildings & Equipment (Net) | \$5,768,052 | Unrestricted Fund Balance | \$1,150,903 |
| Less Expenses | \$11,583,215 | Other Assets | \$1,151,872 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$9,398,950 | Total Liabilities & Fund Balance | \$9,398,950 |
| Net Income | \$348,547 | | | | |

127 Mayo Clinic Health System - Sparta
 310 West Main Street
 Sparta, WI 54656
 608-269-2132

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

County: Monroe
 Analysis Area: Southwestern (5B)
 Volume Group: 2

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5B | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 4.3% | 60.7% | 0.07 | 48.3% | 0.09 | 20.4% | 0.21 | 6.7% | 0.64 |
| Obstetrics | 0.0% | 37.3% | N/A | 52.2% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 27.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 4.3% | 61.9% | 0.07 | 52.3% | 0.08 | 21.1% | 0.20 | 6.7% | 0.64 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 0.5 | 27.3 | 0.02 | 17.3 | 0.03 | 3.3 | 0.14 | 0.7 | 0.64 |
| Obstetrics | 0.0 | 4.7 | N/A | 4.4 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 0.5 | 50.5 | 0.01 | 28.6 | 0.02 | 3.9 | 0.12 | 0.7 | 0.64 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.4 | 4.9 | 1.09 | 3.9 | 1.37 | 4.1 | 1.31 | 4.3 | 1.24 |
| Obstetrics | 0.0 | 2.4 | N/A | 3.2 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.4 | 5.3 | 1.02 | 5.3 | 1.02 | 3.5 | 1.53 | 4.3 | 1.24 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 777 | N/A | 181 | N/A | 0 | N/A |
| Outpatient | 515 | 4,017 | 0.13 | 2,953 | 0.17 | 1,361 | 0.38 | 405 | 1.27 |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 20.8% | N/A | 11.7% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 50,692 | 141,022 | 0.36 | 139,670 | 0.36 | 43,437 | 1.17 | 50,986 | 0.99 |
| Emergency Visits | 8,498 | 17,305 | 0.49 | 15,081 | 0.56 | 4,927 | 1.72 | 8,273 | 1.03 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.0 | 18.8 | N/A | 12.1 | N/A | 7.3 | N/A | 0.0 | N/A |
| Nurses, Licensed | 33.1 | 234.4 | 0.14 | 149.1 | 0.22 | 46.6 | 0.71 | 31.2 | 1.06 |
| Ancillary Nursing Personnel | 7.1 | 38.1 | 0.19 | 20.6 | 0.34 | 9.1 | 0.78 | 9.5 | 0.74 |
| All Other Personnel | 79.4 | 466.7 | 0.17 | 402.4 | 0.20 | 110.7 | 0.72 | 67.1 | 1.18 |
| Total FTEs | 119.6 | 758.0 | 0.16 | 584.2 | 0.20 | 173.6 | 0.69 | 107.8 | 1.11 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.0 | 12.5 | N/A | 8.3 | N/A | 33.5 | N/A | 0.0 | N/A |
| Nurses, Licensed | 643.4 | 156.2 | 4.12 | 102.9 | 6.25 | 213.4 | 3.02 | 423.0 | 1.52 |
| Ancillary Nursing Personnel | 137.4 | 25.4 | 5.42 | 14.2 | 9.67 | 41.6 | 3.31 | 128.9 | 1.07 |
| All Other Personnel | 1,542.7 | 311.0 | 4.96 | 277.6 | 5.56 | 507.2 | 3.04 | 910.4 | 1.69 |
| Total FTEs | 2,323.5 | 505.0 | 4.60 | 403.1 | 5.76 | 795.7 | 2.92 | 1,462.2 | 1.59 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-------|-------------------------|---|
| Beds Set Up & Staffed | 11 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 9 | Bassinets | 0 |
| Discharges | 32 | Preferred Provider Organization (PPO) | Yes | Discharges | 210 | Total Births | 0 |
| Inpatient Days | 172 | | | Inpatient Days | 3,272 | Newborn Days | 0 |

127 Mayo Clinic Health System - Sparta
Sparta, WI 54656

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 11 | 32 | 172 | 4.3% | 0.5 | 5.4 |
| Orthopedic | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 0 | 0 | 0.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 10 | 4 | 13.0 | Radiological Services Personnel | 5 | 3 | 7.4 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 19 | 2.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 1 | 2.8 |
| Registered Nurses | 13 | 20 | 24.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 4 | 3 | 6.3 |
| Licensed Practical Nurses | 4 | 2 | 4.8 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 2 | 15 | 7.1 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 1 | 0 | 1.0 | Dietitians & Nutritionists | 0 | 1 | 0.3 |
| Nurse Practitioners | 0 | 5 | 3.2 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 1 | 0.5 | Social Workers | 5 | 1 | 5.5 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 8 | 9 | 12.8 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 7 | 6 | 9.4 |
| Pharmacy Personnel | 1 | 1 | 1.7 | | | | |
| Clinical Laboratory Personnel | 7 | 2 | 8.4 | | | | |
| | | | | Total | 73 | 100 | 119.6 |

127 Mayo Clinic Health System - Sparta

Sparta, WI 54656

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | 5B Value | Ratio | 2 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$41,148,481 | 47.1% | 47.3% | 1.00 | 46.5% | 1.01 | 47.2% | 1.00 | 43.9% | 1.07 |
| Medical Assistance | \$12,633,919 | 14.5% | 14.4% | 1.01 | 10.5% | 1.37 | 12.9% | 1.13 | 14.0% | 1.03 |
| Commercial | \$24,415,711 | 28.0% | 32.9% | 0.85 | 34.6% | 0.81 | 35.1% | 0.80 | 29.3% | 0.95 |
| All Other | \$9,074,002 | 10.4% | 5.4% | 1.92 | 8.4% | 1.24 | 4.8% | 2.15 | 12.7% | 0.82 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$22,535,507 | 25.8% | 36.1% | 0.71 | 33.5% | 0.77 | 29.4% | 0.88 | 23.9% | 1.08 |
| Medical Assistance | \$7,203,170 | 8.3% | 11.3% | 0.73 | 8.4% | 0.98 | 9.6% | 0.86 | 8.5% | 0.97 |
| Commercial | \$5,428,926 | 6.2% | 14.8% | 0.42 | 16.0% | 0.39 | 13.1% | 0.47 | 7.3% | 0.85 |
| Charity Care | \$699,799 | 0.8% | 0.7% | 1.10 | 0.5% | 1.55 | 0.6% | 1.34 | 1.2% | 0.66 |
| Bad Debt | \$1,772,227 | 2.0% | 0.9% | 2.32 | 0.8% | 2.43 | 1.1% | 1.77 | 2.7% | 0.74 |
| All Other | \$4,945,236 | 5.7% | 3.0% | 1.86 | 6.3% | 0.89 | 3.3% | 1.72 | 6.7% | 0.84 |
| Total Deductions | \$42,584,865 | 48.8% | 66.8% | 0.73 | 65.6% | 0.74 | 57.1% | 0.85 | 50.5% | 0.97 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.7% | 5.7% | 0.12 | | 23.7% | 0.03 | 4.1% | 0.17 | 0.8% | 0.88 |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | 125.8% | N/A | N/A | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$22,352,058 | 52.2% | 41.8% | 1.25 | 53.3% | 0.98 | 46.6% | 1.12 | 56.9% | 0.92 |
| Supplies & Services | \$18,567,653 | 43.4% | 52.2% | 0.83 | 42.3% | 1.03 | 47.2% | 0.92 | 38.3% | 1.13 |
| Capital Component | \$1,864,944 | 4.4% | 6.0% | 0.73 | 4.4% | 1.00 | 6.2% | 0.70 | 4.8% | 0.91 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 4.9% | 5.7% | 0.86 | 0.8% | 6.44 | 11.8% | 0.42 | 2.6% | 1.91 |
| Total Hospital Net Income (%) | | 4.9% | 3.5% | 1.41 | -3.1% | N/A | 11.1% | 0.44 | 2.6% | 1.91 |
| Return on Equity (%) | | 8.8% | 1.4% | 6.21 | -2.3% | N/A | 0.8% | 10.86 | 4.3% | 2.07 |
| Current Ratio | | 13.3 | 3.9 | 3.41 | 29.1 | 0.46 | 1.6 | 8.11 | 7.2 | 1.83 |
| Days in Net Patient Accounts Receivable | | 69.2 | 91.7 | 0.75 | 57.9 | 1.20 | 569.1 | 0.12 | 57.8 | 1.20 |
| Average Payment Period | | 9.0 | 91.7 | 0.10 | 11.8 | 0.76 | 772.8 | 0.01 | 16.7 | 0.54 |
| Equity Financing (%) | | 76.2% | 59.1% | 1.29 | 87.6% | 0.87 | 39.2% | 1.94 | 72.5% | 1.05 |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.1 | N/A | 1.1 | N/A | 0.0 | N/A |
| Times Interest Earned | | 4.5 | 5.7 | 0.78 | -6.2 | N/A | 17.1 | 0.26 | 2.6 | 1.72 |
| Total Asset Turnover | | 1.8 | 0.4 | 4.31 | 0.8 | 2.32 | 0.1 | 24.30 | 1.7 | 1.08 |
| Average Age of Plant (Years) | | 15.8 | 18.1 | 0.87 | 9.7 | 1.62 | 99.6 | 0.16 | 13.5 | 1.17 |
| Increase (Decrease) Total Net Patient Revenue | | 5.8% | 3.5% | 1.63 | 3.0% | 1.90 | 2.2% | 2.63 | 27.5% | 0.21 |
| Outpatient Gross Revenue (% of Total GPR) | | 90.3% | 66.2% | 1.36 | 82.1% | 1.10 | 81.7% | 1.10 | 90.1% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$36,145 | \$19,849 | 1.82 | | \$19,610 | 1.84 | \$21,242 | 1.70 | \$32,375 | 1.12 |
| Inpatient Net Revenue per Day | \$2,514 | \$3,697 | 0.68 | | \$3,774 | 0.67 | \$4,286 | 0.59 | \$2,448 | 1.03 |
| Outpatient Net Revenue per Visit | \$624 | \$819 | 0.76 | | \$837 | 0.74 | \$728 | 0.86 | \$599 | 1.04 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$87,272,112 | Cash & Cash Equivalents | \$610 | Current Liabilities | \$1,025,527 |
| Less Deductions | \$42,584,865 | Net Patient Receivables | \$8,473,986 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$44,687,247 | Other Receivables | \$18,127 | Other Liabilities | \$4,925,578 |
| Plus Other Revenue | \$308,590 | | | Subtotal | \$5,951,105 |
| Total Revenue | \$44,995,836 | Land, Buildings & Equipment (Net) | \$11,370,235 | Unrestricted Fund Balance | \$19,062,608 |
| Less Expenses | \$42,784,655 | Other Assets | \$5,150,753 | Restricted Fund Balance | \$22,579 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$25,013,711 | Total Liabilities & Fund Balance | \$25,013,713 |
| Net Income | \$2,211,181 | | | | |

128 Spooner Health
 1280 Chandler Drive
 Spooner, WI 54801
 715-635-2111

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 7 | | Volume Group 2 | | FY 2022 vs. 2021 | | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|--|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Occupancy Rate (%) | | | | | | | | | | |
| Adult Medical-Surgical | 16.7% | 60.7% | 0.28 | 29.8% | 0.56 | 20.4% | 0.82 | 11.1% | 1.51 | |
| Obstetrics | 0.0% | 37.3% | N/A | 23.9% | N/A | 19.3% | N/A | 0.0% | N/A | |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A | |
| Total Hospital | 18.5% | 61.9% | 0.30 | 32.0% | 0.58 | 21.1% | 0.87 | 14.1% | 1.31 | |
| Average Census (Patients) | | | | | | | | | | |
| Adult Medical-Surgical | 3.3 | 27.3 | 0.12 | 5.9 | 0.57 | 3.3 | 1.03 | 2.2 | 1.51 | |
| Obstetrics | 0.0 | 4.7 | N/A | 1.1 | N/A | 0.8 | N/A | 0.0 | N/A | |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A | |
| Total Hospital | 3.7 | 50.5 | 0.07 | 7.4 | 0.50 | 3.9 | 0.96 | 2.8 | 1.31 | |
| Average Length of Stay (Days) | | | | | | | | | | |
| Adult Medical-Surgical | 4.6 | 4.9 | 0.93 | 4.2 | 1.10 | 4.1 | 1.12 | 3.6 | 1.27 | |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 1.9 | N/A | 0.0 | N/A | |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A | |
| Total Hospital | 4.5 | 5.3 | 0.85 | 4.4 | 1.02 | 3.5 | 1.27 | 3.6 | 1.23 | |
| Surgical Operations | | | | | | | | | | |
| Inpatient | 3 | 990 | 0.00 | 57 | 0.05 | 181 | 0.02 | 0 | N/A | |
| Outpatient | 380 | 4,017 | 0.09 | 1,029 | 0.37 | 1,361 | 0.28 | 296 | 1.28 | |
| Inpatient as % of All Surgeries | 0.8% | 19.8% | 0.04 | 5.2% | 0.15 | 11.7% | 0.07 | 0.0% | N/A | |
| Outpatient Visits | | | | | | | | | | |
| Non-Emergency Visits | 24,271 | 141,022 | 0.17 | 36,461 | 0.67 | 43,437 | 0.56 | 20,195 | 1.20 | |
| Emergency Visits | 6,873 | 17,305 | 0.40 | 7,164 | 0.96 | 4,927 | 1.39 | 5,930 | 1.16 | |
| Full-Time Equivalents (FTEs) | | | | | | | | | | |
| Administrators | 3.0 | 18.8 | 0.16 | 1.9 | 1.56 | 7.3 | 0.41 | 3.0 | 1.00 | |
| Nurses, Licensed | 32.1 | 234.4 | 0.14 | 66.2 | 0.48 | 46.6 | 0.69 | 31.3 | 1.02 | |
| Ancillary Nursing Personnel | 3.0 | 38.1 | 0.08 | 8.0 | 0.38 | 9.1 | 0.33 | 2.8 | 1.07 | |
| All Other Personnel | 82.5 | 466.7 | 0.18 | 159.0 | 0.52 | 110.7 | 0.75 | 80.1 | 1.03 | |
| Total FTEs | 120.6 | 758.0 | 0.16 | 235.1 | 0.51 | 173.6 | 0.69 | 117.2 | 1.03 | |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | | |
| Administrators | 10.7 | 12.5 | 0.86 | 3.4 | 3.15 | 33.5 | 0.32 | 13.9 | 0.77 | |
| Nurses, Licensed | 114.2 | 156.2 | 0.73 | 117.1 | 0.98 | 213.4 | 0.54 | 144.6 | 0.79 | |
| Ancillary Nursing Personnel | 10.8 | 25.4 | 0.42 | 14.2 | 0.76 | 41.6 | 0.26 | 13.1 | 0.83 | |
| All Other Personnel | 294.1 | 311.0 | 0.95 | 281.4 | 1.05 | 507.2 | 0.58 | 370.4 | 0.79 | |
| Total FTEs | 429.8 | 505.0 | 0.85 | 416.0 | 1.03 | 795.7 | 0.54 | 542.0 | 0.79 | |

Total Hospital:
 Beds Set Up & Staffed 20
 Discharges 301
 Inpatient Days 1,347

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

Medicare-certified Swing Beds:
 Average Beds Used 3
 Discharges 21
 Inpatient Days 255

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

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Spooner, WI 54801

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 03/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 20 | 265 | 1,220 | 16.7% | 3.3 | 4.6 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 2 | 3 | 0.0% | 0.0 | 1.5 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 30 | 105 | 0.0% | 0.3 | 3.5 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 2 | 0 | 4 | 19 | 0.0% | 0.1 | 4.8 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 3 | 0 | 3.0 | Surgical Personnel | 1 | 0 | 1.0 |
| Physicians & Dentists | 3 | 2 | 3.6 | Radiological Services Personnel | 8 | 2 | 8.7 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 1 | 0.8 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 2.0 |
| Registered Nurses | 23 | 8 | 28.3 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 2 | 4.3 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 2 | 3 | 3.3 |
| Ancillary Nursing Personnel | 0 | 5 | 3.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 1 | 0.8 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 3 | 0 | 3.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 4 | 5 | 7.1 |
| Health Info Mgmt-Administrators/Technicians | 1 | 1 | 1.9 | All Other Personnel | 30 | 7 | 33.0 |
| Pharmacy Personnel | 5 | 1 | 5.0 | | | | |
| Clinical Laboratory Personnel | 8 | 1 | 9.0 | | | | |
| | | | | Total | 99 | 39 | 120.6 |

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Spooner, WI 54801

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$34,164,386 | 56.1% | 47.3% | 1.19 | 50.8% | 1.10 | 47.2% | 1.19 | 57.6% | 0.97 |
| Medical Assistance | \$9,830,791 | 16.1% | 14.4% | 1.12 | 17.0% | 0.95 | 12.9% | 1.26 | 15.4% | 1.05 |
| Commercial | \$12,265,886 | 20.1% | 32.9% | 0.61 | 26.8% | 0.75 | 35.1% | 0.57 | 20.0% | 1.01 |
| All Other | \$4,655,842 | 7.6% | 5.4% | 1.41 | 5.4% | 1.42 | 4.8% | 1.58 | 7.1% | 1.08 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$16,655,154 | 27.3% | 36.1% | 0.76 | 27.6% | 0.99 | 29.4% | 0.93 | 27.6% | 0.99 |
| Medical Assistance | \$8,215,027 | 13.5% | 11.3% | 1.20 | 11.5% | 1.17 | 9.6% | 1.41 | 10.8% | 1.24 |
| Commercial | \$2,139,168 | 3.5% | 14.8% | 0.24 | 5.6% | 0.63 | 13.1% | 0.27 | 4.5% | 0.78 |
| Charity Care | \$269,113 | 0.4% | 0.7% | 0.61 | 0.5% | 0.84 | 0.6% | 0.74 | 0.7% | 0.61 |
| Bad Debt | \$464,464 | 0.8% | 0.9% | 0.87 | 1.7% | 0.46 | 1.1% | 0.66 | 1.3% | 0.60 |
| All Other | \$3,179,228 | 5.2% | 3.0% | 1.72 | 2.7% | 1.90 | 3.3% | 1.59 | 3.9% | 1.33 |
| Total Deductions | \$30,922,154 | 50.8% | 66.8% | 0.76 | 49.6% | 1.02 | 57.1% | 0.89 | 48.8% | 1.04 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.1% | 5.7% | 0.55 | | 2.1% | 1.53 | 4.1% | 0.76 | 18.5% | 0.17 |
| Net Gains/Losses as % of Net Income | 66.2% | N/A | N/A | | N/A | N/A | N/A | N/A | 16.6% | 3.99 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$11,418,181 | 37.5% | 41.8% | 0.90 | 51.1% | 0.73 | 46.6% | 0.80 | 40.5% | 0.93 |
| Supplies & Services | \$15,856,766 | 52.1% | 52.2% | 1.00 | 41.8% | 1.24 | 47.2% | 1.10 | 46.4% | 1.12 |
| Capital Component | \$3,176,834 | 10.4% | 6.0% | 1.74 | 7.1% | 1.47 | 6.2% | 1.68 | 13.1% | 0.80 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 1.7% | 5.7% | 0.29 | | 9.7% | 0.17 | 11.8% | 0.14 | 16.7% | 0.10 |
| Total Hospital Net Income (%) | 4.8% | 3.5% | 1.37 | | 7.8% | 0.61 | 11.1% | 0.43 | 19.4% | 0.25 |
| Return on Equity (%) | 2.3% | 1.4% | 1.63 | | 0.8% | 2.79 | 0.8% | 2.85 | 9.4% | 0.25 |
| Current Ratio | 1.2 | 3.9 | 0.32 | | 2.0 | 0.61 | 1.6 | 0.76 | 2.2 | 0.56 |
| Days in Net Patient Accounts Receivable | 33.6 | 91.7 | 0.37 | | 350.9 | 0.10 | 569.1 | 0.06 | 39.2 | 0.86 |
| Average Payment Period | 90.8 | 91.7 | 0.99 | | 484.3 | 0.19 | 772.8 | 0.12 | 143.7 | 0.63 |
| Equity Financing (%) | 63.9% | 59.1% | 1.08 | | 44.7% | 1.43 | 39.2% | 1.63 | 60.4% | 1.06 |
| Long-Term Debt to Equity Ratio | 0.4 | 0.4 | 0.93 | | 0.9 | 0.44 | 1.1 | 0.35 | 0.4 | 0.95 |
| Times Interest Earned | 3.4 | 5.7 | 0.59 | | 15.8 | 0.21 | 17.1 | 0.20 | 10.3 | 0.33 |
| Total Asset Turnover | 0.5 | 0.4 | 1.12 | | 0.1 | 4.31 | 0.1 | 6.34 | 0.5 | 1.00 |
| Average Age of Plant (Years) | 6.9 | 18.1 | 0.38 | | 53.6 | 0.13 | 99.6 | 0.07 | 5.1 | 1.34 |
| Increase (Decrease) Total Net Patient Revenue | 15.5% | 3.5% | 4.39 | | 7.6% | 2.05 | 2.2% | 7.06 | -4.1% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 87.3% | 66.2% | 1.32 | | 87.2% | 1.00 | 81.7% | 1.07 | 87.9% | 0.99 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$14,731 | \$19,849 | 0.74 | | \$16,587 | 0.89 | \$21,242 | 0.69 | \$12,300 | 1.20 |
| Inpatient Net Revenue per Day | \$3,041 | \$3,697 | 0.82 | | \$3,340 | 0.91 | \$4,286 | 0.71 | \$2,784 | 1.09 |
| Outpatient Net Revenue per Visit | \$826 | \$819 | 1.01 | | \$1,067 | 0.77 | \$728 | 1.13 | \$863 | 0.96 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$60,916,902 | Cash & Cash Equivalents | \$4,790,714 | Current Liabilities | \$7,055,139 |
| Less Deductions | \$30,922,154 | Net Patient Receivables | \$2,764,159 | Long-Term Debt | \$16,421,498 |
| Net Patient Revenue | \$29,994,748 | Other Receivables | \$268,275 | Other Liabilities | \$379,115 |
| Plus Other Revenue | \$974,601 | | | Subtotal | \$23,855,752 |
| Total Revenue | \$30,969,349 | Land, Buildings & Equipment (Net) | \$21,466,259 | Unrestricted Fund Balance | \$42,164,866 |
| Less Expenses | \$30,451,781 | Other Assets | \$36,731,210 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$1,013,630 | | | Total Liabilities & Fund Balance | \$66,020,618 |
| Net Income | \$1,531,198 | Total Assets | \$66,020,617 | | |

129 St Croix Health
 235 State Street
 St Croix Falls, WI 54024
 715-483-3261

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 55.6% | 60.7% | 0.92 | 51.4% | 1.08 | 58.7% | 0.95 | 48.8% | 1.14 |
| Obstetrics | 37.2% | 37.3% | 1.00 | 29.2% | 0.05 | 29.8% | 1.25 | 37.6% | 0.99 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 57.0% | 61.9% | 0.92 | 51.8% | 1.10 | 59.2% | 0.96 | 44.5% | 1.28 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 10.6 | 27.3 | 0.39 | 12.6 | 0.84 | 18.7 | 0.56 | 9.3 | 1.14 |
| Obstetrics | 1.5 | 4.7 | 0.31 | 2.0 | 0.73 | 2.5 | 0.59 | 1.5 | 0.99 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 14.2 | 50.5 | 0.28 | 19.0 | 0.75 | 35.1 | 0.41 | 11.1 | 1.28 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 2.9 | 4.9 | 0.58 | 4.5 | 0.64 | 4.5 | 0.64 | 3.1 | 0.91 |
| Obstetrics | 2.2 | 2.4 | 0.90 | 2.1 | 1.02 | 2.2 | 0.99 | 3.2 | 0.69 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.4 | 5.3 | 0.65 | 4.6 | 0.75 | 4.6 | 0.74 | 3.2 | 1.09 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 343 | 990 | 0.35 | 339 | 1.01 | 526 | 0.65 | 464 | 0.74 |
| Outpatient | 1,359 | 4,017 | 0.34 | 2,633 | 0.52 | 3,165 | 0.43 | 1,350 | 1.01 |
| Inpatient as % of All Surgeries | 20.2% | 19.8% | 1.02 | 11.4% | 1.77 | 14.3% | 1.41 | 25.6% | 0.79 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 199,487 | 141,022 | 1.41 | 82,166 | 2.43 | 102,926 | 1.94 | 152,256 | 1.31 |
| Emergency Visits | 12,160 | 17,305 | 0.70 | 8,774 | 1.39 | 18,037 | 0.67 | 9,756 | 1.25 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 24.1 | 18.8 | 1.28 | 10.2 | 2.37 | 17.9 | 1.35 | 27.3 | 0.88 |
| Nurses, Licensed | 118.2 | 234.4 | 0.50 | 129.2 | 0.91 | 148.0 | 0.80 | 117.8 | 1.00 |
| Ancillary Nursing Personnel | 12.1 | 38.1 | 0.32 | 20.8 | 0.58 | 25.5 | 0.48 | 13.2 | 0.92 |
| All Other Personnel | 457.6 | 466.7 | 0.98 | 279.2 | 1.64 | 271.6 | 1.68 | 403.7 | 1.13 |
| Total FTEs | 612.0 | 758.0 | 0.81 | 439.4 | 1.39 | 463.0 | 1.32 | 561.9 | 1.09 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 19.0 | 12.5 | 1.52 | 12.5 | 1.52 | 13.6 | 1.40 | 28.8 | 0.66 |
| Nurses, Licensed | 93.4 | 156.2 | 0.60 | 158.9 | 0.59 | 112.9 | 0.83 | 124.5 | 0.75 |
| Ancillary Nursing Personnel | 9.6 | 25.4 | 0.38 | 25.5 | 0.38 | 19.5 | 0.49 | 13.9 | 0.69 |
| All Other Personnel | 361.6 | 311.0 | 1.16 | 343.4 | 1.05 | 207.1 | 1.75 | 426.5 | 0.85 |
| Total FTEs | 483.6 | 505.0 | 0.96 | 540.3 | 0.89 | 353.1 | 1.37 | 593.7 | 0.81 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|----|-------------------------|-----|
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 6 |
| Discharges | 1,513 | Preferred Provider Organization (PPO) | Yes | Discharges | 9 | Total Births | 249 |
| Inpatient Days | 5,197 | | | Inpatient Days | 45 | Newborn Days | 414 |

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St Croix Falls, WI 54024

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 19 | 1,347 | 3,858 | 55.6% | 10.6 | 2.9 |
| Orthopedic | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 4 | 249 | 543 | 37.2% | 1.5 | 2.2 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 2 | 203 | 796 | 109.0% | 2.2 | 3.9 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 22 | 3 | 24.1 | Surgical Personnel | 6 | 2 | 7.7 |
| Physicians & Dentists | 32 | 2 | 33.5 | Radiological Services Personnel | 15 | 6 | 20.4 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 3 | 1 | 3.7 |
| Dental Hygienists | 1 | 0 | 1.0 | Occupational Therapists | 2 | 1 | 2.7 |
| Registered Nurses | 49 | 33 | 80.1 | Occupational Therapy Assistants/Aides | 3 | 1 | 3.7 |
| Certified Nurse Midwives | 1 | 0 | 1.0 | Physical Therapists | 11 | 2 | 12.4 |
| Licensed Practical Nurses | 13 | 3 | 15.6 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 7 | 9 | 12.1 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 5 | 0 | 5.0 | Dietitians & Nutritionists | 1 | 1 | 1.9 |
| Nurse Practitioners | 13 | 1 | 13.8 | Psychologists | 3 | 0 | 3.0 |
| Certified Registered Nurse Anesthetists | 6 | 2 | 7.7 | Social Workers | 2 | 1 | 2.6 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 60 | 10 | 67.7 |
| Health Info Mgmt-Administrators/Technicians | 8 | 4 | 11.4 | All Other Personnel | 165 | 58 | 200.7 |
| Pharmacy Personnel | 26 | 4 | 29.3 | | | | |
| Clinical Laboratory Personnel | 29 | 9 | 37.0 | | | | |
| | | | | Total | 489 | 162 | 612.0 |

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St Croix Falls, WI 54024

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|--------|------------------|-------|------|
| | | Value | Ratio | 5A Value | Ratio | 5 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$112,541,891 | 50.4% | 47.3% | 1.07 | 51.1% | 0.99 | 50.2% | 1.00 | 50.4% | 1.00 |
| Medical Assistance | \$28,292,587 | 12.7% | 14.4% | 0.88 | 12.0% | 1.05 | 14.7% | 0.86 | 12.7% | 1.00 |
| Commercial | \$73,092,983 | 32.7% | 32.9% | 0.99 | 32.3% | 1.01 | 30.7% | 1.07 | 32.7% | 1.00 |
| All Other | \$9,519,642 | 4.3% | 5.4% | 0.79 | 4.6% | 0.92 | 4.4% | 0.97 | 4.3% | 1.00 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$64,329,228 | 28.8% | 36.1% | 0.80 | 34.5% | 0.83 | 37.5% | 0.77 | 28.0% | 1.03 |
| Medical Assistance | \$15,754,914 | 7.1% | 11.3% | 0.63 | 8.8% | 0.80 | 11.2% | 0.63 | 6.9% | 1.03 |
| Commercial | \$20,920,320 | 9.4% | 14.8% | 0.63 | 10.3% | 0.91 | 12.7% | 0.74 | 9.1% | 1.03 |
| Charity Care | \$629,827 | 0.3% | 0.7% | 0.39 | 0.5% | 0.58 | 0.8% | 0.34 | 0.3% | 1.10 |
| Bad Debt | \$937,890 | 0.4% | 0.9% | 0.48 | 0.9% | 0.47 | 1.0% | 0.42 | 1.2% | 0.36 |
| All Other | \$3,915,060 | 1.8% | 3.0% | 0.58 | 3.0% | 0.59 | 2.8% | 0.62 | 1.7% | 1.03 |
| Total Deductions | \$106,487,239 | 47.7% | 66.8% | 0.71 | 58.0% | 0.82 | 66.0% | 0.72 | 47.1% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 1.9% | 5.7% | 0.32 | 3.6% | 0.51 | 3.3% | 0.56 | 4.9% | 0.38 | |
| Net Gains/Losses as % of Net Income | 87.6% | N/A | N/A | 136.6% | 0.64 | 14,078.6% | N/A | 44.8% | 1.95 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$63,579,917 | 53.6% | 41.8% | 1.28 | 49.3% | 1.09 | 41.0% | 1.31 | 54.0% | 0.99 |
| Supplies & Services | \$50,359,344 | 42.4% | 52.2% | 0.81 | 45.8% | 0.93 | 52.7% | 0.80 | 41.7% | 1.02 |
| Capital Component | \$4,735,183 | 4.0% | 6.0% | 0.66 | 4.9% | 0.82 | 6.3% | 0.64 | 4.3% | 0.94 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 0.4% | 5.7% | 0.07 | 0.5% | 0.87 | 2.9% | 0.15 | 4.4% | 0.10 | |
| Total Hospital Net Income (%) | 3.3% | 3.5% | 0.94 | -1.3% | N/A | 0.0% | N/A | 7.7% | 0.43 | |
| Return on Equity (%) | 3.6% | 1.4% | 2.53 | -0.2% | N/A | 0.0% | N/A | 7.7% | 0.47 | |
| Current Ratio | 5.2 | 3.9 | 1.33 | 1.7 | 3.08 | 3.2 | 1.62 | 3.2 | 1.63 | |
| Days in Net Patient Accounts Receivable | 45.9 | 91.7 | 0.50 | 260.0 | 0.18 | 88.3 | 0.52 | 44.5 | 1.03 | |
| Average Payment Period | 44.1 | 91.7 | 0.48 | 309.6 | 0.14 | 85.8 | 0.51 | 86.6 | 0.51 | |
| Equity Financing (%) | 81.8% | 59.1% | 1.38 | 43.6% | 1.87 | 60.3% | 1.36 | 72.4% | 1.13 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.02 | 0.9 | 0.01 | 0.4 | 0.02 | 0.0 | 0.69 | |
| Times Interest Earned | 117.9 | 5.7 | 20.61 | -2.9 | N/A | 1.0 | 121.06 | 332.0 | 0.36 | |
| Total Asset Turnover | 1.1 | 0.4 | 2.55 | 0.2 | 6.72 | 0.4 | 2.42 | 1.0 | 1.11 | |
| Average Age of Plant (Years) | 11.1 | 18.1 | 0.61 | 52.7 | 0.21 | 16.0 | 0.70 | 10.5 | 1.06 | |
| Increase (Decrease) Total Net Patient Revenue | 5.9% | 3.5% | 1.67 | -1.2% | N/A | 3.7% | 1.58 | 14.5% | 0.41 | |
| Outpatient Gross Revenue (% of Total GPR) | 88.3% | 66.2% | 1.33 | 76.7% | 1.15 | 73.1% | 1.21 | 88.3% | 1.00 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$8,935 | \$19,849 | 0.45 | \$16,058 | 0.56 | \$13,245 | 0.67 | \$9,966 | 0.90 | |
| Inpatient Net Revenue per Day | \$2,467 | \$3,697 | 0.67 | \$3,281 | 0.75 | \$2,825 | 0.87 | \$3,087 | 0.80 | |
| Outpatient Net Revenue per Visit | \$493 | \$819 | 0.60 | \$891 | 0.55 | \$766 | 0.64 | \$616 | 0.80 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$223,447,104 | Cash & Cash Equivalents | \$37,666,240 | Current Liabilities | \$13,820,011 |
| Less Deductions | \$106,487,239 | Net Patient Receivables | \$14,723,237 | Long-Term Debt | \$793,093 |
| Net Patient Revenue | \$116,959,865 | Other Receivables | \$13,282,676 | Other Liabilities | \$5,757,653 |
| Plus Other Revenue | \$2,215,815 | | | Subtotal | \$20,370,757 |
| Total Revenue | \$119,175,682 | Land, Buildings & Equipment (Net) | \$30,199,594 | Unrestricted Fund Balance | \$91,451,875 |
| Less Expenses | \$118,674,444 | Other Assets | \$15,950,885 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$3,529,328 | | | Total Liabilities & Fund Balance | \$111,822,632 |
| Net Income | \$4,030,566 | Total Assets | \$111,822,632 | | |

130 Aspirus Stanley Hospital
 1120 Pine Street
 Stanley, WI 54768
 715-644-5571

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5A | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 15.0% | 60.7% | 0.25 | 51.4% | 0.29 | 15.0% | 1.00 | 38.4% | 0.39 |
| Obstetrics | 0.0% | 37.3% | N/A | 29.2% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 15.0% | 61.9% | 0.24 | 51.8% | 0.29 | 19.9% | 0.75 | 38.4% | 0.39 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.9 | 27.3 | 0.07 | 12.6 | 0.15 | 2.6 | 0.76 | 1.2 | 1.69 |
| Obstetrics | 0.0 | 4.7 | N/A | 2.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 1.9 | 50.5 | 0.04 | 19.0 | 0.10 | 3.5 | 0.55 | 1.2 | 1.69 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.1 | 4.9 | 0.84 | 4.5 | 0.92 | 3.9 | 1.05 | 3.0 | 1.36 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.1 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.1 | 5.3 | 0.78 | 4.6 | 0.90 | 4.8 | 0.85 | 2.3 | 1.77 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2 | 990 | 0.00 | 339 | 0.01 | 64 | 0.03 | 0 | N/A |
| Outpatient | 427 | 4,017 | 0.11 | 2,633 | 0.16 | 1,572 | 0.27 | 376 | 1.14 |
| Inpatient as % of All Surgeries | 0.5% | 19.8% | 0.02 | 11.4% | 0.04 | 3.9% | 0.12 | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 15,525 | 141,022 | 0.11 | 82,166 | 0.19 | 20,590 | 0.75 | 38,892 | 0.40 |
| Emergency Visits | 2,501 | 17,305 | 0.14 | 8,774 | 0.29 | 4,256 | 0.59 | 2,124 | 1.18 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 10.0 | 18.8 | 0.53 | 10.2 | 0.98 | 3.1 | 3.21 | 1.3 | 7.60 |
| Nurses, Licensed | 15.6 | 234.4 | 0.07 | 129.2 | 0.12 | 36.9 | 0.42 | 25.2 | 0.62 |
| Ancillary Nursing Personnel | 4.3 | 38.1 | 0.11 | 20.8 | 0.21 | 6.4 | 0.67 | 0.0 | N/A |
| All Other Personnel | 37.0 | 466.7 | 0.08 | 279.2 | 0.13 | 63.8 | 0.58 | 41.1 | 0.90 |
| Total FTEs | 66.9 | 758.0 | 0.09 | 439.4 | 0.15 | 110.2 | 0.61 | 67.6 | 0.99 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 71.5 | 12.5 | 5.72 | 12.5 | 5.72 | 16.5 | 4.33 | 13.0 | 5.50 |
| Nurses, Licensed | 111.6 | 156.2 | 0.71 | 158.9 | 0.70 | 195.6 | 0.57 | 249.0 | 0.45 |
| Ancillary Nursing Personnel | 30.7 | 25.4 | 1.21 | 25.5 | 1.20 | 33.9 | 0.91 | 0.0 | N/A |
| All Other Personnel | 264.6 | 311.0 | 0.85 | 343.4 | 0.77 | 338.7 | 0.78 | 406.0 | 0.65 |
| Total FTEs | 478.4 | 505.0 | 0.95 | 540.3 | 0.89 | 584.8 | 0.82 | 668.1 | 0.72 |

Total Hospital:

Beds Set Up & Staffed 13
 Discharges 172
 Inpatient Days 710

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
 Discharges 34
 Inpatient Days 479

Newborn Nursery:

Bassinets 0
 Total Births 0
 Newborn Days 0

130 Aspirus Stanley Hospital
Stanley, WI 54768

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 13 | 172 | 710 | 15.0% | 1.9 | 4.1 |
| Orthopedic | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 10 | 0 | 10.0 | Surgical Personnel | 2 | 0 | 2.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 2 | 2 | 3.4 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 3 | 0.8 |
| Registered Nurses | 12 | 8 | 15.0 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 0 | 1.0 |
| Licensed Practical Nurses | 0 | 2 | 0.6 | Physical Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Ancillary Nursing Personnel | 2 | 4 | 4.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 2 | 0 | 2.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 9 | 5 | 12.7 |
| Pharmacy Personnel | 2 | 1 | 3.1 | | | | |
| Clinical Laboratory Personnel | 6 | 1 | 6.0 | | | | |
| | | | | Total | 54 | 26 | 66.9 |

130 Aspirus Stanley Hospital
Stanley, WI 54768

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 5A Value | Ratio | 1 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$17,915,283 | 51.3% | 47.3% | 1.08 | 51.1% | 1.00 | 47.0% | 1.09 | 53.0% | 0.97 |
| Medical Assistance | \$6,317,655 | 18.1% | 14.4% | 1.26 | 12.0% | 1.50 | 13.0% | 1.39 | 17.9% | 1.01 |
| Commercial | \$8,311,526 | 23.8% | 32.9% | 0.72 | 32.3% | 0.74 | 36.0% | 0.66 | 23.9% | 1.00 |
| All Other | \$2,397,831 | 6.9% | 5.4% | 1.27 | 4.6% | 1.49 | 4.0% | 1.71 | 5.2% | 1.33 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$8,547,451 | 24.5% | 36.1% | 0.68 | 34.5% | 0.71 | 26.2% | 0.93 | 24.8% | 0.99 |
| Medical Assistance | \$4,287,774 | 12.3% | 11.3% | 1.09 | 8.8% | 1.40 | 9.3% | 1.32 | 12.8% | 0.96 |
| Commercial | \$1,918,362 | 5.5% | 14.8% | 0.37 | 10.3% | 0.53 | 11.3% | 0.49 | 4.4% | 1.23 |
| Charity Care | \$274,678 | 0.8% | 0.7% | 1.08 | 0.5% | 1.61 | 0.7% | 1.13 | 2.0% | 0.40 |
| Bad Debt | \$561,106 | 1.6% | 0.9% | 1.83 | 0.9% | 1.81 | 1.5% | 1.04 | 1.6% | 0.98 |
| All Other | \$1,857,804 | 5.3% | 3.0% | 1.75 | 3.0% | 1.78 | 2.2% | 2.37 | 3.9% | 1.36 |
| Total Deductions | \$17,447,175 | 49.9% | 66.8% | 0.75 | 58.0% | 0.86 | 51.3% | 0.97 | 49.6% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.6% | 5.7% | 0.45 | 3.6% | 0.72 | 4.8% | 0.54 | 0.9% | 2.84 | |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | 136.6% | 0.00 | 11.4% | N/A | 128.8% | 0.00 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$8,242,078 | 43.7% | 41.8% | 1.05 | 49.3% | 0.89 | 49.1% | 0.89 | 32.9% | 1.33 |
| Supplies & Services | \$8,942,584 | 47.5% | 52.2% | 0.91 | 45.8% | 1.04 | 43.7% | 1.09 | 60.9% | 0.78 |
| Capital Component | \$1,660,130 | 8.8% | 6.0% | 1.47 | 4.9% | 1.81 | 7.2% | 1.23 | 6.2% | 1.42 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -4.9% | 5.7% | N/A | 0.5% | N/A | 6.2% | N/A | 1.5% | N/A | |
| Total Hospital Net Income (%) | -4.9% | 3.5% | N/A | -1.3% | 3.66 | 6.9% | N/A | -5.8% | 0.86 | |
| Return on Equity (%) | -3.7% | 1.4% | N/A | -0.2% | 17.81 | 7.1% | N/A | -9.2% | 0.41 | |
| Current Ratio | 3.5 | 3.9 | 0.90 | 1.7 | 2.08 | 3.3 | 1.07 | 1.8 | 1.99 | |
| Days in Net Patient Accounts Receivable | 51.5 | 91.7 | 0.56 | 260.0 | 0.20 | 58.5 | 0.88 | 44.0 | 1.17 | |
| Average Payment Period | 17.4 | 91.7 | 0.19 | 309.6 | 0.06 | 38.2 | 0.46 | 42.5 | 0.41 | |
| Equity Financing (%) | 21.8% | 59.1% | 0.37 | 43.6% | 0.50 | 49.5% | 0.44 | 16.6% | 1.31 | |
| Long-Term Debt to Equity Ratio | 3.4 | 0.4 | 8.13 | 0.9 | 3.72 | 0.8 | 4.46 | 0.0 | N/A | |
| Times Interest Earned | -1.5 | 5.7 | N/A | -2.9 | 0.51 | 6.4 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 0.8 | 0.4 | 1.82 | 0.2 | 4.78 | 1.0 | 0.74 | 1.7 | 0.44 | |
| Average Age of Plant (Years) | 0.9 | 18.1 | 0.05 | 52.7 | 0.02 | 7.1 | 0.13 | 7.0 | 0.14 | |
| Increase (Decrease) Total Net Patient Revenue | 10.1% | 3.5% | 2.86 | -1.2% | N/A | 8.5% | 1.20 | 17.7% | 0.57 | |
| Outpatient Gross Revenue (% of Total GPR) | 86.1% | 66.2% | 1.30 | 76.7% | 1.12 | 81.4% | 1.06 | 87.6% | 0.98 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$11,778 | \$19,849 | 0.59 | \$16,058 | 0.73 | \$19,261 | 0.61 | \$15,704 | 0.75 | |
| Inpatient Net Revenue per Day | \$1,968 | \$3,697 | 0.53 | \$3,281 | 0.60 | \$2,916 | 0.67 | \$3,330 | 0.59 | |
| Outpatient Net Revenue per Visit | \$866 | \$819 | 1.06 | \$891 | 0.97 | \$812 | 1.07 | \$315 | 2.75 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$34,942,296 | Cash & Cash Equivalents | \$115,479 | Current Liabilities | \$848,090 |
| Less Deductions | \$17,447,175 | Net Patient Receivables | \$2,466,268 | Long-Term Debt | \$17,522,527 |
| Net Patient Revenue | \$17,495,121 | Other Receivables | \$29,128 | Other Liabilities | \$172,873 |
| Plus Other Revenue | \$465,108 | | | Subtotal | \$18,543,490 |
| Total Revenue | \$17,960,228 | Land, Buildings & Equipment (Net) | \$20,593,968 | Unrestricted Fund Balance | \$5,162,782 |
| Less Expenses | \$18,844,792 | Other Assets | \$501,429 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$238 | | | Total Liabilities & Fund Balance | \$23,706,272 |
| Net Income | -\$884,802 | Total Assets | \$23,706,272 | | |

324 Aspirus Plover Hospital
 5409 Vern Holmes Dr
 Stevens Point, WI 54482
 715-344-1600

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 63.9% | 60.7% | 1.05 | 55.2% | 1.16 | 20.4% | 3.13 | 22.4% | 2.86 |
| Obstetrics | 0.0% | 37.3% | N/A | 32.6% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 63.9% | 61.9% | 1.03 | 62.1% | 1.03 | 21.1% | 3.03 | 22.4% | 2.86 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 5.1 | 27.3 | 0.19 | 17.1 | 0.30 | 3.3 | 1.57 | 1.8 | 2.86 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.0 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.1 | 50.5 | 0.10 | 38.1 | 0.13 | 3.9 | 1.32 | 1.8 | 2.86 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.4 | 4.9 | 1.09 | 5.2 | 1.03 | 4.1 | 1.31 | 3.9 | 1.39 |
| Obstetrics | 0.0 | 2.4 | N/A | 1.8 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.4 | 5.3 | 1.02 | 5.3 | 1.03 | 3.5 | 1.54 | 3.9 | 1.38 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 18 | 990 | 0.02 | 1,159 | 0.02 | 181 | 0.10 | 17 | 1.06 |
| Outpatient | 1,325 | 4,017 | 0.33 | 4,194 | 0.32 | 1,361 | 0.97 | 1,127 | 1.18 |
| Inpatient as % of All Surgeries | 1.3% | 19.8% | 0.07 | 21.6% | 0.06 | 11.7% | 0.11 | 1.5% | 0.90 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 15,256 | 141,022 | 0.11 | 96,566 | 0.16 | 43,437 | 0.35 | 45,468 | 0.34 |
| Emergency Visits | 9,433 | 17,305 | 0.55 | 13,569 | 0.70 | 4,927 | 1.91 | 7,236 | 1.30 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 5.3 | 18.8 | 0.28 | 19.9 | 0.26 | 7.3 | 0.72 | 6.0 | 0.88 |
| Nurses, Licensed | 49.8 | 234.4 | 0.21 | 195.2 | 0.26 | 46.6 | 1.07 | 14.0 | 3.56 |
| Ancillary Nursing Personnel | 37.4 | 38.1 | 0.98 | 37.3 | 1.00 | 9.1 | 4.12 | 0.0 | N/A |
| All Other Personnel | 18.3 | 466.7 | 0.04 | 374.4 | 0.05 | 110.7 | 0.16 | 41.0 | 0.45 |
| Total FTEs | 110.7 | 758.0 | 0.15 | 626.9 | 0.18 | 173.6 | 0.64 | 61.0 | 1.81 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 13.2 | 12.5 | 1.05 | 14.6 | 0.90 | 33.5 | 0.39 | 29.0 | 0.45 |
| Nurses, Licensed | 125.0 | 156.2 | 0.80 | 143.7 | 0.87 | 213.4 | 0.59 | 67.7 | 1.85 |
| Ancillary Nursing Personnel | 93.8 | 25.4 | 3.70 | 27.5 | 3.42 | 41.6 | 2.26 | 0.0 | N/A |
| All Other Personnel | 45.8 | 311.0 | 0.15 | 275.6 | 0.17 | 507.2 | 0.09 | 198.3 | 0.23 |
| Total FTEs | 277.9 | 505.0 | 0.55 | 461.4 | 0.60 | 795.7 | 0.35 | 295.0 | 0.94 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|---|
| Beds Set Up & Staffed | 8 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 345 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 1,867 | | | Inpatient Days | 0 | Newborn Days | 0 |

324 Aspirus Plover Hospital
Stevens Point, WI 54482

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 8 | 346 | 1,867 | 63.9% | 5.1 | 5.4 |
| Orthopedic | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 4 | 1 | 5.3 | Surgical Personnel | 1 | 3 | 4.8 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 0 | 0 | 0.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 26 | 18 | 48.8 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 0 | 0 | 0.0 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 23 | 13 | 37.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 0 | 0 | 0.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 5 | 7 | 12.5 |
| Pharmacy Personnel | 0 | 0 | 0.0 | | | | |
| Clinical Laboratory Personnel | 1 | 0 | 1.0 | | | | |
| | | | | Total | 61 | 42 | 110.7 |

324 Aspirus Plover Hospital
Stevens Point, WI 54482

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$36,456,757 | 44.5% | 47.3% | 0.94 | 50.9% | 0.87 | 47.2% | 0.94 | 33.5% | 1.33 |
| Medical Assistance | \$11,410,902 | 13.9% | 14.4% | 0.97 | 13.5% | 1.03 | 12.9% | 1.08 | 12.1% | 1.15 |
| Commercial | \$28,972,474 | 35.3% | 32.9% | 1.07 | 29.7% | 1.19 | 35.1% | 1.01 | 47.7% | 0.74 |
| All Other | \$5,124,870 | 6.3% | 5.4% | 1.15 | 5.9% | 1.05 | 4.8% | 1.30 | 6.7% | 0.94 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$24,085,744 | 29.4% | 36.1% | 0.81 | 36.5% | 0.80 | 29.4% | 1.00 | 24.1% | 1.22 |
| Medical Assistance | \$10,341,269 | 12.6% | 11.3% | 1.12 | 10.6% | 1.19 | 9.6% | 1.32 | 10.6% | 1.19 |
| Commercial | \$12,631,620 | 15.4% | 14.8% | 1.04 | 9.7% | 1.58 | 13.1% | 1.18 | 16.9% | 0.91 |
| Charity Care | \$409,273 | 0.5% | 0.7% | 0.69 | 0.6% | 0.80 | 0.6% | 0.83 | 0.7% | 0.67 |
| Bad Debt | \$156,751 | 0.2% | 0.9% | 0.22 | 0.6% | 0.32 | 1.1% | 0.17 | 0.2% | 1.06 |
| All Other | \$2,349,537 | 2.9% | 3.0% | 0.94 | 3.8% | 0.75 | 3.3% | 0.87 | 4.0% | 0.72 |
| Total Deductions | \$49,974,195 | 61.0% | 66.8% | 0.91 | 62.0% | 0.98 | 57.1% | 1.07 | 56.6% | 1.08 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.9% | 5.7% | 0.17 | | 3.6% | 0.26 | 4.1% | 0.23 | 0.9% | 1.09 |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | 210.1% | N/A | N/A | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$8,797,851 | 35.0% | 41.8% | 0.84 | 40.5% | 0.86 | 46.6% | 0.75 | 41.2% | 0.85 |
| Supplies & Services | \$14,200,050 | 56.4% | 52.2% | 1.08 | 55.0% | 1.03 | 47.2% | 1.20 | 50.7% | 1.11 |
| Capital Component | \$2,157,947 | 8.6% | 6.0% | 1.43 | 4.5% | 1.89 | 6.2% | 1.38 | 8.0% | 1.07 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 22.1% | 5.7% | 3.88 | | 1.2% | 18.34 | 11.8% | 1.87 | 16.0% | 1.38 |
| Total Hospital Net Income (%) | 22.1% | 3.5% | 6.34 | | -1.1% | N/A | 11.1% | 1.99 | 16.0% | 1.38 |
| Return on Equity (%) | 0.0% | 1.4% | N/A | | -0.3% | N/A | 0.8% | N/A | 0.0% | N/A |
| Current Ratio | 0.0 | 3.9 | N/A | | 1.8 | N/A | 1.6 | N/A | 0.0 | N/A |
| Days in Net Patient Accounts Receivable | 0.0 | 91.7 | N/A | | 167.5 | N/A | 569.1 | N/A | 0.0 | N/A |
| Average Payment Period | 0.0 | 91.7 | N/A | | 183.9 | N/A | 772.8 | N/A | 0.0 | N/A |
| Equity Financing (%) | 0.0% | 59.1% | N/A | | 42.4% | N/A | 39.2% | N/A | 0.0% | N/A |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | | 1.0 | N/A | 1.1 | N/A | 0.0 | N/A |
| Times Interest Earned | 0.0 | 5.7 | N/A | | -1.5 | N/A | 17.1 | N/A | 0.0 | N/A |
| Total Asset Turnover | 0.0 | 0.4 | N/A | | 0.3 | N/A | 0.1 | N/A | 0.0 | N/A |
| Average Age of Plant (Years) | 0.0 | 18.1 | N/A | | 31.9 | N/A | 99.6 | N/A | 0.0 | N/A |
| Increase (Decrease) Total Net Patient Revenue | -13.2% | 3.5% | N/A | | 7.4% | N/A | 2.2% | N/A | 35.8% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 89.0% | 66.2% | 1.34 | | 71.7% | 1.24 | 81.7% | 1.09 | 92.4% | 0.96 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$7,723 | \$19,849 | 0.39 | | \$17,658 | 0.44 | \$21,242 | 0.36 | \$12,717 | 0.61 |
| Inpatient Net Revenue per Day | \$1,661 | \$3,697 | 0.45 | | \$3,312 | 0.50 | \$4,286 | 0.39 | \$3,681 | 0.45 |
| Outpatient Net Revenue per Visit | \$1,194 | \$819 | 1.46 | | \$1,126 | 1.06 | \$728 | 1.64 | \$662 | 1.81 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|-----|----------------------------------|-----|
| Gross Patient Revenue (GPR) | \$81,965,003 | Cash & Cash Equivalents | \$0 | Current Liabilities | \$0 |
| Less Deductions | \$49,974,195 | Net Patient Receivables | \$0 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$31,990,808 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$306,471 | | | Subtotal | \$0 |
| Total Revenue | \$32,297,280 | Land, Buildings & Equipment (Net) | \$0 | Unrestricted Fund Balance | \$0 |
| Less Expenses | \$25,155,848 | Other Assets | \$0 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$0 | Total Liabilities & Fund Balance | \$0 |
| Net Income | \$7,141,432 | | | | |

131 Aspirus Stevens Point Hospital
 900 Illinois Avenue
 Stevens Point, WI 54481
 715-346-5000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 25.8% | 60.7% | 0.42 | 55.2% | 0.47 | 58.7% | 0.44 | 47.1% | 0.55 |
| Obstetrics | 14.3% | 37.3% | 0.38 | 32.6% | 0.06 | 29.8% | 0.48 | 42.0% | 0.34 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 39.5% | 61.9% | 0.64 | 62.1% | 0.64 | 59.2% | 0.67 | 68.0% | 0.58 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 10.8 | 27.3 | 0.40 | 17.1 | 0.63 | 18.7 | 0.58 | 8.9 | 1.21 |
| Obstetrics | 2.0 | 4.7 | 0.42 | 3.0 | 0.66 | 2.5 | 0.79 | 2.5 | 0.80 |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 29.6 | 50.5 | 0.59 | 38.1 | 0.78 | 35.1 | 0.84 | 29.2 | 1.01 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.4 | 4.9 | 0.90 | 5.2 | 0.84 | 4.5 | 0.99 | 3.7 | 1.18 |
| Obstetrics | 2.0 | 2.4 | 0.84 | 1.8 | 1.10 | 2.2 | 0.92 | 2.1 | 0.99 |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.3 | 5.3 | 0.81 | 5.3 | 0.82 | 4.6 | 0.93 | 3.8 | 1.13 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 550 | 990 | 0.56 | 1,159 | 0.47 | 526 | 1.05 | 494 | 1.11 |
| Outpatient | 4,733 | 4,017 | 1.18 | 4,194 | 1.13 | 3,165 | 1.50 | 3,067 | 1.54 |
| Inpatient as % of All Surgeries | 10.4% | 19.8% | 0.53 | 21.6% | 0.48 | 14.3% | 0.73 | 13.9% | 0.75 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 84,468 | 141,022 | 0.60 | 96,566 | 0.87 | 102,926 | 0.82 | 358,677 | 0.24 |
| Emergency Visits | 25,535 | 17,305 | 1.48 | 13,569 | 1.88 | 18,037 | 1.42 | 13,357 | 1.91 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 33.9 | 18.8 | 1.81 | 19.9 | 1.70 | 17.9 | 1.90 | 13.6 | 2.50 |
| Nurses, Licensed | 127.8 | 234.4 | 0.54 | 195.2 | 0.65 | 148.0 | 0.86 | 174.6 | 0.73 |
| Ancillary Nursing Personnel | 57.2 | 38.1 | 1.50 | 37.3 | 1.53 | 25.5 | 2.24 | 1.8 | 31.98 |
| All Other Personnel | 255.2 | 466.7 | 0.55 | 374.4 | 0.68 | 271.6 | 0.94 | 355.1 | 0.72 |
| Total FTEs | 474.0 | 758.0 | 0.63 | 626.9 | 0.76 | 463.0 | 1.02 | 545.0 | 0.87 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 22.0 | 12.5 | 1.76 | 14.6 | 1.50 | 13.6 | 1.61 | 11.3 | 1.95 |
| Nurses, Licensed | 83.0 | 156.2 | 0.53 | 143.7 | 0.58 | 112.9 | 0.73 | 145.7 | 0.57 |
| Ancillary Nursing Personnel | 37.2 | 25.4 | 1.46 | 27.5 | 1.35 | 19.5 | 1.91 | 1.5 | 24.88 |
| All Other Personnel | 165.7 | 311.0 | 0.53 | 275.6 | 0.60 | 207.1 | 0.80 | 296.3 | 0.56 |
| Total FTEs | 307.9 | 505.0 | 0.61 | 461.4 | 0.67 | 353.1 | 0.87 | 454.9 | 0.68 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 75 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 14 |
| Discharges | 2,517 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 250 |
| Inpatient Days | 10,805 | | | Inpatient Days | 0 | Newborn Days | 332 |

131 Aspirus Stevens Point Hospital
Stevens Point, WI 54481

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 42 | 894 | 3,950 | 25.8% | 10.8 | 4.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 14 | 360 | 731 | 14.3% | 2.0 | 2.0 |
| Psychiatric | 1 | 7 | 523 | 1,278 | 50.0% | 3.5 | 2.4 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 12 | 740 | 4,846 | 110.6% | 13.3 | 6.5 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 24 | 4 | 33.9 | Surgical Personnel | 6 | 6 | 13.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 22 | 5 | 26.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 6 | 7 | 11.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 3.3 |
| Registered Nurses | 85 | 44 | 125.8 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 9 | 5 | 11.3 |
| Licensed Practical Nurses | 2 | 1 | 2.0 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 24 | 32 | 57.2 | Recreational Therapists | 1 | 0 | 1.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 2 | 1 | 3.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 35 | 21 | 54.7 |
| Health Info Mgmt-Administrators/Technicians | 0 | 1 | 0.0 | All Other Personnel | 56 | 29 | 74.5 |
| Pharmacy Personnel | 9 | 3 | 11.1 | | | | |
| Clinical Laboratory Personnel | 21 | 8 | 30.6 | | | | |
| | | | | Total | 310 | 175 | 474.0 |

131 Aspirus Stevens Point Hospital

Stevens Point, WI 54481

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|-----------|------------------|----------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$185,299,468 | 48.6% | 47.3% | 1.03 | 50.9% | 0.95 | 50.2% | 0.97 | 48.1% | 1.01 |
| Medical Assistance | \$58,594,955 | 15.4% | 14.4% | 1.07 | 13.5% | 1.14 | 14.7% | 1.04 | 14.8% | 1.04 |
| Commercial | \$117,395,167 | 30.8% | 32.9% | 0.93 | 29.7% | 1.04 | 30.7% | 1.00 | 31.7% | 0.97 |
| All Other | \$20,209,767 | 5.3% | 5.4% | 0.98 | 5.9% | 0.89 | 4.4% | 1.20 | 5.4% | 0.99 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$133,204,685 | 34.9% | 36.1% | 0.97 | 36.5% | 0.96 | 37.5% | 0.93 | 33.5% | 1.04 |
| Medical Assistance | \$45,498,816 | 11.9% | 11.3% | 1.06 | 10.6% | 1.12 | 11.2% | 1.07 | 10.9% | 1.09 |
| Commercial | \$34,742,896 | 9.1% | 14.8% | 0.62 | 9.7% | 0.93 | 12.7% | 0.72 | 6.9% | 1.33 |
| Charity Care | \$2,841,703 | 0.7% | 0.7% | 1.03 | 0.6% | 1.19 | 0.8% | 0.90 | 1.6% | 0.47 |
| Bad Debt | \$3,042,828 | 0.8% | 0.9% | 0.91 | 0.6% | 1.34 | 1.0% | 0.80 | 1.2% | 0.64 |
| All Other | \$16,113,037 | 4.2% | 3.0% | 1.39 | 3.8% | 1.10 | 2.8% | 1.50 | 4.1% | 1.02 |
| Total Deductions | \$235,443,966 | 61.7% | 66.8% | 0.92 | 62.0% | 1.00 | 66.0% | 0.94 | 58.2% | 1.06 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 5.1% | 5.7% | 0.88 | | 3.6% | 1.40 | 3.3% | 1.53 | 2.2% | 2.31 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | 210.1% | N/A | 14,078.6% | N/A | 107.1% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$65,870,148 | 40.9% | 41.8% | 0.98 | 40.5% | 1.01 | 41.0% | 1.00 | 26.0% | 1.57 |
| Supplies & Services | \$84,768,437 | 52.6% | 52.2% | 1.01 | 55.0% | 0.96 | 52.7% | 1.00 | 66.4% | 0.79 |
| Capital Component | \$10,402,586 | 6.5% | 6.0% | 1.08 | 4.5% | 1.42 | 6.3% | 1.03 | 7.6% | 0.85 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -4.7% | 5.7% | N/A | | 1.2% | N/A | 2.9% | N/A | -0.1% | 48.39 |
| Total Hospital Net Income (%) | -4.7% | 3.5% | N/A | | -1.1% | 4.15 | 0.0% | 219.07 | 1.3% | N/A |
| Return on Equity (%) | -7.1% | 1.4% | N/A | | -0.3% | 25.18 | 0.0% | 778.80 | 1.8% | N/A |
| Current Ratio | 2.9 | 3.9 | 0.74 | | 1.8 | 1.59 | 3.2 | 0.89 | 1.2 | 2.30 |
| Days in Net Patient Accounts Receivable | 56.3 | 91.7 | 0.61 | | 167.5 | 0.34 | 88.3 | 0.64 | 45.2 | 1.25 |
| Average Payment Period | 22.9 | 91.7 | 0.25 | | 183.9 | 0.12 | 85.8 | 0.27 | 60.3 | 0.38 |
| Equity Financing (%) | 36.3% | 59.1% | 0.61 | | 42.4% | 0.86 | 60.3% | 0.60 | 60.0% | 0.60 |
| Long-Term Debt to Equity Ratio | 1.5 | 0.4 | 3.49 | | 1.0 | 1.48 | 0.4 | 3.55 | 0.0 | N/A |
| Times Interest Earned | -5.4 | 5.7 | N/A | | -1.5 | 3.58 | 1.0 | N/A | 26,426.2 | N/A |
| Total Asset Turnover | 1.5 | 0.4 | 3.64 | | 0.3 | 5.93 | 0.4 | 3.45 | 1.3 | 1.14 |
| Average Age of Plant (Years) | 0.9 | 18.1 | 0.05 | | 31.9 | 0.03 | 16.0 | 0.05 | 7.4 | 0.12 |
| Increase (Decrease) Total Net Patient Revenue | 16.5% | 3.5% | 4.66 | | 7.4% | 2.24 | 3.7% | 4.41 | 9.3% | 1.78 |
| Outpatient Gross Revenue (% of Total GPR) | 80.8% | 66.2% | 1.22 | | 71.7% | 1.13 | 73.1% | 1.10 | 75.7% | 1.07 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$9,820 | \$19,849 | 0.49 | | \$17,658 | 0.56 | \$13,245 | 0.74 | \$12,235 | 0.80 |
| Inpatient Net Revenue per Day | \$2,288 | \$3,697 | 0.62 | | \$3,312 | 0.69 | \$2,825 | 0.81 | \$3,237 | 0.71 |
| Outpatient Net Revenue per Visit | \$1,131 | \$819 | 1.38 | | \$1,126 | 1.00 | \$766 | 1.48 | \$254 | 4.44 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$381,499,356 | Cash & Cash Equivalents | \$514,294 | Current Liabilities | \$9,588,823 |
| Less Deductions | \$235,443,966 | Net Patient Receivables | \$22,526,220 | Long-Term Debt | \$53,696,902 |
| Net Patient Revenue | \$146,055,390 | Other Receivables | \$1,058,814 | Other Liabilities | \$1,276,348 |
| Plus Other Revenue | \$7,815,438 | | | Subtotal | \$64,562,073 |
| Total Revenue | \$153,870,832 | Land, Buildings & Equipment (Net) | \$72,854,635 | Unrestricted Fund Balance | \$36,804,180 |
| Less Expenses | \$161,041,171 | Other Assets | \$4,412,289 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$6,770 | Total Assets | \$101,366,252 | Total Liabilities & Fund Balance | \$101,366,253 |
| Net Income | -\$7,163,569 | | | | |

132 Stoughton Hospital Association
 900 Ridge Street
 Stoughton, WI 53589
 608-873-6611

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 2 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|-----------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 32.0% | 60.7% | 0.53 | 61.3% | 0.52 | 20.4% | 1.56 | 26.3% | 1.21 |
| Obstetrics | 0.0% | 37.3% | N/A | 37.3% | N/A | 19.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 33.3% | 61.9% | 0.54 | 62.3% | 0.53 | 21.1% | 1.58 | 35.1% | 0.95 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 5.4 | 27.3 | 0.20 | 26.4 | 0.21 | 3.3 | 1.67 | 4.7 | 1.15 |
| Obstetrics | 0.0 | 4.7 | N/A | 4.3 | N/A | 0.8 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 9.7 | 50.5 | 0.19 | 54.9 | 0.18 | 3.9 | 2.50 | 9.5 | 1.02 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.6 | 4.9 | 0.74 | 4.9 | 0.74 | 4.1 | 0.89 | 3.0 | 1.21 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.5 | N/A | 1.9 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 6.0 | 5.3 | 1.14 | 5.2 | 1.17 | 3.5 | 1.72 | 4.0 | 1.50 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 77 | 990 | 0.08 | 894 | 0.09 | 181 | 0.43 | 99 | 0.78 |
| Outpatient | 971 | 4,017 | 0.24 | 4,062 | 0.24 | 1,361 | 0.71 | 904 | 1.07 |
| Inpatient as % of All Surgeries | 7.3% | 19.8% | 0.37 | 18.0% | 0.41 | 11.7% | 0.63 | 9.9% | 0.74 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 71,381 | 141,022 | 0.51 | 182,049 | 0.39 | 43,437 | 1.64 | 59,217 | 1.21 |
| Emergency Visits | 6,168 | 17,305 | 0.36 | 17,809 | 0.35 | 4,927 | 1.25 | 5,319 | 1.16 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 22.0 | 18.8 | 1.17 | 18.6 | 1.18 | 7.3 | 3.01 | 20.0 | 1.10 |
| Nurses, Licensed | 57.8 | 234.4 | 0.25 | 274.7 | 0.21 | 46.6 | 1.24 | 60.3 | 0.96 |
| Ancillary Nursing Personnel | 7.3 | 38.1 | 0.19 | 35.1 | 0.21 | 9.1 | 0.81 | 7.8 | 0.93 |
| All Other Personnel | 152.7 | 466.7 | 0.33 | 644.0 | 0.24 | 110.7 | 1.38 | 148.6 | 1.03 |
| Total FTEs | 239.8 | 758.0 | 0.32 | 972.4 | 0.25 | 173.6 | 1.38 | 236.7 | 1.01 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 29.7 | 12.5 | 2.37 | 12.1 | 2.46 | 33.5 | 0.89 | 22.4 | 1.33 |
| Nurses, Licensed | 78.0 | 156.2 | 0.50 | 178.7 | 0.44 | 213.4 | 0.37 | 67.5 | 1.16 |
| Ancillary Nursing Personnel | 9.9 | 25.4 | 0.39 | 22.9 | 0.43 | 41.6 | 0.24 | 8.8 | 1.12 |
| All Other Personnel | 206.0 | 311.0 | 0.66 | 418.9 | 0.49 | 507.2 | 0.41 | 166.4 | 1.24 |
| Total FTEs | 323.6 | 505.0 | 0.64 | 632.6 | 0.51 | 795.7 | 0.41 | 265.1 | 1.22 |

Total Hospital:
 Beds Set Up & Staffed 29
 Discharges 583
 Inpatient Days 3,524

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 12
 Inpatient Days 179

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

132 Stoughton Hospital Association
Stoughton, WI 53589

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 17 | 544 | 1,983 | 32.0% | 5.4 | 3.6 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 1 | 8 | 94 | 1,288 | 44.1% | 3.5 | 13.7 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 4 | 64 | 253 | 17.3% | 0.7 | 4.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 22 | 0 | 22.0 | Surgical Personnel | 1 | 5 | 3.0 |
| Physicians & Dentists | 2 | 0 | 2.0 | Radiological Services Personnel | 4 | 18 | 16.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 4 | 3.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 4 | 2.6 |
| Registered Nurses | 18 | 60 | 51.6 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 5 | 11 | 10.8 |
| Licensed Practical Nurses | 1 | 1 | 1.6 | Physical Therapy Assistants/Aides | 2 | 2 | 2.4 |
| Ancillary Nursing Personnel | 4 | 10 | 7.3 | Recreational Therapists | 1 | 0 | 1.0 |
| Physician Assistants | 2 | 1 | 2.0 | Dietitians & Nutritionists | 0 | 2 | 0.9 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 3 | 3 | 3.7 | Social Workers | 1 | 2 | 2.7 |
| Clinical Nurse Specialists | 0 | 1 | 0.8 | All Other Health Professionals | 18 | 27 | 34.4 |
| Health Info Mgmt-Administrators/Technicians | 4 | 4 | 5.9 | All Other Personnel | 28 | 56 | 52.4 |
| Pharmacy Personnel | 4 | 2 | 4.6 | | | | |
| Clinical Laboratory Personnel | 2 | 8 | 7.0 | | | | |
| | | | | Total | 122 | 223 | 239.8 |

132 Stoughton Hospital Association

Stoughton, WI 53589

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|----------|--------------------|----------|--------------------|----------|------------------|----------|------|
| | | Value | Ratio | Value ¹ | Ratio | Value ² | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$72,583,628 | 48.4% | 47.3% | 1.02 | 42.3% | 1.14 | 47.2% | 1.02 | 50.7% | 0.95 |
| Medical Assistance | \$14,968,812 | 10.0% | 14.4% | 0.69 | 12.2% | 0.82 | 12.9% | 0.78 | 10.2% | 0.98 |
| Commercial | \$59,441,705 | 39.6% | 32.9% | 1.20 | 36.7% | 1.08 | 35.1% | 1.13 | 37.0% | 1.07 |
| All Other | \$3,052,193 | 2.0% | 5.4% | 0.38 | 8.8% | 0.23 | 4.8% | 0.42 | 2.1% | 0.96 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$50,992,243 | 34.0% | 36.1% | 0.94 | 32.5% | 1.05 | 29.4% | 1.16 | 35.0% | 0.97 |
| Medical Assistance | \$12,816,862 | 8.5% | 11.3% | 0.76 | 9.6% | 0.89 | 9.6% | 0.89 | 8.5% | 1.00 |
| Commercial | \$25,882,085 | 17.2% | 14.8% | 1.17 | 18.5% | 0.93 | 13.1% | 1.32 | 16.1% | 1.07 |
| Charity Care | \$552,839 | 0.4% | 0.7% | 0.51 | 0.6% | 0.61 | 0.6% | 0.61 | 0.3% | 1.21 |
| Bad Debt | \$1,503,000 | 1.0% | 0.9% | 1.14 | 0.9% | 1.06 | 1.1% | 0.87 | 1.1% | 0.91 |
| All Other | \$1,525,866 | 1.0% | 3.0% | 0.33 | 4.8% | 0.21 | 3.3% | 0.31 | 1.0% | 1.06 |
| Total Deductions | \$93,272,895 | 62.2% | 66.8% | 0.93 | 67.0% | 0.93 | 57.1% | 1.09 | 62.0% | 1.00 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 4.2% | 5.7% | 0.73 | 4.8% | 0.88 | 4.1% | 1.02 | 4.5% | 0.93 |
| Net Gains/Losses as % of Net Income | | N/A | N/A | N/A | 5,067.6% | N/A | N/A | N/A | 81.4% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$24,020,219 | 47.1% | 41.8% | 1.13 | 43.9% | 1.07 | 46.6% | 1.01 | 48.9% | 0.96 |
| Supplies & Services | \$22,716,551 | 44.5% | 52.2% | 0.85 | 48.8% | 0.91 | 47.2% | 0.94 | 41.6% | 1.07 |
| Capital Component | \$4,257,964 | 8.3% | 6.0% | 1.39 | 7.3% | 1.15 | 6.2% | 1.34 | 9.4% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 14.0% | 5.7% | 2.45 | 4.7% | 2.98 | 11.8% | 1.18 | 5.1% | 2.74 |
| Total Hospital Net Income (%) | | 12.2% | 3.5% | 3.50 | -0.1% | N/A | 11.1% | 1.10 | 22.4% | 0.55 |
| Return on Equity (%) | | 8.0% | 1.4% | 5.64 | 0.0% | N/A | 0.8% | 9.86 | 15.2% | 0.53 |
| Current Ratio | | 6.3 | 3.9 | 1.63 | 3.2 | 1.96 | 1.6 | 3.87 | 3.9 | 1.64 |
| Days in Net Patient Accounts Receivable | | 44.6 | 91.7 | 0.49 | 71.6 | 0.62 | 569.1 | 0.08 | 52.7 | 0.85 |
| Average Payment Period | | 48.4 | 91.7 | 0.53 | 90.2 | 0.54 | 772.8 | 0.06 | 91.4 | 0.53 |
| Equity Financing (%) | | 82.5% | 59.1% | 1.40 | 50.6% | 1.63 | 39.2% | 2.10 | 74.6% | 1.11 |
| Long-Term Debt to Equity Ratio | | 0.1 | 0.4 | 0.28 | 0.5 | 0.26 | 1.1 | 0.11 | 0.2 | 0.71 |
| Times Interest Earned | | 19.4 | 5.7 | 3.39 | 0.9 | 21.37 | 17.1 | 1.13 | 27.4 | 0.71 |
| Total Asset Turnover | | 0.7 | 0.4 | 1.61 | 0.4 | 1.50 | 0.1 | 9.06 | 0.6 | 1.20 |
| Average Age of Plant (Years) | | 12.5 | 18.1 | 0.69 | 15.8 | 0.79 | 99.6 | 0.13 | 11.3 | 1.10 |
| Increase (Decrease) Total Net Patient Revenue | | 21.3% | 3.5% | 6.03 | 5.2% | 4.09 | 2.2% | 9.71 | 11.6% | 1.85 |
| Outpatient Gross Revenue (% of Total GPR) | | 86.4% | 66.2% | 1.30 | 63.7% | 1.36 | 81.7% | 1.06 | 84.9% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$17,182 | \$19,849 | 0.87 | \$21,625 | 0.79 | \$21,242 | 0.81 | \$10,175 | 1.69 |
| Inpatient Net Revenue per Day | | \$2,634 | \$3,697 | 0.71 | \$4,090 | 0.64 | \$4,286 | 0.61 | \$1,689 | 1.56 |
| Outpatient Net Revenue per Visit | | \$619 | \$819 | 0.76 | \$759 | 0.82 | \$728 | 0.85 | \$604 | 1.02 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$150,046,338 | Cash & Cash Equivalents | \$31,855,002 | Current Liabilities | \$6,348,903 |
| Less Deductions | \$93,272,895 | Net Patient Receivables | \$6,935,566 | Long-Term Debt | \$8,638,464 |
| Net Patient Revenue | \$56,773,443 | Other Receivables | \$187,960 | Other Liabilities | \$446,532 |
| Plus Other Revenue | \$2,495,052 | | | Subtotal | \$15,433,899 |
| Total Revenue | \$59,268,495 | Land, Buildings & Equipment (Net) | \$25,938,609 | Unrestricted Fund Balance | \$72,990,152 |
| Less Expenses | \$50,994,734 | Other Assets | \$23,506,914 | Restricted Fund Balance | \$1,245,840 |
| Non-Operating Gains/Losses | -\$1,172,741 | | | Total Liabilities & Fund Balance | \$88,424,051 |
| Net Income | \$7,101,020 | Total Assets | \$88,424,051 | | |

133 Door County Medical Center
 323 South 18th Avenue
 Sturgeon Bay, WI 54235
 920-743-5566

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 61.8% | 60.7% | 1.02 | 62.0% | 1.00 | 58.7% | 1.05 | 42.0% | 1.47 |
| Obstetrics | 22.4% | 37.3% | 0.60 | 34.4% | 0.03 | 29.8% | 0.75 | 15.3% | 1.46 |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 52.6% | 61.9% | 0.85 | 56.6% | 0.93 | 59.2% | 0.89 | 42.5% | 1.24 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 9.9 | 27.3 | 0.36 | 27.3 | 0.36 | 18.7 | 0.53 | 6.7 | 1.47 |
| Obstetrics | 1.1 | 4.7 | 0.24 | 3.8 | 0.29 | 2.5 | 0.44 | 0.8 | 1.46 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 13.1 | 50.5 | 0.26 | 46.9 | 0.28 | 35.1 | 0.37 | 10.6 | 1.24 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.8 | 4.9 | 0.97 | 4.6 | 1.04 | 4.5 | 1.06 | 3.3 | 1.43 |
| Obstetrics | 2.3 | 2.4 | 0.97 | 2.3 | 1.02 | 2.2 | 1.06 | 2.0 | 1.19 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.8 | 5.3 | 0.54 | 4.8 | 0.60 | 4.6 | 0.61 | 2.1 | 1.36 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 232 | 990 | 0.23 | 796 | 0.29 | 526 | 0.44 | 277 | 0.84 |
| Outpatient | 3,248 | 4,017 | 0.81 | 5,614 | 0.58 | 3,165 | 1.03 | 3,180 | 1.02 |
| Inpatient as % of All Surgeries | 6.7% | 19.8% | 0.34 | 12.4% | 0.54 | 14.3% | 0.47 | 8.0% | 0.83 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 200,576 | 141,022 | 1.42 | 209,631 | 0.96 | 102,926 | 1.95 | 167,489 | 1.20 |
| Emergency Visits | 15,892 | 17,305 | 0.92 | 18,500 | 0.86 | 18,037 | 0.88 | 10,087 | 1.58 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 55.6 | 18.8 | 2.96 | 21.3 | 2.61 | 17.9 | 3.11 | 33.2 | 1.67 |
| Nurses, Licensed | 119.4 | 234.4 | 0.51 | 265.2 | 0.45 | 148.0 | 0.81 | 120.8 | 0.99 |
| Ancillary Nursing Personnel | 5.4 | 38.1 | 0.14 | 40.3 | 0.13 | 25.5 | 0.21 | 8.3 | 0.65 |
| All Other Personnel | 355.4 | 466.7 | 0.76 | 448.1 | 0.79 | 271.6 | 1.31 | 357.8 | 0.99 |
| Total FTEs | 535.7 | 758.0 | 0.71 | 775.0 | 0.69 | 463.0 | 1.16 | 520.1 | 1.03 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 49.5 | 12.5 | 3.96 | 11.2 | 4.42 | 13.6 | 3.63 | 36.5 | 1.36 |
| Nurses, Licensed | 106.4 | 156.2 | 0.68 | 139.6 | 0.76 | 112.9 | 0.94 | 132.8 | 0.80 |
| Ancillary Nursing Personnel | 4.8 | 25.4 | 0.19 | 21.2 | 0.23 | 19.5 | 0.25 | 9.1 | 0.53 |
| All Other Personnel | 316.7 | 311.0 | 1.02 | 235.8 | 1.34 | 207.1 | 1.53 | 393.3 | 0.81 |
| Total FTEs | 477.4 | 505.0 | 0.95 | 407.8 | 1.17 | 353.1 | 1.35 | 571.7 | 0.84 |

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 1,686
 Inpatient Days 4,798

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

Medicare-certified Swing Beds:
 Average Beds Used 5
 Discharges 41
 Inpatient Days 480

Newborn Nursery:
 Bassinets 6
 Total Births 135
 Newborn Days 274

133 Door County Medical Center
Sturgeon Bay, WI 54235

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 16 | 758 | 3,611 | 61.8% | 9.9 | 4.8 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 5 | 175 | 409 | 22.4% | 1.1 | 2.3 |
| Psychiatric | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 4 | 311 | 778 | 53.3% | 2.1 | 2.5 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 55 | 4 | 55.6 | Surgical Personnel | 3 | 5 | 7.1 |
| Physicians & Dentists | 25 | 6 | 29.7 | Radiological Services Personnel | 13 | 12 | 20.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 8 | 6.0 |
| Dental Hygienists | 0 | 3 | 3.1 | Occupational Therapists | 3 | 5 | 6.0 |
| Registered Nurses | 41 | 81 | 89.9 | Occupational Therapy Assistants/Aides | 2 | 6 | 8.7 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 11 | 11 | 19.0 |
| Licensed Practical Nurses | 14 | 13 | 21.1 | Physical Therapy Assistants/Aides | 2 | 5 | 5.2 |
| Ancillary Nursing Personnel | 3 | 33 | 5.4 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 4 | 4.4 | Dietitians & Nutritionists | 0 | 3 | 2.1 |
| Nurse Practitioners | 7 | 2 | 8.4 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 5 | 1 | 5.6 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 21 | 32 | 42.1 |
| Health Info Mgmt-Administrators/Technicians | 20 | 5 | 23.6 | All Other Personnel | 93 | 86 | 121.0 |
| Pharmacy Personnel | 7 | 3 | 7.9 | | | | |
| Clinical Laboratory Personnel | 20 | 11 | 25.1 | | | | |
| | | | | Total | 360 | 349 | 535.7 |

133 Door County Medical Center
Sturgeon Bay, WI 54235

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area ⁴ | | Volume Group ⁵ | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|----------------------------|----------|---------------------------|-----------|------------------|---------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$131,967,316 | 57.7% | 47.3% | 1.22 | 47.8% | 1.21 | 50.2% | 1.15 | 56.2% | 1.03 |
| Medical Assistance | \$21,181,309 | 9.3% | 14.4% | 0.64 | 12.4% | 0.75 | 14.7% | 0.63 | 9.6% | 0.96 |
| Commercial | \$65,854,601 | 28.8% | 32.9% | 0.87 | 34.5% | 0.84 | 30.7% | 0.94 | 29.7% | 0.97 |
| All Other | \$9,700,391 | 4.2% | 5.4% | 0.78 | 5.3% | 0.80 | 4.4% | 0.96 | 4.5% | 0.95 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$77,702,078 | 34.0% | 36.1% | 0.94 | 36.7% | 0.93 | 37.5% | 0.91 | 34.6% | 0.98 |
| Medical Assistance | \$12,159,249 | 5.3% | 11.3% | 0.47 | 9.9% | 0.54 | 11.2% | 0.48 | 7.3% | 0.73 |
| Commercial | \$19,881,336 | 8.7% | 14.8% | 0.59 | 15.4% | 0.57 | 12.7% | 0.69 | 8.3% | 1.04 |
| Charity Care | \$2,378,001 | 1.0% | 0.7% | 1.43 | 0.8% | 1.38 | 0.8% | 1.25 | 1.3% | 0.83 |
| Bad Debt | \$1,613,680 | 0.7% | 0.9% | 0.81 | 0.9% | 0.80 | 1.0% | 0.71 | 0.8% | 0.87 |
| All Other | \$5,538,755 | 2.4% | 3.0% | 0.80 | 3.5% | 0.70 | 2.8% | 0.86 | 2.2% | 1.10 |
| Total Deductions | \$119,273,099 | 52.2% | 66.8% | 0.78 | 67.1% | 0.78 | 66.0% | 0.79 | 54.5% | 0.96 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.9% | 5.7% | 0.85 | | 3.6% | 1.38 | 3.3% | 1.48 | 3.9% | 1.26 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | N/A | N/A | 14,078.6% | N/A | 66.1% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$61,249,332 | 61.2% | 41.8% | 1.46 | 43.8% | 1.40 | 41.0% | 1.49 | 64.4% | 0.95 |
| Supplies & Services | \$33,812,149 | 33.8% | 52.2% | 0.65 | 50.3% | 0.67 | 52.7% | 0.64 | 29.8% | 1.14 |
| Capital Component | \$4,968,782 | 5.0% | 6.0% | 0.83 | 5.9% | 0.84 | 6.3% | 0.79 | 5.8% | 0.85 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 13.1% | 5.7% | 2.29 | | 6.7% | 1.94 | 2.9% | 4.53 | 5.8% | 2.27 |
| Total Hospital Net Income (%) | 6.9% | 3.5% | 1.98 | | 4.5% | 1.55 | 0.0% | N/A | 15.3% | 0.45 |
| Return on Equity (%) | 5.5% | 1.4% | 3.85 | | 2.9% | 1.86 | 0.0% | N/A | 11.5% | 0.47 |
| Current Ratio | 3.7 | 3.9 | 0.96 | | 5.4 | 0.69 | 3.2 | 1.17 | 1.8 | 2.04 |
| Days in Net Patient Accounts Receivable | 45.7 | 91.7 | 0.50 | | 52.8 | 0.87 | 88.3 | 0.52 | 51.3 | 0.89 |
| Average Payment Period | 43.8 | 91.7 | 0.48 | | 47.9 | 0.92 | 85.8 | 0.51 | 101.6 | 0.43 |
| Equity Financing (%) | 85.4% | 59.1% | 1.44 | | 77.7% | 1.10 | 60.3% | 1.42 | 76.2% | 1.12 |
| Long-Term Debt to Equity Ratio | 0.1 | 0.4 | 0.13 | | 0.1 | 0.41 | 0.4 | 0.13 | 0.1 | 0.73 |
| Times Interest Earned | 25.7 | 5.7 | 4.50 | | 6.8 | 3.76 | 1.0 | 26.41 | 46.5 | 0.55 |
| Total Asset Turnover | 0.8 | 0.4 | 2.03 | | 0.7 | 1.25 | 0.4 | 1.93 | 0.7 | 1.25 |
| Average Age of Plant (Years) | 16.7 | 18.1 | 0.92 | | 10.8 | 1.54 | 16.0 | 1.05 | 15.9 | 1.05 |
| Increase (Decrease) Total Net Patient Revenue | 18.6% | 3.5% | 5.24 | | 3.1% | 6.01 | 3.7% | 4.97 | 17.2% | 1.08 |
| Outpatient Gross Revenue (% of Total GPR) | 85.5% | 66.2% | 1.29 | | 74.8% | 1.14 | 73.1% | 1.17 | 85.6% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$9,604 | \$19,849 | 0.48 | | \$15,277 | 0.63 | \$13,245 | 0.73 | \$6,933 | 1.39 |
| Inpatient Net Revenue per Day | \$2,575 | \$3,697 | 0.70 | | \$3,088 | 0.83 | \$2,825 | 0.91 | \$2,496 | 1.03 |
| Outpatient Net Revenue per Visit | \$436 | \$819 | 0.53 | | \$666 | 0.65 | \$766 | 0.57 | \$455 | 0.96 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$228,703,617 | Cash & Cash Equivalents | \$22,480,278 | Current Liabilities | \$11,573,307 |
| Less Deductions | \$119,273,099 | Net Patient Receivables | \$13,710,162 | Long-Term Debt | \$6,280,836 |
| Net Patient Revenue | \$109,430,518 | Other Receivables | \$485,950 | Other Liabilities | \$1,875,395 |
| Plus Other Revenue | \$5,630,726 | | | Subtotal | \$19,729,538 |
| Total Revenue | \$115,061,244 | Land, Buildings & Equipment (Net) | \$32,715,351 | Unrestricted Fund Balance | \$115,866,972 |
| Less Expenses | \$100,030,263 | Other Assets | \$66,204,769 | Restricted Fund Balance | \$924,286 |
| Non-Operating Gains/Losses | -\$7,605,283 | | | Total Liabilities & Fund Balance | \$135,596,510 |
| Net Income | \$7,425,698 | Total Assets | \$135,596,510 | | |

314 Aurora Medical Center - Summit
 36500 Aurora Drive
 Summit, WI 53066
 262-560-6151

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 73.6% | 60.7% | 1.21 | 65.2% | 1.13 | 58.7% | 1.25 | 70.5% | 1.04 |
| Obstetrics | 31.6% | 37.3% | 0.85 | 38.4% | 0.10 | 29.8% | 1.06 | 31.2% | 1.01 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 62.7% | 61.9% | 1.01 | 65.0% | 0.96 | 59.2% | 1.06 | 61.5% | 1.02 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 42.7 | 27.3 | 1.56 | 30.6 | 1.40 | 18.7 | 2.28 | 40.9 | 1.04 |
| Obstetrics | 3.8 | 4.7 | 0.80 | 5.3 | 0.71 | 2.5 | 1.50 | 3.7 | 1.01 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 62.0 | 50.5 | 1.23 | 59.7 | 1.04 | 35.1 | 1.77 | 60.8 | 1.02 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.7 | 4.9 | 0.95 | 4.7 | 0.98 | 4.5 | 1.04 | 4.2 | 1.10 |
| Obstetrics | 2.1 | 2.4 | 0.87 | 2.3 | 0.90 | 2.2 | 0.96 | 2.1 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.7 | 5.3 | 0.90 | 4.9 | 0.97 | 4.6 | 1.02 | 4.6 | 1.03 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,306 | 990 | 1.32 | 1,096 | 1.19 | 526 | 2.48 | 1,275 | 1.02 |
| Outpatient | 4,844 | 4,017 | 1.21 | 4,105 | 1.18 | 3,165 | 1.53 | 4,863 | 1.00 |
| Inpatient as % of All Surgeries | 21.2% | 19.8% | 1.07 | 21.1% | 1.01 | 14.3% | 1.49 | 20.8% | 1.02 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 104,778 | 141,022 | 0.74 | 148,029 | 0.71 | 102,926 | 1.02 | 100,277 | 1.04 |
| Emergency Visits | 18,299 | 17,305 | 1.06 | 21,238 | 0.86 | 18,037 | 1.01 | 17,735 | 1.03 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 13.0 | 18.8 | 0.69 | 18.9 | 0.69 | 17.9 | 0.73 | 14.0 | 0.93 |
| Nurses, Licensed | 316.8 | 234.4 | 1.35 | 224.6 | 1.41 | 148.0 | 2.14 | 325.1 | 0.97 |
| Ancillary Nursing Personnel | 75.1 | 38.1 | 1.97 | 41.2 | 1.82 | 25.5 | 2.94 | 73.8 | 1.02 |
| All Other Personnel | 712.2 | 466.7 | 1.53 | 410.1 | 1.74 | 271.6 | 2.62 | 758.1 | 0.94 |
| Total FTEs | 1,117.0 | 758.0 | 1.47 | 694.8 | 1.61 | 463.0 | 2.41 | 1,171.1 | 0.95 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 7.0 | 12.5 | 0.56 | 10.6 | 0.66 | 13.6 | 0.51 | 8.4 | 0.83 |
| Nurses, Licensed | 169.7 | 156.2 | 1.09 | 125.5 | 1.35 | 112.9 | 1.50 | 194.5 | 0.87 |
| Ancillary Nursing Personnel | 40.2 | 25.4 | 1.58 | 23.0 | 1.75 | 19.5 | 2.07 | 44.2 | 0.91 |
| All Other Personnel | 381.5 | 311.0 | 1.23 | 229.1 | 1.67 | 207.1 | 1.84 | 453.7 | 0.84 |
| Total FTEs | 598.3 | 505.0 | 1.18 | 388.2 | 1.54 | 353.1 | 1.69 | 700.7 | 0.85 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 99 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 14 |
| Discharges | 4,790 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 525 |
| Inpatient Days | 22,646 | | | Inpatient Days | 0 | Newborn Days | 907 |

314 Aurora Medical Center - Summit
Summit, WI 53066

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 58 | 3,340 | 15,571 | 73.6% | 42.7 | 4.7 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 4 | 92 | 1,181 | 80.9% | 3.2 | 12.8 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 1 | 4 | 161 | 522 | 0.0% | 1.4 | 3.2 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 12 | 656 | 1,382 | 31.6% | 3.8 | 2.1 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 14 | 376 | 3,298 | 64.5% | 9.0 | 8.8 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 7 | 60 | 692 | 27.1% | 1.9 | 11.5 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 13 | 0 | 13.0 | Surgical Personnel | 25 | 11 | 30.1 |
| Physicians & Dentists | 83 | 33 | 97.5 | Radiological Services Personnel | 38 | 33 | 51.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 10 | 8 | 13.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 14 | 9.2 |
| Registered Nurses | 216 | 147 | 272.8 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 18 | 18 | 24.5 |
| Licensed Practical Nurses | 17 | 8 | 19.5 | Physical Therapy Assistants/Aides | 3 | 4 | 3.3 |
| Ancillary Nursing Personnel | 39 | 97 | 75.1 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 14 | 6 | 16.7 | Dietitians & Nutritionists | 2 | 0 | 2.0 |
| Nurse Practitioners | 17 | 9 | 20.5 | Psychologists | 2 | 0 | 2.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 7 | 3 | 7.0 |
| Clinical Nurse Specialists | 4 | 0 | 4.0 | All Other Health Professionals | 68 | 33 | 80.1 |
| Health Info Mgmt-Administrators/Technicians | 36 | 9 | 41.3 | All Other Personnel | 182 | 86 | 212.9 |
| Pharmacy Personnel | 21 | 10 | 22.1 | | | | |
| Clinical Laboratory Personnel | 28 | 14 | 35.8 | | | | |
| | | | | Total | 897 | 567 | 1,117.0 |

314 Aurora Medical Center - Summit
Summit, WI 53066

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|----------|--------------|-----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$305,855,882 | 50.4% | 47.3% | 1.07 | 52.3% | 0.96 | 50.2% | 1.01 | 47.3% | 1.07 |
| Medical Assistance | \$48,331,301 | 8.0% | 14.4% | 0.55 | 11.4% | 0.70 | 14.7% | 0.54 | 8.0% | 0.99 |
| Commercial | \$227,197,339 | 37.5% | 32.9% | 1.14 | 33.6% | 1.12 | 30.7% | 1.22 | 41.6% | 0.90 |
| All Other | \$24,894,534 | 4.1% | 5.4% | 0.76 | 2.7% | 1.50 | 4.4% | 0.93 | 3.1% | 1.34 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$243,863,476 | 40.2% | 36.1% | 1.11 | 42.5% | 0.95 | 37.5% | 1.07 | 37.4% | 1.07 |
| Medical Assistance | \$39,843,983 | 6.6% | 11.3% | 0.58 | 9.4% | 0.70 | 11.2% | 0.59 | 6.5% | 1.01 |
| Commercial | \$99,351,698 | 16.4% | 14.8% | 1.11 | 15.7% | 1.04 | 12.7% | 1.29 | 17.7% | 0.93 |
| Charity Care | \$4,513,247 | 0.7% | 0.7% | 1.03 | 0.9% | 0.83 | 0.8% | 0.90 | 0.6% | 1.31 |
| Bad Debt | \$4,721,423 | 0.8% | 0.9% | 0.89 | 0.9% | 0.87 | 1.0% | 0.78 | 1.0% | 0.74 |
| All Other | \$13,788,480 | 2.3% | 3.0% | 0.75 | 1.4% | 1.64 | 2.8% | 0.81 | 1.7% | 1.37 |
| Total Deductions | \$406,082,307 | 67.0% | 66.8% | 1.00 | 70.8% | 0.95 | 66.0% | 1.02 | 64.9% | 1.03 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.5% | 5.7% | 0.09 | | 4.4% | 0.12 | 3.3% | 0.16 | 0.5% | 1.01 |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | | N/A | N/A | 14,078.6% | N/A | 0.1% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$62,515,790 | 37.7% | 41.8% | 0.90 | 38.5% | 0.98 | 41.0% | 0.92 | 34.6% | 1.09 |
| Supplies & Services | \$83,603,012 | 50.4% | 52.2% | 0.97 | 53.6% | 0.94 | 52.7% | 0.96 | 52.1% | 0.97 |
| Capital Component | \$19,853,444 | 12.0% | 6.0% | 1.99 | 7.9% | 1.52 | 6.3% | 1.91 | 13.3% | 0.90 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 17.5% | 5.7% | 3.08 | | 8.7% | 2.01 | 2.9% | 6.08 | 18.8% | 0.93 |
| Total Hospital Net Income (%) | 17.5% | 3.5% | 5.03 | | 7.0% | 2.50 | 0.0% | N/A | 18.8% | 0.93 |
| Return on Equity (%) | 6.2% | 1.4% | 4.34 | | 4.4% | 1.42 | 0.0% | N/A | 7.9% | 0.78 |
| Current Ratio | 32.3 | 3.9 | 8.31 | | 10.2 | 3.16 | 3.2 | 10.11 | 10.4 | 3.10 |
| Days in Net Patient Accounts Receivable | 50.2 | 91.7 | 0.55 | | 51.6 | 0.97 | 88.3 | 0.57 | 64.4 | 0.78 |
| Average Payment Period | 29.0 | 91.7 | 0.32 | | 35.0 | 0.83 | 85.8 | 0.34 | 45.2 | 0.64 |
| Equity Financing (%) | 95.0% | 59.1% | 1.61 | | 80.3% | 1.18 | 60.3% | 1.58 | 96.2% | 0.99 |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.00 | | 0.1 | 0.02 | 0.4 | 0.00 | 0.0 | N/A |
| Times Interest Earned | 6.6 | 5.7 | 1.15 | | 7.4 | 0.88 | 1.0 | 6.73 | 6.1 | 1.08 |
| Total Asset Turnover | 0.4 | 0.4 | 0.84 | | 0.6 | 0.55 | 0.4 | 0.80 | 0.4 | 0.84 |
| Average Age of Plant (Years) | 7.0 | 18.1 | 0.38 | | 11.7 | 0.59 | 16.0 | 0.44 | 9.5 | 0.74 |
| Increase (Decrease) Total Net Patient Revenue | 1.3% | 3.5% | 0.37 | | 1.1% | 1.16 | 3.7% | 0.35 | 16.5% | 0.08 |
| Outpatient Gross Revenue (% of Total GPR) | 65.3% | 66.2% | 0.99 | | 66.3% | 0.99 | 73.1% | 0.89 | 63.3% | 1.03 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$16,224 | \$19,849 | 0.82 | | \$15,486 | 1.05 | \$13,245 | 1.22 | \$16,990 | 0.95 |
| Inpatient Net Revenue per Day | \$3,287 | \$3,697 | 0.89 | | \$3,131 | 1.05 | \$2,825 | 1.16 | \$3,668 | 0.90 |
| Outpatient Net Revenue per Visit | \$1,034 | \$819 | 1.26 | | \$708 | 1.46 | \$766 | 1.35 | \$1,028 | 1.01 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$606,279,056 | Cash & Cash Equivalents | \$338,525,250 | Current Liabilities | \$12,127,441 |
| Less Deductions | \$406,082,307 | Net Patient Receivables | \$27,559,848 | Long-Term Debt | \$625,123 |
| Net Patient Revenue | \$200,196,749 | Other Receivables | \$84,550 | Other Liabilities | \$15,608,265 |
| Plus Other Revenue | \$1,097,601 | | | Subtotal | \$28,360,829 |
| Total Revenue | \$201,294,349 | Land, Buildings & Equipment (Net) | \$179,186,403 | Unrestricted Fund Balance | \$543,142,902 |
| Less Expenses | \$165,972,246 | Other Assets | \$26,147,678 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$6,654 | | | Total Liabilities & Fund Balance | \$571,503,731 |
| Net Income | \$35,315,449 | Total Assets | \$571,503,729 | | |

134 St Mary's Hospital of Superior
 3500 Tower Avenue
 Superior, WI 54880
 715-392-8281

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

County: Douglas
 Analysis Area: Western Lake Superior (7)
 Volume Group: 4

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 7 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 16.8% | 60.7% | 0.28 | 29.8% | 0.56 | 42.3% | 0.40 | 16.8% | 1.00 |
| Obstetrics | 0.0% | 37.3% | N/A | 23.9% | N/A | 19.5% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 16.8% | 61.9% | 0.27 | 32.0% | 0.52 | 42.5% | 0.40 | 16.8% | 1.00 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 4.2 | 27.3 | 0.15 | 5.9 | 0.71 | 10.3 | 0.41 | 4.2 | 1.00 |
| Obstetrics | 0.0 | 4.7 | N/A | 1.1 | N/A | 1.2 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.2 | 50.5 | 0.08 | 7.4 | 0.57 | 16.0 | 0.26 | 4.2 | 1.00 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.8 | 4.9 | 0.98 | 4.2 | 1.16 | 4.0 | 1.20 | 3.7 | 1.30 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 2.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 4.9 | 5.3 | 0.94 | 4.4 | 1.12 | 4.2 | 1.18 | 3.7 | 1.33 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 4 | 990 | 0.00 | 57 | 0.07 | 203 | 0.02 | 8 | 0.50 |
| Outpatient | 2,487 | 4,017 | 0.62 | 1,029 | 2.42 | 2,140 | 1.16 | 2,558 | 0.97 |
| Inpatient as % of All Surgeries | 0.2% | 19.8% | 0.01 | 5.2% | 0.03 | 8.7% | 0.02 | 0.3% | 0.52 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 50,384 | 141,022 | 0.36 | 36,461 | 1.38 | 62,243 | 0.81 | 52,397 | 0.96 |
| Emergency Visits | 14,152 | 17,305 | 0.82 | 7,164 | 1.98 | 12,695 | 1.11 | 11,225 | 1.26 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.0 | 18.8 | 0.05 | 1.9 | 0.52 | 8.5 | 0.12 | 1.0 | 1.00 |
| Nurses, Licensed | 129.2 | 234.4 | 0.55 | 66.2 | 1.95 | 102.2 | 1.26 | 119.1 | 1.08 |
| Ancillary Nursing Personnel | 10.5 | 38.1 | 0.27 | 8.0 | 1.30 | 19.1 | 0.55 | 11.4 | 0.92 |
| All Other Personnel | 218.0 | 466.7 | 0.47 | 159.0 | 1.37 | 204.1 | 1.07 | 203.6 | 1.07 |
| Total FTEs | 358.6 | 758.0 | 0.47 | 235.1 | 1.53 | 333.9 | 1.07 | 335.1 | 1.07 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 1.0 | 12.5 | 0.08 | 3.4 | 0.30 | 10.5 | 0.10 | 1.1 | 0.96 |
| Nurses, Licensed | 132.7 | 156.2 | 0.85 | 117.1 | 1.13 | 126.3 | 1.05 | 127.9 | 1.04 |
| Ancillary Nursing Personnel | 10.7 | 25.4 | 0.42 | 14.2 | 0.76 | 23.6 | 0.46 | 12.2 | 0.88 |
| All Other Personnel | 224.0 | 311.0 | 0.72 | 281.4 | 0.80 | 252.2 | 0.89 | 218.6 | 1.02 |
| Total FTEs | 368.5 | 505.0 | 0.73 | 416.0 | 0.89 | 412.6 | 0.89 | 359.8 | 1.02 |

| | | | | | | | |
|------------------------|-------|-----------------------|-----|---------------------------------------|-------|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 25 | Health Maintenance | | Average Beds Used | 9 | Bassinets | 0 |
| Discharges | 310 | Organization (HMO) | Yes | Discharges | 74 | Total Births | 0 |
| Inpatient Days | 1,532 | Preferred Provider | | Inpatient Days | 1,415 | Newborn Days | 0 |
| | | Organization (PPO) | Yes | | | | |

134 St Mary's Hospital of Superior
Superior, WI 54880

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 25 | 317 | 1,532 | 16.8% | 4.2 | 4.8 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 1 | 0 | 1.0 | Surgical Personnel | 1 | 4 | 2.8 |
| Physicians & Dentists | 20 | 22 | 31.2 | Radiological Services Personnel | 6 | 12 | 12.4 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 4 | 2.6 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 3 | 3.0 |
| Registered Nurses | 12 | 98 | 69.8 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 8 | 8.3 |
| Licensed Practical Nurses | 22 | 41 | 45.7 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 2 | 15 | 10.5 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 6 | 3 | 7.7 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 10 | 8 | 13.7 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 17 | 35 | 34.8 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 54 | 50 | 85.4 |
| Pharmacy Personnel | 9 | 7 | 11.6 | | | | |
| Clinical Laboratory Personnel | 10 | 10 | 15.3 | | | | |
| | | | | Total | 175 | 324 | 358.6 |

134 St Mary's Hospital of Superior
Superior, WI 54880

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|---------|---------------|--------|--------------|--------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$85,621,545 | 44.8% | 47.3% | 0.95 | 50.8% | 0.88 | 49.6% | 0.90 | 47.6% | 0.94 |
| Medical Assistance | \$33,220,674 | 17.4% | 14.4% | 1.21 | 17.0% | 1.02 | 14.0% | 1.24 | 15.7% | 1.11 |
| Commercial | \$67,742,036 | 35.5% | 32.9% | 1.08 | 26.8% | 1.32 | 32.3% | 1.10 | 34.3% | 1.03 |
| All Other | \$4,421,750 | 2.3% | 5.4% | 0.43 | 5.4% | 0.43 | 4.2% | 0.56 | 2.4% | 0.98 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$51,964,877 | 27.2% | 36.1% | 0.75 | 27.6% | 0.98 | 35.7% | 0.76 | 26.9% | 1.01 |
| Medical Assistance | \$23,895,316 | 12.5% | 11.3% | 1.11 | 11.5% | 1.09 | 10.9% | 1.15 | 11.7% | 1.07 |
| Commercial | \$18,014,891 | 9.4% | 14.8% | 0.64 | 5.6% | 1.69 | 12.5% | 0.75 | 9.3% | 1.02 |
| Charity Care | \$1,619,455 | 0.8% | 0.7% | 1.17 | 0.5% | 1.60 | 0.8% | 1.05 | 0.9% | 0.91 |
| Bad Debt | \$4,764,790 | 2.5% | 0.9% | 2.85 | 1.7% | 1.51 | 1.2% | 2.03 | 2.3% | 1.08 |
| All Other | \$740,040 | 0.4% | 3.0% | 0.13 | 2.7% | 0.14 | 2.4% | 0.16 | 0.6% | 0.66 |
| Total Deductions | \$100,999,369 | 52.9% | 66.8% | 0.79 | 49.6% | 1.07 | 63.6% | 0.83 | 51.7% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.9% | 5.7% | 0.68 | 2.1% | 1.90 | 3.6% | 1.09 | -0.3% | N/A | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 30.7% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$43,632,484 | 57.6% | 41.8% | 1.38 | 51.1% | 1.13 | 45.9% | 1.25 | 60.2% | 0.96 |
| Supplies & Services | \$29,277,301 | 38.6% | 52.2% | 0.74 | 41.8% | 0.92 | 47.4% | 0.81 | 35.6% | 1.08 |
| Capital Component | \$2,843,464 | 3.8% | 6.0% | 0.63 | 7.1% | 0.53 | 6.6% | 0.57 | 4.2% | 0.90 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 19.1% | 5.7% | 3.35 | 9.7% | 1.97 | 9.4% | 2.02 | 17.9% | 1.07 | |
| Total Hospital Net Income (%) | 16.0% | 3.5% | 4.60 | 7.8% | 2.05 | 6.9% | 2.34 | 23.9% | 0.67 | |
| Return on Equity (%) | 8.8% | 1.4% | 6.18 | 0.8% | 10.56 | 3.4% | 2.61 | 13.5% | 0.65 | |
| Current Ratio | 15.4 | 3.9 | 3.96 | 2.0 | 7.58 | 12.0 | 1.28 | 9.8 | 1.56 | |
| Days in Net Patient Accounts Receivable | 34.3 | 91.7 | 0.37 | 350.9 | 0.10 | 51.1 | 0.67 | 41.4 | 0.83 | |
| Average Payment Period | 36.1 | 91.7 | 0.39 | 484.3 | 0.07 | 42.5 | 0.85 | 56.7 | 0.64 | |
| Equity Financing (%) | 94.9% | 59.1% | 1.60 | 44.7% | 2.12 | 70.3% | 1.35 | 90.7% | 1.05 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.00 | 0.9 | 0.00 | 0.1 | 0.00 | 0.0 | N/A | |
| Times Interest Earned | 6,491.9 | 5.7 | 1,135.5 | 15.8 | 410.55 | 10.4 | 621.58 | 17,875.6 | 0.36 | |
| Total Asset Turnover | 0.6 | 0.4 | 1.36 | 0.1 | 5.23 | 0.5 | 1.12 | 0.5 | 1.09 | |
| Average Age of Plant (Years) | 12.0 | 18.1 | 0.66 | 53.6 | 0.22 | 11.6 | 1.04 | 11.6 | 1.03 | |
| Increase (Decrease) Total Net Patient Revenue | 11.2% | 3.5% | 3.15 | 7.6% | 1.47 | 3.2% | 3.44 | 17.9% | 0.62 | |
| Outpatient Gross Revenue (% of Total GPR) | 95.1% | 66.2% | 1.44 | 87.2% | 1.09 | 79.4% | 1.20 | 95.1% | 1.00 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$22,158 | \$19,849 | 1.12 | \$16,587 | 1.34 | \$11,983 | 1.85 | \$18,973 | 1.17 | |
| Inpatient Net Revenue per Day | \$2,303 | \$3,697 | 0.62 | \$3,340 | 0.69 | \$2,623 | 0.88 | \$3,013 | 0.76 | |
| Outpatient Net Revenue per Visit | \$1,324 | \$819 | 1.62 | \$1,067 | 1.24 | \$907 | 1.46 | \$1,174 | 1.13 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$191,006,005 | Cash & Cash Equivalents | \$96,783,106 | Current Liabilities | \$7,255,827 |
| Less Deductions | \$100,999,369 | Net Patient Receivables | \$8,460,441 | Long-Term Debt | \$5,206 |
| Net Patient Revenue | \$90,006,636 | Other Receivables | \$5,737,709 | Other Liabilities | \$1,133,722 |
| Plus Other Revenue | \$3,653,228 | | | Subtotal | \$8,394,755 |
| Total Revenue | \$93,659,864 | Land, Buildings & Equipment (Net) | \$21,399,502 | Unrestricted Fund Balance | \$156,143,274 |
| Less Expenses | \$75,753,249 | Other Assets | \$32,157,271 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$3,431,961 | | | Total Liabilities & Fund Balance | \$164,538,029 |
| Net Income | \$14,474,654 | Total Assets | \$164,538,029 | | |

135 Tomah Health
 501 Gopher Drive
 Tomah, WI 54660
 608-372-2181

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

County: Monroe
 Analysis Area: Southwestern (5B)
 Volume Group: 4

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5B | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 46.1% | 60.7% | 0.76 | 48.3% | 0.96 | 42.3% | 1.09 | 40.7% | 1.13 |
| Obstetrics | 31.0% | 37.3% | 0.83 | 52.2% | 0.03 | 19.5% | 1.59 | 29.2% | 1.06 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 42.3% | 61.9% | 0.68 | 52.3% | 0.81 | 42.5% | 1.00 | 37.8% | 1.12 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 6.9 | 27.3 | 0.25 | 17.3 | 0.40 | 10.3 | 0.67 | 6.1 | 1.13 |
| Obstetrics | 1.5 | 4.7 | 0.33 | 4.4 | 0.35 | 1.2 | 1.26 | 1.5 | 1.06 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 8.5 | 50.5 | 0.17 | 28.6 | 0.30 | 16.0 | 0.53 | 7.6 | 1.12 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.0 | 4.9 | 0.81 | 3.9 | 1.02 | 4.0 | 0.99 | 3.6 | 1.10 |
| Obstetrics | 2.0 | 2.4 | 0.85 | 3.2 | 0.63 | 2.0 | 1.02 | 2.2 | 0.92 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.3 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 3.4 | 5.3 | 0.64 | 5.3 | 0.64 | 4.2 | 0.81 | 3.2 | 1.05 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 174 | 990 | 0.18 | 777 | 0.22 | 203 | 0.86 | 214 | 0.81 |
| Outpatient | 898 | 4,017 | 0.22 | 2,953 | 0.30 | 2,140 | 0.42 | 945 | 0.95 |
| Inpatient as % of All Surgeries | 16.2% | 19.8% | 0.82 | 20.8% | 0.78 | 8.7% | 1.88 | 18.5% | 0.88 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 34,782 | 141,022 | 0.25 | 139,670 | 0.25 | 62,243 | 0.56 | 32,693 | 1.06 |
| Emergency Visits | 21,136 | 17,305 | 1.22 | 15,081 | 1.40 | 12,695 | 1.66 | 18,185 | 1.16 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.0 | 18.8 | N/A | 12.1 | N/A | 8.5 | N/A | 0.0 | N/A |
| Nurses, Licensed | 143.5 | 234.4 | 0.61 | 149.1 | 0.96 | 102.2 | 1.40 | 146.8 | 0.98 |
| Ancillary Nursing Personnel | 26.7 | 38.1 | 0.70 | 20.6 | 1.30 | 19.1 | 1.40 | 29.3 | 0.91 |
| All Other Personnel | 253.3 | 466.7 | 0.54 | 402.4 | 0.63 | 204.1 | 1.24 | 260.1 | 0.97 |
| Total FTEs | 423.5 | 758.0 | 0.56 | 584.2 | 0.72 | 333.9 | 1.27 | 436.2 | 0.97 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.0 | 12.5 | N/A | 8.3 | N/A | 10.5 | N/A | 0.0 | N/A |
| Nurses, Licensed | 251.8 | 156.2 | 1.61 | 102.9 | 2.45 | 126.3 | 1.99 | 312.7 | 0.81 |
| Ancillary Nursing Personnel | 46.9 | 25.4 | 1.85 | 14.2 | 3.30 | 23.6 | 1.99 | 62.5 | 0.75 |
| All Other Personnel | 444.6 | 311.0 | 1.43 | 277.6 | 1.60 | 252.2 | 1.76 | 554.3 | 0.80 |
| Total FTEs | 743.3 | 505.0 | 1.47 | 403.1 | 1.84 | 412.6 | 1.80 | 929.4 | 0.80 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|----|-------------------------|-----|
| Beds Set Up & Staffed | 20 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 5 | Bassinets | 5 |
| Discharges | 909 | Preferred Provider Organization (PPO) | Yes | Discharges | 5 | Total Births | 274 |
| Inpatient Days | 3,089 | | | Inpatient Days | 79 | Newborn Days | 418 |

135 Tomah Health
Tomah, WI 54660

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 15 | 632 | 2,524 | 46.1% | 6.9 | 4.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 5 | 276 | 565 | 31.0% | 1.5 | 2.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 0 | 0 | 0.0 | Surgical Personnel | 5 | 3 | 8.4 |
| Physicians & Dentists | 2 | 1 | 2.2 | Radiological Services Personnel | 5 | 9 | 15.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 6 | 1 | 7.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 3 | 1 | 4.5 |
| Registered Nurses | 50 | 78 | 130.3 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 9 | 2 | 11.4 |
| Licensed Practical Nurses | 2 | 1 | 3.0 | Physical Therapy Assistants/Aides | 1 | 1 | 2.2 |
| Ancillary Nursing Personnel | 9 | 25 | 26.7 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 1 | 0.2 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 5 | 9 | 10.2 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 3 | 2 | 6.2 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 16 | 14 | 28.8 |
| Health Info Mgmt-Administrators/Technicians | 9 | 1 | 10.0 | All Other Personnel | 83 | 33 | 117.8 |
| Pharmacy Personnel | 6 | 3 | 8.6 | | | | |
| Clinical Laboratory Personnel | 18 | 2 | 20.9 | | | | |
| | | | | Total | 233 | 194 | 423.5 |

135 Tomah Health

Tomah, WI 54660

| | | | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|----------|-------------------|-------|---------------|------|--------------|------|------------------|---------|-------|
| Selected Financial Statistics | | | FY 2022 | Value | Ratio | 5B | Ratio | 4 | Ratio | FY 2021 | Ratio |
| | | | | | | | | | | | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | | |
| Medicare | \$61,142,665 | 40.1% | 47.3% | 0.85 | 46.5% | 0.86 | 49.6% | 0.81 | 40.2% | 1.00 | |
| Medical Assistance | \$23,689,933 | 15.5% | 14.4% | 1.08 | 10.5% | 1.47 | 14.0% | 1.11 | 15.9% | 0.98 | |
| Commercial | \$53,693,126 | 35.2% | 32.9% | 1.07 | 34.6% | 1.02 | 32.3% | 1.09 | 37.9% | 0.93 | |
| All Other | \$14,121,609 | 9.3% | 5.4% | 1.71 | 8.4% | 1.10 | 4.2% | 2.23 | 6.0% | 1.53 | |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | | |
| Medicare | \$37,606,414 | 24.6% | 36.1% | 0.68 | 33.5% | 0.74 | 35.7% | 0.69 | 22.4% | 1.10 | |
| Medical Assistance | \$14,804,774 | 9.7% | 11.3% | 0.86 | 8.4% | 1.15 | 10.9% | 0.89 | 10.3% | 0.94 | |
| Commercial | \$14,267,345 | 9.3% | 14.8% | 0.63 | 16.0% | 0.58 | 12.5% | 0.75 | 10.7% | 0.87 | |
| Charity Care | \$743,503 | 0.5% | 0.7% | 0.67 | 0.5% | 0.94 | 0.8% | 0.61 | 0.4% | 1.21 | |
| Bad Debt | \$2,271,995 | 1.5% | 0.9% | 1.70 | 0.8% | 1.78 | 1.2% | 1.21 | 1.8% | 0.82 | |
| All Other | \$8,510,018 | 5.6% | 3.0% | 1.83 | 6.3% | 0.88 | 2.4% | 2.30 | 3.8% | 1.48 | |
| Total Deductions | \$78,204,049 | 51.2% | 66.8% | 0.77 | 65.6% | 0.78 | 63.6% | 0.81 | 49.4% | 1.04 | |
| Other Revenue & Net Gains or Losses | | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 2.1% | 5.7% | 0.36 | 23.7% | 0.09 | 3.6% | 0.58 | 7.8% | 0.27 | |
| Net Gains/Losses as % of Net Income | | N/A | N/A | N/A | 125.8% | N/A | N/A | N/A | 55.2% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | | |
| Salary/Fringe Benefits | \$34,575,214 | 47.4% | 41.8% | 1.13 | 53.3% | 0.89 | 45.9% | 1.03 | 48.0% | 0.99 | |
| Supplies & Services | \$30,664,973 | 42.1% | 52.2% | 0.81 | 42.3% | 0.99 | 47.4% | 0.89 | 41.0% | 1.03 | |
| Capital Component | \$7,647,073 | 10.5% | 6.0% | 1.75 | 4.4% | 2.40 | 6.6% | 1.59 | 11.0% | 0.95 | |
| Fiscal Statistics | | | | | | | | | | | |
| Operating Margin (%) | | 4.1% | 5.7% | 0.72 | 0.8% | 5.40 | 9.4% | 0.44 | 8.3% | 0.50 | |
| Total Hospital Net Income (%) | | 1.7% | 3.5% | 0.50 | -3.1% | N/A | 6.9% | 0.25 | 16.7% | 0.10 | |
| Return on Equity (%) | | 1.1% | 1.4% | 0.74 | -2.3% | N/A | 3.4% | 0.31 | 11.4% | 0.09 | |
| Current Ratio | | 6.4 | 3.9 | 1.65 | 29.1 | 0.22 | 12.0 | 0.54 | 6.5 | 0.98 | |
| Days in Net Patient Accounts Receivable | | 52.4 | 91.7 | 0.57 | 57.9 | 0.91 | 51.1 | 1.03 | 55.8 | 0.94 | |
| Average Payment Period | | 34.4 | 91.7 | 0.38 | 11.8 | 2.93 | 42.5 | 0.81 | 30.9 | 1.11 | |
| Equity Financing (%) | | 61.7% | 59.1% | 1.04 | 87.6% | 0.70 | 70.3% | 0.88 | 61.5% | 1.00 | |
| Long-Term Debt to Equity Ratio | | 0.5 | 0.4 | 1.28 | 0.1 | 8.04 | 0.1 | 5.45 | 0.6 | 0.97 | |
| Times Interest Earned | | 2.1 | 5.7 | 0.36 | -6.2 | N/A | 10.4 | 0.20 | 12.3 | 0.17 | |
| Total Asset Turnover | | 0.6 | 0.4 | 1.49 | 0.8 | 0.80 | 0.5 | 1.23 | 0.6 | 1.00 | |
| Average Age of Plant (Years) | | 3.8 | 18.1 | 0.21 | 9.7 | 0.39 | 11.6 | 0.33 | 2.8 | 1.34 | |
| Increase (Decrease) Total Net Patient Revenue | | 8.0% | 3.5% | 2.26 | 3.0% | 2.64 | 3.2% | 2.46 | 9.3% | 0.86 | |
| Outpatient Gross Revenue (% of Total GPR) | | 85.1% | 66.2% | 1.29 | 82.1% | 1.04 | 79.4% | 1.07 | 83.9% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$16,576 | \$19,849 | 0.84 | \$19,610 | 0.85 | \$11,983 | 1.38 | \$16,501 | 1.00 | |
| Inpatient Net Revenue per Day | | \$4,794 | \$3,697 | 1.30 | \$3,774 | 1.27 | \$2,623 | 1.83 | \$4,828 | 0.99 | |
| Outpatient Net Revenue per Visit | | \$1,100 | \$819 | 1.34 | \$837 | 1.31 | \$907 | 1.21 | \$1,118 | 0.98 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$152,647,333 | Cash & Cash Equivalents | \$27,930,423 | Current Liabilities | \$6,311,774 |
| Less Deductions | \$78,204,049 | Net Patient Receivables | \$10,690,383 | Long-Term Debt | \$40,559,651 |
| Net Patient Revenue | \$74,443,284 | Other Receivables | \$62,110 | Other Liabilities | \$0 |
| Plus Other Revenue | \$1,577,104 | | | Subtotal | \$46,871,425 |
| Total Revenue | \$76,020,388 | Land, Buildings & Equipment (Net) | \$58,379,131 | Unrestricted Fund Balance | \$75,593,482 |
| Less Expenses | \$72,887,260 | Other Assets | \$25,402,860 | Restricted Fund Balance | \$1,656,415 |
| Non-Operating Gains/Losses | -\$1,840,073 | | | Total Liabilities & Fund Balance | \$122,464,907 |
| Net Income | \$1,293,055 | Total Assets | \$122,464,907 | | |

136 Aspirus Tomahawk Hospital
 401 West Mohawk Drive
 Tomahawk, WI 54487
 715-453-7700

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

County: Lincoln
 Analysis Area: North Central (6)
 Volume Group: 1

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 25.0% | 60.7% | 0.41 | 55.2% | 0.45 | 15.0% | 1.67 | 14.5% | 1.72 |
| Obstetrics | 0.0% | 37.3% | N/A | 32.6% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 25.0% | 61.9% | 0.40 | 62.1% | 0.40 | 19.9% | 1.26 | 14.5% | 1.72 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 3.0 | 27.3 | 0.11 | 17.1 | 0.18 | 2.6 | 1.17 | 1.6 | 1.88 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 3.0 | 50.5 | 0.06 | 38.1 | 0.08 | 3.5 | 0.85 | 1.6 | 1.88 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.3 | 4.9 | 1.07 | 5.2 | 1.01 | 3.9 | 1.33 | 3.4 | 1.56 |
| Obstetrics | 0.0 | 2.4 | N/A | 1.8 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 5.3 | 5.3 | 1.00 | 5.3 | 1.00 | 4.8 | 1.09 | 2.8 | 1.86 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 1,159 | N/A | 64 | N/A | 0 | N/A |
| Outpatient | 0 | 4,017 | N/A | 4,194 | N/A | 1,572 | N/A | 0 | N/A |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 21.6% | N/A | 3.9% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 20,580 | 141,022 | 0.15 | 96,566 | 0.21 | 20,590 | 1.00 | 41,146 | 0.50 |
| Emergency Visits | 4,021 | 17,305 | 0.23 | 13,569 | 0.30 | 4,256 | 0.94 | 3,702 | 1.09 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.8 | 0.21 | 19.9 | 0.20 | 3.1 | 1.28 | 1.0 | 4.00 |
| Nurses, Licensed | 19.4 | 234.4 | 0.08 | 195.2 | 0.10 | 36.9 | 0.53 | 20.9 | 0.93 |
| Ancillary Nursing Personnel | 3.9 | 38.1 | 0.10 | 37.3 | 0.10 | 6.4 | 0.61 | 0.0 | N/A |
| All Other Personnel | 33.9 | 466.7 | 0.07 | 374.4 | 0.09 | 63.8 | 0.53 | 33.0 | 1.03 |
| Total FTEs | 61.2 | 758.0 | 0.08 | 626.9 | 0.10 | 110.2 | 0.56 | 54.9 | 1.11 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 19.0 | 12.5 | 1.52 | 14.6 | 1.30 | 16.5 | 1.15 | 6.9 | 2.75 |
| Nurses, Licensed | 92.2 | 156.2 | 0.59 | 143.7 | 0.64 | 195.6 | 0.47 | 144.7 | 0.64 |
| Ancillary Nursing Personnel | 18.4 | 25.4 | 0.73 | 27.5 | 0.67 | 33.9 | 0.54 | 0.0 | N/A |
| All Other Personnel | 161.5 | 311.0 | 0.52 | 275.6 | 0.59 | 338.7 | 0.48 | 228.5 | 0.71 |
| Total FTEs | 291.2 | 505.0 | 0.58 | 461.4 | 0.63 | 584.8 | 0.50 | 380.2 | 0.77 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 12 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 0 |
| Discharges | 208 | Preferred Provider Organization (PPO) | Yes | Discharges | 29 | Total Births | 0 |
| Inpatient Days | 1,095 | | | Inpatient Days | 399 | Newborn Days | 0 |

136 Aspirus Tomahawk Hospital
Tomahawk, WI 54487

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 12 | 208 | 1,095 | 25.0% | 3.0 | 5.3 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 4 | 0 | 4.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 3 | 1 | 3.8 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 1 | 2.8 |
| Registered Nurses | 11 | 6 | 17.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 1 | 3.0 |
| Licensed Practical Nurses | 1 | 1 | 2.0 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 3 | 2 | 3.9 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 3 | 2 | 5.0 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 10 | 2 | 11.7 |
| Pharmacy Personnel | 0 | 0 | 0.0 | | | | |
| Clinical Laboratory Personnel | 2 | 0 | 2.0 | | | | |
| | | | | Total | 46 | 17 | 61.2 |

136 Aspirus Tomahawk Hospital

Tomahawk, WI 54487

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$18,623,507 | 56.1% | 47.3% | 1.19 | 50.9% | 1.10 | 47.0% | 1.20 | 55.5% | 1.01 |
| Medical Assistance | \$3,998,568 | 12.1% | 14.4% | 0.84 | 13.5% | 0.90 | 13.0% | 0.93 | 11.5% | 1.04 |
| Commercial | \$8,455,571 | 25.5% | 32.9% | 0.77 | 29.7% | 0.86 | 36.0% | 0.71 | 26.6% | 0.96 |
| All Other | \$2,089,782 | 6.3% | 5.4% | 1.16 | 5.9% | 1.06 | 4.0% | 1.57 | 6.4% | 0.98 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$9,891,577 | 29.8% | 36.1% | 0.83 | 36.5% | 0.82 | 26.2% | 1.14 | 29.4% | 1.01 |
| Medical Assistance | \$2,634,902 | 7.9% | 11.3% | 0.70 | 10.6% | 0.75 | 9.3% | 0.86 | 7.6% | 1.04 |
| Commercial | \$2,264,028 | 6.8% | 14.8% | 0.46 | 9.7% | 0.70 | 11.3% | 0.60 | 6.8% | 1.00 |
| Charity Care | \$340,209 | 1.0% | 0.7% | 1.41 | 0.6% | 1.64 | 0.7% | 1.47 | 1.6% | 0.64 |
| Bad Debt | \$423,438 | 1.3% | 0.9% | 1.46 | 0.6% | 2.14 | 1.5% | 0.82 | 2.0% | 0.64 |
| All Other | \$1,518,442 | 4.6% | 3.0% | 1.51 | 3.8% | 1.19 | 2.2% | 2.04 | 4.8% | 0.95 |
| Total Deductions | \$17,072,596 | 51.5% | 66.8% | 0.77 | 62.0% | 0.83 | 51.3% | 1.00 | 52.3% | 0.98 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 2.5% | 5.7% | 0.43 | | 3.6% | 0.68 | 4.8% | 0.52 | 5.3% | 0.47 |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | 210.1% | 0.00 | 11.4% | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$7,340,629 | 51.5% | 41.8% | 1.23 | 40.5% | 1.27 | 49.1% | 1.05 | 35.9% | 1.43 |
| Supplies & Services | \$5,982,079 | 42.0% | 52.2% | 0.80 | 55.0% | 0.76 | 43.7% | 0.96 | 59.6% | 0.70 |
| Capital Component | \$932,182 | 6.5% | 6.0% | 1.09 | 4.5% | 1.44 | 7.2% | 0.91 | 4.5% | 1.47 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 13.6% | 5.7% | 2.39 | | 1.2% | 11.30 | 6.2% | 2.22 | 12.1% | 1.13 |
| Total Hospital Net Income (%) | 13.6% | 3.5% | 3.91 | | -1.1% | N/A | 6.9% | 1.98 | 4.2% | 3.24 |
| Return on Equity (%) | 15.9% | 1.4% | 11.14 | | -0.3% | N/A | 7.1% | 2.22 | 7.3% | 2.17 |
| Current Ratio | 2.6 | 3.9 | 0.67 | | 1.8 | 1.44 | 3.3 | 0.79 | 1.9 | 1.33 |
| Days in Net Patient Accounts Receivable | 59.2 | 91.7 | 0.65 | | 167.5 | 0.35 | 58.5 | 1.01 | 54.3 | 1.09 |
| Average Payment Period | 27.0 | 91.7 | 0.30 | | 183.9 | 0.15 | 38.2 | 0.71 | 51.9 | 0.52 |
| Equity Financing (%) | 23.0% | 59.1% | 0.39 | | 42.4% | 0.54 | 49.5% | 0.46 | 42.5% | 0.54 |
| Long-Term Debt to Equity Ratio | 3.0 | 0.4 | 7.26 | | 1.0 | 3.07 | 0.8 | 3.98 | 0.0 | N/A |
| Times Interest Earned | 10.4 | 5.7 | 1.81 | | -1.5 | N/A | 6.4 | 1.61 | 0.0 | N/A |
| Total Asset Turnover | 1.2 | 0.4 | 2.79 | | 0.3 | 4.54 | 1.0 | 1.13 | 1.9 | 0.61 |
| Average Age of Plant (Years) | 0.9 | 18.1 | 0.05 | | 31.9 | 0.03 | 7.1 | 0.13 | 7.3 | 0.13 |
| Increase (Decrease) Total Net Patient Revenue | 6.8% | 3.5% | 1.91 | | 7.4% | 0.92 | 8.5% | 0.80 | 12.9% | 0.53 |
| Outpatient Gross Revenue (% of Total GPR) | 85.7% | 66.2% | 1.29 | | 71.7% | 1.20 | 81.4% | 1.05 | 90.6% | 0.95 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$9,569 | \$19,849 | 0.48 | | \$17,658 | 0.54 | \$19,261 | 0.50 | \$11,899 | 0.80 |
| Inpatient Net Revenue per Day | \$1,460 | \$3,697 | 0.39 | | \$3,312 | 0.44 | \$2,916 | 0.50 | \$3,390 | 0.43 |
| Outpatient Net Revenue per Visit | \$581 | \$819 | 0.71 | | \$1,126 | 0.52 | \$812 | 0.72 | \$287 | 2.03 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$33,167,428 | Cash & Cash Equivalents | \$590 | Current Liabilities | \$1,006,674 |
| Less Deductions | \$17,072,596 | Net Patient Receivables | \$2,608,616 | Long-Term Debt | \$9,882,926 |
| Net Patient Revenue | \$16,094,832 | Other Receivables | \$0 | Other Liabilities | \$37,401 |
| Plus Other Revenue | \$408,906 | | | Subtotal | \$10,927,001 |
| Total Revenue | \$16,503,738 | Land, Buildings & Equipment (Net) | \$11,574,994 | Unrestricted Fund Balance | \$3,261,297 |
| Less Expenses | \$14,254,890 | Other Assets | \$4,098 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$774 | | | Total Liabilities & Fund Balance | \$14,188,298 |
| Net Income | \$2,249,622 | Total Assets | \$14,188,298 | | |

137 Aurora Medical Center Manitowoc County
 5000 Memorial Drive
 Two Rivers, WI 54241
 920-794-5000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 4 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 22.8% | 60.7% | 0.38 | 62.0% | 0.37 | 58.7% | 0.39 | 22.1% | 1.03 |
| Obstetrics | 29.2% | 37.3% | 0.78 | 34.4% | 0.05 | 29.8% | 0.98 | 34.5% | 0.85 |
| Pediatrics | 0.0% | 67.4% | N/A | 14.3% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 31.5% | 61.9% | 0.51 | 56.6% | 0.56 | 59.2% | 0.53 | 32.4% | 0.97 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 8.7 | 27.3 | 0.32 | 27.3 | 0.32 | 18.7 | 0.46 | 8.4 | 1.03 |
| Obstetrics | 1.8 | 4.7 | 0.37 | 3.8 | 0.46 | 2.5 | 0.69 | 2.1 | 0.85 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 19.6 | 50.5 | 0.39 | 46.9 | 0.42 | 35.1 | 0.56 | 20.1 | 0.97 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.8 | 4.9 | 0.78 | 4.6 | 0.84 | 4.5 | 0.86 | 3.5 | 1.08 |
| Obstetrics | 2.0 | 2.4 | 0.84 | 2.3 | 0.88 | 2.2 | 0.92 | 1.9 | 1.08 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.6 | 5.3 | 0.67 | 4.8 | 0.74 | 4.6 | 0.77 | 3.1 | 1.15 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 356 | 990 | 0.36 | 796 | 0.45 | 526 | 0.68 | 438 | 0.81 |
| Outpatient | 3,251 | 4,017 | 0.81 | 5,614 | 0.58 | 3,165 | 1.03 | 3,125 | 1.04 |
| Inpatient as % of All Surgeries | 9.9% | 19.8% | 0.50 | 12.4% | 0.80 | 14.3% | 0.69 | 12.3% | 0.80 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 81,030 | 141,022 | 0.57 | 209,631 | 0.39 | 102,926 | 0.79 | 77,085 | 1.05 |
| Emergency Visits | 14,885 | 17,305 | 0.86 | 18,500 | 0.80 | 18,037 | 0.83 | 14,308 | 1.04 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 7.0 | 18.8 | 0.37 | 21.3 | 0.33 | 17.9 | 0.39 | 9.0 | 0.78 |
| Nurses, Licensed | 112.8 | 234.4 | 0.48 | 265.2 | 0.43 | 148.0 | 0.76 | 112.9 | 1.00 |
| Ancillary Nursing Personnel | 27.3 | 38.1 | 0.72 | 40.3 | 0.68 | 25.5 | 1.07 | 35.2 | 0.78 |
| All Other Personnel | 175.9 | 466.7 | 0.38 | 448.1 | 0.39 | 271.6 | 0.65 | 226.1 | 0.78 |
| Total FTEs | 323.0 | 758.0 | 0.43 | 775.0 | 0.42 | 463.0 | 0.70 | 383.2 | 0.84 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 6.9 | 12.5 | 0.55 | 11.2 | 0.62 | 13.6 | 0.51 | 9.2 | 0.75 |
| Nurses, Licensed | 111.4 | 156.2 | 0.71 | 139.6 | 0.80 | 112.9 | 0.99 | 115.6 | 0.96 |
| Ancillary Nursing Personnel | 27.0 | 25.4 | 1.06 | 21.2 | 1.27 | 19.5 | 1.39 | 36.0 | 0.75 |
| All Other Personnel | 173.7 | 311.0 | 0.56 | 235.8 | 0.74 | 207.1 | 0.84 | 231.4 | 0.75 |
| Total FTEs | 318.9 | 505.0 | 0.63 | 407.8 | 0.78 | 353.1 | 0.90 | 392.2 | 0.81 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 62 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 8 |
| Discharges | 2,006 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 330 |
| Inpatient Days | 7,136 | | | Inpatient Days | 0 | Newborn Days | 548 |

137 Aurora Medical Center Manitowoc County
Two Rivers, WI 54241

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 38 | 826 | 3,168 | 22.8% | 8.7 | 3.8 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 6 | 315 | 639 | 29.2% | 1.8 | 2.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 6 | 160 | 644 | 29.4% | 1.8 | 4.0 |
| Step-Down (Special Care) | 1 | 12 | 669 | 2,685 | 61.3% | 7.4 | 4.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 7 | 0 | 7.0 | Surgical Personnel | 11 | 4 | 13.2 |
| Physicians & Dentists | 2 | 11 | 3.6 | Radiological Services Personnel | 12 | 6 | 16.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 5 | 3 | 6.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 1 | 1.0 |
| Registered Nurses | 85 | 39 | 103.2 | Occupational Therapy Assistants/Aides | 0 | 2 | 0.8 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 0 | 1.0 |
| Licensed Practical Nurses | 4 | 3 | 4.6 | Physical Therapy Assistants/Aides | 2 | 2 | 2.8 |
| Ancillary Nursing Personnel | 22 | 27 | 27.3 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 1 | 1.5 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 5 | 1 | 5.0 | Social Workers | 1 | 0 | 1.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 12 | 17 | 18.5 |
| Health Info Mgmt-Administrators/Technicians | 3 | 0 | 3.0 | All Other Personnel | 65 | 45 | 80.7 |
| Pharmacy Personnel | 7 | 1 | 7.5 | | | | |
| Clinical Laboratory Personnel | 12 | 5 | 14.2 | | | | |
| | | | | Total | 263 | 168 | 323.0 |

137 Aurora Medical Center Manitowoc County

Two Rivers, WI 54241

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area ⁴ | | Volume Group ⁵ | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|----------|----------------------------|----------|---------------------------|-----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$142,121,251 | 46.2% | 47.3% | 0.98 | 47.8% | 0.97 | 50.2% | 0.92 | 44.1% | 1.05 |
| Medical Assistance | \$44,000,690 | 14.3% | 14.4% | 0.99 | 12.4% | 1.15 | 14.7% | 0.97 | 12.9% | 1.11 |
| Commercial | \$103,792,829 | 33.7% | 32.9% | 1.02 | 34.5% | 0.98 | 30.7% | 1.10 | 38.3% | 0.88 |
| All Other | \$17,971,837 | 5.8% | 5.4% | 1.08 | 5.3% | 1.10 | 4.4% | 1.33 | 4.7% | 1.24 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$113,394,297 | 36.8% | 36.1% | 1.02 | 36.7% | 1.00 | 37.5% | 0.98 | 34.6% | 1.06 |
| Medical Assistance | \$36,164,706 | 11.7% | 11.3% | 1.04 | 9.9% | 1.19 | 11.2% | 1.05 | 10.3% | 1.14 |
| Commercial | \$46,602,909 | 15.1% | 14.8% | 1.02 | 15.4% | 0.98 | 12.7% | 1.19 | 17.4% | 0.87 |
| Charity Care | \$2,758,640 | 0.9% | 0.7% | 1.23 | 0.8% | 1.19 | 0.8% | 1.08 | 0.9% | 0.98 |
| Bad Debt | \$2,426,397 | 0.8% | 0.9% | 0.90 | 0.9% | 0.89 | 1.0% | 0.79 | 1.4% | 0.57 |
| All Other | \$10,350,644 | 3.4% | 3.0% | 1.11 | 3.5% | 0.97 | 2.8% | 1.20 | 2.7% | 1.25 |
| Total Deductions | \$211,697,593 | 68.8% | 66.8% | 1.03 | 67.1% | 1.02 | 66.0% | 1.04 | 67.3% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.3% | | 5.7% | 0.06 | 3.6% | 0.10 | 3.3% | 0.10 | 0.8% | 0.43 |
| Net Gains/Losses as % of Net Income | N/A | | N/A | N/A | N/A | N/A | 14,078.6% | N/A | 0.1% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$28,573,278 | 38.3% | 41.8% | 0.92 | 43.8% | 0.87 | 41.0% | 0.93 | 35.4% | 1.08 |
| Supplies & Services | \$41,013,862 | 54.9% | 52.2% | 1.05 | 50.3% | 1.09 | 52.7% | 1.04 | 57.5% | 0.95 |
| Capital Component | \$5,088,992 | 6.8% | 6.0% | 1.14 | 5.9% | 1.15 | 6.3% | 1.09 | 7.1% | 0.97 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 22.6% | | 5.7% | 3.97 | 6.7% | 3.37 | 2.9% | 7.85 | 25.8% | 0.88 |
| Total Hospital Net Income (%) | 22.6% | | 3.5% | 6.47 | 4.5% | 5.06 | 0.0% | N/A | 25.8% | 0.87 |
| Return on Equity (%) | 7.0% | | 1.4% | 4.94 | 2.9% | 2.38 | 0.0% | N/A | 8.8% | 0.80 |
| Current Ratio | 42.9 | | 3.9 | 11.04 | 5.4 | 7.92 | 3.2 | 13.43 | 27.6 | 1.56 |
| Days in Net Patient Accounts Receivable | 56.8 | | 91.7 | 0.62 | 52.8 | 1.08 | 88.3 | 0.64 | 56.6 | 1.00 |
| Average Payment Period | 34.0 | | 91.7 | 0.37 | 47.9 | 0.71 | 85.8 | 0.40 | 49.7 | 0.68 |
| Equity Financing (%) | 94.8% | | 59.1% | 1.60 | 77.7% | 1.22 | 60.3% | 1.57 | 95.9% | 0.99 |
| Long-Term Debt to Equity Ratio | 0.0 | | 0.4 | 0.00 | 0.1 | 0.00 | 0.4 | 0.00 | 0.0 | 0.66 |
| Times Interest Earned | 36.7 | | 5.7 | 6.41 | 6.8 | 5.36 | 1.0 | 37.67 | 36.5 | 1.01 |
| Total Asset Turnover | 0.3 | | 0.4 | 0.75 | 0.7 | 0.46 | 0.4 | 0.71 | 0.3 | 0.92 |
| Average Age of Plant (Years) | 12.7 | | 18.1 | 0.70 | 10.8 | 1.18 | 16.0 | 0.80 | 11.5 | 1.10 |
| Increase (Decrease) Total Net Patient Revenue | 0.4% | | 3.5% | 0.10 | 3.1% | 0.12 | 3.7% | 0.10 | 14.7% | 0.02 |
| Outpatient Gross Revenue (% of Total GPR) | 79.9% | | 66.2% | 1.21 | 74.8% | 1.07 | 73.1% | 1.09 | 78.1% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$13,237 | | \$19,849 | 0.67 | \$15,277 | 0.87 | \$13,245 | 1.00 | \$12,409 | 1.07 |
| Inpatient Net Revenue per Day | \$3,572 | | \$3,697 | 0.97 | \$3,088 | 1.16 | \$2,825 | 1.26 | \$3,769 | 0.95 |
| Outpatient Net Revenue per Visit | \$751 | | \$819 | 0.92 | \$666 | 1.13 | \$766 | 0.98 | \$772 | 0.97 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$307,886,607 | Cash & Cash Equivalents | \$256,701,748 | Current Liabilities | \$6,616,377 |
| Less Deductions | \$211,697,593 | Net Patient Receivables | \$14,981,183 | Long-Term Debt | \$80,664 |
| Net Patient Revenue | \$96,189,014 | Other Receivables | -\$3,589 | Other Liabilities | \$9,330,484 |
| Plus Other Revenue | \$327,573 | | | Subtotal | \$16,027,525 |
| Total Revenue | \$96,516,588 | Land, Buildings & Equipment (Net) | \$22,565,755 | Unrestricted Fund Balance | \$293,897,691 |
| Less Expenses | \$74,676,132 | Other Assets | \$15,680,119 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$71,247 | | | Total Liabilities & Fund Balance | \$309,925,216 |
| Net Income | \$21,769,209 | Total Assets | \$309,925,216 | | |

138 Vernon Memorial Healthcare
 507 S Main Street
 Viroqua, WI 54665
 608-637-2101

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5B | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 38.0% | 60.7% | 0.63 | 48.3% | 0.79 | 37.9% | 1.00 | 41.3% | 0.92 |
| Obstetrics | 10.0% | 37.3% | 0.27 | 52.2% | 0.01 | 18.2% | 0.55 | 14.3% | 0.70 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 32.4% | 61.9% | 0.52 | 52.3% | 0.62 | 39.7% | 0.82 | 35.9% | 0.90 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 7.6 | 27.3 | 0.28 | 17.3 | 0.44 | 6.8 | 1.12 | 8.3 | 0.92 |
| Obstetrics | 0.5 | 4.7 | 0.11 | 4.4 | 0.11 | 0.9 | 0.59 | 0.7 | 0.70 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.6 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 8.1 | 50.5 | 0.16 | 28.6 | 0.28 | 9.8 | 0.82 | 9.0 | 0.90 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.4 | 4.9 | 0.70 | 3.9 | 0.88 | 3.7 | 0.92 | 2.5 | 1.36 |
| Obstetrics | 1.9 | 2.4 | 0.78 | 3.2 | 0.58 | 2.1 | 0.89 | 2.0 | 0.95 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.3 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.3 | 5.3 | 0.63 | 5.3 | 0.63 | 4.0 | 0.85 | 2.5 | 1.35 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 243 | 990 | 0.25 | 777 | 0.31 | 203 | 1.20 | 596 | 0.41 |
| Outpatient | 1,270 | 4,017 | 0.32 | 2,953 | 0.43 | 1,593 | 0.80 | 718 | 1.77 |
| Inpatient as % of All Surgeries | 16.1% | 19.8% | 0.81 | 20.8% | 0.77 | 11.3% | 1.42 | 45.4% | 0.35 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 123,789 | 141,022 | 0.88 | 139,670 | 0.89 | 64,671 | 1.91 | 120,552 | 1.03 |
| Emergency Visits | 7,733 | 17,305 | 0.45 | 15,081 | 0.51 | 8,798 | 0.88 | 6,840 | 1.13 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 19.9 | 18.8 | 1.06 | 12.1 | 1.64 | 11.5 | 1.73 | 18.8 | 1.06 |
| Nurses, Licensed | 85.0 | 234.4 | 0.36 | 149.1 | 0.57 | 81.9 | 1.04 | 79.1 | 1.07 |
| Ancillary Nursing Personnel | 13.6 | 38.1 | 0.36 | 20.6 | 0.66 | 11.6 | 1.17 | 12.9 | 1.05 |
| All Other Personnel | 247.8 | 466.7 | 0.53 | 402.4 | 0.62 | 181.7 | 1.36 | 231.8 | 1.07 |
| Total FTEs | 366.2 | 758.0 | 0.48 | 584.2 | 0.63 | 286.7 | 1.28 | 342.6 | 1.07 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 38.0 | 12.5 | 3.04 | 8.3 | 4.56 | 21.8 | 1.74 | 51.3 | 0.74 |
| Nurses, Licensed | 162.8 | 156.2 | 1.04 | 102.9 | 1.58 | 155.9 | 1.04 | 215.9 | 0.75 |
| Ancillary Nursing Personnel | 26.0 | 25.4 | 1.02 | 14.2 | 1.83 | 22.0 | 1.18 | 35.3 | 0.74 |
| All Other Personnel | 474.6 | 311.0 | 1.53 | 277.6 | 1.71 | 345.9 | 1.37 | 632.8 | 0.75 |
| Total FTEs | 701.4 | 505.0 | 1.39 | 403.1 | 1.74 | 545.6 | 1.29 | 935.4 | 0.75 |

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 884
 Inpatient Days 2,956

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

Medicare-certified Swing Beds:
 Average Beds Used 3
 Discharges 11
 Inpatient Days 100

Newborn Nursery:
 Bassinets 5
 Total Births 104
 Newborn Days 178

138 Vernon Memorial Healthcare
Viroqua, WI 54665

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 20 | 806 | 2,773 | 38.0% | 7.6 | 3.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 5 | 97 | 183 | 10.0% | 0.5 | 1.9 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 19 | 1 | 19.9 | Surgical Personnel | 5 | 0 | 5.0 |
| Physicians & Dentists | 12 | 7 | 17.0 | Radiological Services Personnel | 9 | 4 | 12.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 3 | 4.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 3 | 4 | 5.1 |
| Registered Nurses | 29 | 60 | 74.2 | Occupational Therapy Assistants/Aides | 3 | 1 | 3.9 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 10 | 1 | 10.1 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 7 | 0 | 7.0 |
| Ancillary Nursing Personnel | 5 | 15 | 13.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 4 | 3 | 5.7 | Dietitians & Nutritionists | 2 | 0 | 2.0 |
| Nurse Practitioners | 5 | 3 | 7.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 3 | 3 | 3.8 | Social Workers | 2 | 1 | 2.6 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 50 | 18 | 60.9 |
| Health Info Mgmt-Administrators/Technicians | 10 | 1 | 10.6 | All Other Personnel | 53 | 29 | 68.6 |
| Pharmacy Personnel | 7 | 3 | 7.4 | | | | |
| Clinical Laboratory Personnel | 6 | 11 | 14.2 | | | | |
| | | | | Total | 257 | 169 | 366.2 |

138 Vernon Memorial Healthcare

Viroqua, WI 54665

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 5B Value | Ratio | 3 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$84,429,623 | 54.1% | 47.3% | 1.15 | 46.5% | 1.16 | 48.7% | 1.11 | 53.1% | 1.02 |
| Medical Assistance | \$17,700,655 | 11.4% | 14.4% | 0.79 | 10.5% | 1.08 | 12.5% | 0.91 | 11.8% | 0.96 |
| Commercial | \$50,067,618 | 32.1% | 32.9% | 0.97 | 34.6% | 0.93 | 35.0% | 0.92 | 32.8% | 0.98 |
| All Other | \$3,741,531 | 2.4% | 5.4% | 0.44 | 8.4% | 0.29 | 3.9% | 0.62 | 2.3% | 1.03 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$53,930,526 | 34.6% | 36.1% | 0.96 | 33.5% | 1.03 | 31.8% | 1.09 | 34.2% | 1.01 |
| Medical Assistance | \$11,228,887 | 7.2% | 11.3% | 0.64 | 8.4% | 0.85 | 9.0% | 0.80 | 7.2% | 1.00 |
| Commercial | \$19,991,635 | 12.8% | 14.8% | 0.87 | 16.0% | 0.80 | 14.1% | 0.91 | 12.8% | 1.00 |
| Charity Care | \$1,582,751 | 1.0% | 0.7% | 1.40 | 0.5% | 1.96 | 0.7% | 1.49 | 1.0% | 1.04 |
| Bad Debt | \$854,049 | 0.5% | 0.9% | 0.63 | 0.8% | 0.65 | 1.2% | 0.45 | 0.7% | 0.79 |
| All Other | \$984,420 | 0.6% | 3.0% | 0.21 | 6.3% | 0.10 | 2.5% | 0.25 | 0.6% | 1.12 |
| Total Deductions | \$88,572,268 | 56.8% | 66.8% | 0.85 | 65.6% | 0.87 | 59.2% | 0.96 | 56.4% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 14.3% | 5.7% | 2.49 | 23.7% | 0.61 | 6.5% | 2.21 | 15.8% | 0.91 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 125.8% | N/A | N/A | N/A | N/A | 23.2% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$38,451,652 | 53.1% | 41.8% | 1.27 | 53.3% | 0.99 | 49.3% | 1.08 | 51.9% | 1.02 |
| Supplies & Services | \$28,422,504 | 39.2% | 52.2% | 0.75 | 42.3% | 0.93 | 43.7% | 0.90 | 39.6% | 0.99 |
| Capital Component | \$5,574,956 | 7.7% | 6.0% | 1.28 | 4.4% | 1.76 | 7.0% | 1.10 | 8.5% | 0.91 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 7.9% | 5.7% | 1.38 | 0.8% | 10.29 | 5.9% | 1.34 | 12.7% | 0.62 | |
| Total Hospital Net Income (%) | 0.0% | 3.5% | 0.01 | -3.1% | N/A | 2.8% | 0.01 | 15.9% | 0.00 | |
| Return on Equity (%) | 0.0% | 1.4% | 0.01 | -2.3% | N/A | 0.7% | 0.03 | 10.9% | 0.00 | |
| Current Ratio | 3.2 | 3.9 | 0.83 | 29.1 | 0.11 | 2.6 | 1.25 | 3.7 | 0.88 | |
| Days in Net Patient Accounts Receivable | 36.5 | 91.7 | 0.40 | 57.9 | 0.63 | 148.9 | 0.25 | 40.9 | 0.89 | |
| Average Payment Period | 71.0 | 91.7 | 0.77 | 11.8 | 6.04 | 167.7 | 0.42 | 82.6 | 0.86 | |
| Equity Financing (%) | 75.8% | 59.1% | 1.28 | 87.6% | 0.87 | 55.3% | 1.37 | 73.9% | 1.03 | |
| Long-Term Debt to Equity Ratio | 0.2 | 0.4 | 0.36 | 0.1 | 2.25 | 0.6 | 0.25 | 0.2 | 0.94 | |
| Times Interest Earned | 1.0 | 5.7 | 0.18 | -6.2 | N/A | 5.2 | 0.20 | 14.5 | 0.07 | |
| Total Asset Turnover | 0.7 | 0.4 | 1.59 | 0.8 | 0.86 | 0.3 | 2.45 | 0.7 | 1.00 | |
| Average Age of Plant (Years) | 12.0 | 18.1 | 0.66 | 9.7 | 1.24 | 22.7 | 0.53 | 12.3 | 0.98 | |
| Increase (Decrease) Total Net Patient Revenue | -1.0% | 3.5% | N/A | 3.0% | N/A | 5.0% | N/A | 10.2% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 84.8% | 66.2% | 1.28 | 82.1% | 1.03 | 81.3% | 1.04 | 75.5% | 1.12 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$15,875 | \$19,849 | 0.80 | \$19,610 | 0.81 | \$15,118 | 1.05 | \$15,924 | 1.00 | |
| Inpatient Net Revenue per Day | \$4,655 | \$3,697 | 1.26 | \$3,774 | 1.23 | \$3,557 | 1.31 | \$6,062 | 0.77 | |
| Outpatient Net Revenue per Visit | \$408 | \$819 | 0.50 | \$837 | 0.49 | \$717 | 0.57 | \$373 | 1.09 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$155,939,430 | Cash & Cash Equivalents | \$30,864,303 | Current Liabilities | \$13,211,006 |
| Less Deductions | \$88,572,268 | Net Patient Receivables | \$6,731,304 | Long-Term Debt | \$13,531,661 |
| Net Patient Revenue | \$67,367,162 | Other Receivables | \$171,045 | Other Liabilities | \$2,031,861 |
| Plus Other Revenue | \$11,255,802 | | | Subtotal | \$28,774,528 |
| Total Revenue | \$78,622,964 | Land, Buildings & Equipment (Net) | \$36,782,010 | Unrestricted Fund Balance | \$90,021,133 |
| Less Expenses | \$72,449,112 | Other Assets | \$44,246,999 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$6,150,719 | | | Total Liabilities & Fund Balance | \$118,795,661 |
| Net Income | \$23,133 | Total Assets | \$118,795,661 | | |

139 Watertown Regional Medical Center
 125 Hospital Drive
 Watertown, WI 53098
 920-261-4210

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 39.6% | 60.7% | 0.65 | 61.3% | 0.65 | 42.3% | 0.94 | 44.2% | 0.90 |
| Obstetrics | 10.9% | 37.3% | 0.29 | 37.3% | 0.03 | 19.5% | 0.56 | 12.6% | 0.87 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 41.7% | 61.9% | 0.67 | 62.3% | 0.67 | 42.5% | 0.98 | 44.2% | 0.94 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 13.9 | 27.3 | 0.51 | 26.4 | 0.53 | 10.3 | 1.35 | 15.5 | 0.90 |
| Obstetrics | 1.1 | 4.7 | 0.23 | 4.3 | 0.25 | 1.2 | 0.89 | 1.3 | 0.87 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 26.7 | 50.5 | 0.53 | 54.9 | 0.49 | 16.0 | 1.67 | 28.3 | 0.94 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.0 | 4.9 | 0.60 | 4.9 | 0.60 | 4.0 | 0.74 | 3.3 | 0.90 |
| Obstetrics | 2.4 | 2.4 | 1.00 | 2.5 | 0.96 | 2.0 | 1.20 | 2.6 | 0.94 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 4.1 | 5.3 | 0.77 | 5.2 | 0.78 | 4.2 | 0.97 | 4.2 | 0.97 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 425 | 990 | 0.43 | 894 | 0.48 | 203 | 2.10 | 477 | 0.89 |
| Outpatient | 3,520 | 4,017 | 0.88 | 4,062 | 0.87 | 2,140 | 1.65 | 3,529 | 1.00 |
| Inpatient as % of All Surgeries | 10.8% | 19.8% | 0.54 | 18.0% | 0.60 | 8.7% | 1.25 | 11.9% | 0.90 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 65,541 | 141,022 | 0.46 | 182,049 | 0.36 | 62,243 | 1.05 | 66,068 | 0.99 |
| Emergency Visits | 14,083 | 17,305 | 0.81 | 17,809 | 0.79 | 12,695 | 1.11 | 12,058 | 1.17 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 31.0 | 18.8 | 1.65 | 18.6 | 1.67 | 8.5 | 3.64 | 38.0 | 0.82 |
| Nurses, Licensed | 107.3 | 234.4 | 0.46 | 274.7 | 0.39 | 102.2 | 1.05 | 117.4 | 0.91 |
| Ancillary Nursing Personnel | 30.6 | 38.1 | 0.80 | 35.1 | 0.87 | 19.1 | 1.60 | 43.0 | 0.71 |
| All Other Personnel | 331.0 | 466.7 | 0.71 | 644.0 | 0.51 | 204.1 | 1.62 | 272.3 | 1.22 |
| Total FTEs | 499.9 | 758.0 | 0.66 | 972.4 | 0.51 | 333.9 | 1.50 | 470.8 | 1.06 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 29.1 | 12.5 | 2.33 | 12.1 | 2.41 | 10.5 | 2.76 | 35.4 | 0.82 |
| Nurses, Licensed | 100.7 | 156.2 | 0.64 | 178.7 | 0.56 | 126.3 | 0.80 | 109.5 | 0.92 |
| Ancillary Nursing Personnel | 28.7 | 25.4 | 1.13 | 22.9 | 1.25 | 23.6 | 1.22 | 40.1 | 0.71 |
| All Other Personnel | 310.6 | 311.0 | 1.00 | 418.9 | 0.74 | 252.2 | 1.23 | 254.0 | 1.22 |
| Total FTEs | 469.1 | 505.0 | 0.93 | 632.6 | 0.74 | 412.6 | 1.14 | 439.1 | 1.07 |

| | | | | | | | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|-----|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 64 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 10 |
| Discharges | 2,399 | Preferred Provider Organization (PPO) | Yes | Discharges | 29 | Total Births | 157 |
| Inpatient Days | 9,746 | | | Inpatient Days | 167 | Newborn Days | 341 |

139 Watertown Regional Medical Center
 Watertown, WI 53098

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 35 | 1,706 | 5,062 | 39.6% | 13.9 | 3.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 8 | 16 | 0.0% | 0.0 | 2.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 10 | 165 | 399 | 10.9% | 1.1 | 2.4 |
| Psychiatric | 1 | 15 | 233 | 3,550 | 64.8% | 9.7 | 15.2 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 4 | 101 | 719 | 49.2% | 2.0 | 7.1 |
| Step-Down (Special Care) | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 31 | 0 | 31.0 | Surgical Personnel | 4 | 1 | 4.9 |
| Physicians & Dentists | 26 | 0 | 26.0 | Radiological Services Personnel | 12 | 4 | 15.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 4 | 1 | 4.8 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 0 | 2.0 |
| Registered Nurses | 81 | 20 | 95.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 5 | 7 | 10.1 |
| Licensed Practical Nurses | 4 | 2 | 5.8 | Physical Therapy Assistants/Aides | 0 | 4 | 3.6 |
| Ancillary Nursing Personnel | 26 | 6 | 30.6 | Recreational Therapists | 1 | 0 | 1.0 |
| Physician Assistants | 4 | 1 | 4.9 | Dietitians & Nutritionists | 0 | 2 | 1.7 |
| Nurse Practitioners | 5 | 1 | 5.9 | Psychologists | 1 | 0 | 1.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 28 | 13 | 39.6 |
| Health Info Mgmt-Administrators/Technicians | 12 | 0 | 12.0 | All Other Personnel | 112 | 51 | 155.6 |
| Pharmacy Personnel | 4 | 5 | 8.4 | | | | |
| Clinical Laboratory Personnel | 9 | 5 | 12.6 | | | | |
| | | | | Total | 390 | 135 | 499.9 |

139 Watertown Regional Medical Center

Watertown, WI 53098

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|--------------------|-------|--------------------|-------|------------------|----------|------|
| | | Value | Ratio | Value ¹ | Ratio | Value ⁴ | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$160,523,437 | 50.4% | 47.3% | 1.07 | 42.3% | 1.19 | 49.6% | 1.02 | 49.1% | 1.03 |
| Medical Assistance | \$36,061,548 | 11.3% | 14.4% | 0.79 | 12.2% | 0.93 | 14.0% | 0.81 | 11.7% | 0.97 |
| Commercial | \$108,385,352 | 34.0% | 32.9% | 1.03 | 36.7% | 0.93 | 32.3% | 1.06 | 35.2% | 0.97 |
| All Other | \$13,343,288 | 4.2% | 5.4% | 0.77 | 8.8% | 0.48 | 4.2% | 1.01 | 4.0% | 1.04 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$123,445,301 | 38.8% | 36.1% | 1.07 | 32.5% | 1.19 | 35.7% | 1.09 | 37.6% | 1.03 |
| Medical Assistance | \$31,750,701 | 10.0% | 11.3% | 0.88 | 9.6% | 1.04 | 10.9% | 0.92 | 9.8% | 1.01 |
| Commercial | \$43,868,731 | 13.8% | 14.8% | 0.93 | 18.5% | 0.75 | 12.5% | 1.10 | 13.2% | 1.04 |
| Charity Care | \$267,653 | 0.1% | 0.7% | 0.12 | 0.6% | 0.14 | 0.8% | 0.10 | 0.2% | 0.46 |
| Bad Debt | \$4,972,926 | 1.6% | 0.9% | 1.78 | 0.9% | 1.66 | 1.2% | 1.27 | 1.1% | 1.47 |
| All Other | \$10,218,477 | 3.2% | 3.0% | 1.06 | 4.8% | 0.67 | 2.4% | 1.33 | 2.9% | 1.12 |
| Total Deductions | \$214,523,789 | 67.4% | 66.8% | 1.01 | 67.0% | 1.01 | 63.6% | 1.06 | 64.8% | 1.04 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.2% | 5.7% | 0.56 | 4.8% | 0.68 | 3.6% | 0.91 | 3.1% | 1.04 | |
| Net Gains/Losses as % of Net Income | 623.1% | N/A | N/A | 5,067.6% | 0.12 | N/A | N/A | 0.5% | 1,187.68 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$52,128,181 | 50.1% | 41.8% | 1.20 | 43.9% | 1.14 | 45.9% | 1.09 | 51.8% | 0.97 |
| Supplies & Services | \$46,105,698 | 44.3% | 52.2% | 0.85 | 48.8% | 0.91 | 47.4% | 0.93 | 42.7% | 1.04 |
| Capital Component | \$5,878,355 | 5.6% | 6.0% | 0.94 | 7.3% | 0.78 | 6.6% | 0.85 | 5.5% | 1.03 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 2.9% | 5.7% | 0.51 | 4.7% | 0.62 | 9.4% | 0.31 | 11.3% | 0.26 | |
| Total Hospital Net Income (%) | -0.6% | 3.5% | N/A | -0.1% | 5.85 | 6.9% | N/A | 11.3% | N/A | |
| Return on Equity (%) | -0.8% | 1.4% | N/A | 0.0% | 18.14 | 3.4% | N/A | 15.0% | N/A | |
| Current Ratio | 4.4 | 3.9 | 1.13 | 3.2 | 1.36 | 12.0 | 0.37 | 3.4 | 1.28 | |
| Days in Net Patient Accounts Receivable | 55.3 | 91.7 | 0.60 | 71.6 | 0.77 | 51.1 | 1.08 | 63.5 | 0.87 | |
| Average Payment Period | 26.3 | 91.7 | 0.29 | 90.2 | 0.29 | 42.5 | 0.62 | 31.7 | 0.83 | |
| Equity Financing (%) | 90.0% | 59.1% | 1.52 | 50.6% | 1.78 | 70.3% | 1.28 | 85.7% | 1.05 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | 0.02 | 0.5 | 0.02 | 0.1 | 0.10 | 0.1 | 0.18 | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 0.9 | N/A | 10.4 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 1.4 | 0.4 | 3.26 | 0.4 | 3.06 | 0.5 | 2.69 | 1.3 | 1.03 | |
| Average Age of Plant (Years) | 3.7 | 18.1 | 0.20 | 15.8 | 0.23 | 11.6 | 0.32 | 3.4 | 1.08 | |
| Increase (Decrease) Total Net Patient Revenue | -3.4% | 3.5% | N/A | 5.2% | N/A | 3.2% | N/A | 13.1% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 73.7% | 66.2% | 1.11 | 63.7% | 1.16 | 79.4% | 0.93 | 72.4% | 1.02 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$9,598 | \$19,849 | 0.48 | \$21,625 | 0.44 | \$11,983 | 0.80 | \$10,142 | 0.95 | |
| Inpatient Net Revenue per Day | \$2,241 | \$3,697 | 0.61 | \$4,090 | 0.55 | \$2,623 | 0.85 | \$2,301 | 0.97 | |
| Outpatient Net Revenue per Visit | \$1,073 | \$819 | 1.31 | \$759 | 1.41 | \$907 | 1.18 | \$1,093 | 0.98 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$318,313,625 | Cash & Cash Equivalents | \$81,517 | Current Liabilities | \$7,161,199 |
| Less Deductions | \$214,523,789 | Net Patient Receivables | \$15,730,697 | Long-Term Debt | \$693,833 |
| Net Patient Revenue | \$103,789,836 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$3,463,939 | | | Subtotal | \$7,855,032 |
| Total Revenue | \$107,253,774 | Land, Buildings & Equipment (Net) | \$45,435,112 | Unrestricted Fund Balance | \$70,880,000 |
| Less Expenses | \$104,112,234 | Other Assets | \$17,487,706 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$3,742,104 | Total Assets | \$78,735,032 | Total Liabilities & Fund Balance | \$78,735,032 |
| Net Income | -\$600,564 | | | | |

141 ProHealth Waukesha Memorial Hospital
 725 American Avenue
 Waukesha, WI 53188
 262-928-1000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 70.8% | 60.7% | 1.17 | 65.2% | 1.09 | 74.8% | 0.95 | 68.2% | 1.04 |
| Obstetrics | 62.5% | 37.3% | 1.67 | 38.4% | 0.49 | 51.0% | 1.22 | 62.5% | 1.00 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 67.2% | 61.9% | 1.09 | 65.0% | 1.03 | 73.0% | 0.92 | 63.4% | 1.06 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 78.6 | 27.3 | 2.88 | 30.6 | 2.57 | 108.7 | 0.72 | 63.4 | 1.24 |
| Obstetrics | 18.7 | 4.7 | 3.95 | 5.3 | 3.52 | 14.4 | 1.30 | 18.7 | 1.00 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 188.8 | 50.5 | 3.74 | 59.7 | 3.17 | 214.4 | 0.88 | 166.7 | 1.13 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.7 | 4.9 | 1.16 | 4.7 | 1.21 | 5.4 | 1.07 | 4.3 | 1.32 |
| Obstetrics | 2.2 | 2.4 | 0.91 | 2.3 | 0.94 | 2.5 | 0.87 | 2.2 | 1.01 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 5.6 | 5.3 | 1.05 | 4.9 | 1.14 | 5.8 | 0.96 | 4.8 | 1.16 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,247 | 990 | 2.27 | 1,096 | 2.05 | 3,804 | 0.59 | 2,175 | 1.03 |
| Outpatient | 5,171 | 4,017 | 1.29 | 4,105 | 1.26 | 11,772 | 0.44 | 4,935 | 1.05 |
| Inpatient as % of All Surgeries | 30.3% | 19.8% | 1.53 | 21.1% | 1.44 | 24.4% | 1.24 | 30.6% | 0.99 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 298,107 | 141,022 | 2.11 | 148,029 | 2.01 | 460,116 | 0.65 | 294,265 | 1.01 |
| Emergency Visits | 46,988 | 17,305 | 2.72 | 21,238 | 2.21 | 43,288 | 1.09 | 44,480 | 1.06 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 15.5 | 18.8 | 0.83 | 18.9 | 0.82 | 61.8 | 0.25 | 16.5 | 0.94 |
| Nurses, Licensed | 479.8 | 234.4 | 2.05 | 224.6 | 2.14 | 855.9 | 0.56 | 548.7 | 0.87 |
| Ancillary Nursing Personnel | 97.1 | 38.1 | 2.55 | 41.2 | 2.36 | 143.5 | 0.68 | 107.0 | 0.91 |
| All Other Personnel | 845.6 | 466.7 | 1.81 | 410.1 | 2.06 | 1,747.7 | 0.48 | 919.5 | 0.92 |
| Total FTEs | 1,438.0 | 758.0 | 1.90 | 694.8 | 2.07 | 2,808.9 | 0.51 | 1,591.8 | 0.90 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 3.1 | 12.5 | 0.25 | 10.6 | 0.29 | 11.2 | 0.28 | 3.5 | 0.88 |
| Nurses, Licensed | 96.1 | 156.2 | 0.62 | 125.5 | 0.77 | 155.4 | 0.62 | 116.6 | 0.82 |
| Ancillary Nursing Personnel | 19.5 | 25.4 | 0.77 | 23.0 | 0.85 | 26.1 | 0.75 | 22.7 | 0.86 |
| All Other Personnel | 169.4 | 311.0 | 0.54 | 229.1 | 0.74 | 317.4 | 0.53 | 195.3 | 0.87 |
| Total FTEs | 288.1 | 505.0 | 0.57 | 388.2 | 0.74 | 510.1 | 0.56 | 338.1 | 0.85 |

Total Hospital:

Beds Set Up & Staffed 281
 Discharges 12,394
 Inpatient Days 68,925

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 30
 Total Births 1,594
 Newborn Days 2,494

141 ProHealth Waukesha Memorial Hospital
Waukesha, WI 53188

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 09/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 2 | 111 | 5,002 | 28,684 | 70.8% | 78.6 | 5.7 |
| Orthopedic | 2 | 31 | 1,754 | 9,596 | 84.8% | 26.3 | 5.5 |
| Rehabilitation & Physical Medicine | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 2 | 30 | 3,112 | 6,840 | 62.5% | 18.7 | 2.2 |
| Psychiatric | 2 | 11 | 419 | 2,261 | 56.3% | 6.2 | 5.4 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 2 | 24 | 439 | 2,901 | 33.1% | 7.9 | 6.6 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 2 | 19 | 154 | 2,568 | 37.0% | 7.0 | 16.7 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 55 | 2,958 | 16,075 | 80.1% | 44.0 | 5.4 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 15 | 1 | 15.5 | Surgical Personnel | 27 | 7 | 31.1 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 58 | 41 | 75.5 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 16 | 19 | 21.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 9 | 11 | 13.1 |
| Registered Nurses | 354 | 251 | 459.3 | Occupational Therapy Assistants/Aides | 0 | 2 | 1.2 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 29 | 31 | 43.0 |
| Licensed Practical Nurses | 15 | 7 | 17.5 | Physical Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Ancillary Nursing Personnel | 48 | 148 | 97.1 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 8 | 8 | 10.4 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 2 | 1 | 2.0 |
| Clinical Nurse Specialists | 3 | 2 | 3.0 | All Other Health Professionals | 211 | 139 | 264.9 |
| Health Info Mgmt-Administrators/Technicians | 3 | 0 | 3.0 | All Other Personnel | 210 | 148 | 259.4 |
| Pharmacy Personnel | 51 | 27 | 62.6 | | | | |
| Clinical Laboratory Personnel | 27 | 31 | 39.2 | | | | |
| | | | | Total | 1,102 | 881 | 1,438.0 |

141 ProHealth Waukesha Memorial Hospital

Waukesha, WI 53188

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$1,030,379,084 | 53.7% | 47.3% | 1.14 | 52.3% | 1.03 | 47.4% | 1.13 | 54.3% | 0.99 |
| Medical Assistance | \$152,188,433 | 7.9% | 14.4% | 0.55 | 11.4% | 0.70 | 13.1% | 0.61 | 7.9% | 1.00 |
| Commercial | \$723,969,237 | 37.7% | 32.9% | 1.15 | 33.6% | 1.12 | 33.3% | 1.13 | 37.1% | 1.02 |
| All Other | \$13,397,109 | 0.7% | 5.4% | 0.13 | 2.7% | 0.26 | 6.2% | 0.11 | 0.7% | 1.07 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$864,909,650 | 45.0% | 36.1% | 1.25 | 42.5% | 1.06 | 37.0% | 1.22 | 45.0% | 1.00 |
| Medical Assistance | \$127,821,112 | 6.7% | 11.3% | 0.59 | 9.4% | 0.71 | 10.4% | 0.64 | 6.4% | 1.05 |
| Commercial | \$354,630,766 | 18.5% | 14.8% | 1.25 | 15.7% | 1.17 | 15.9% | 1.16 | 17.8% | 1.04 |
| Charity Care | \$14,220,044 | 0.7% | 0.7% | 1.02 | 0.9% | 0.83 | 0.7% | 0.99 | 0.8% | 0.95 |
| Bad Debt | \$14,265,147 | 0.7% | 0.9% | 0.85 | 0.9% | 0.83 | 0.8% | 0.98 | 0.7% | 1.10 |
| All Other | \$474,720 | 0.0% | 3.0% | 0.01 | 1.4% | 0.02 | 3.3% | 0.01 | 0.0% | 1.07 |
| Total Deductions | \$1,376,321,439 | 71.7% | 66.8% | 1.07 | 70.8% | 1.01 | 68.2% | 1.05 | 70.6% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 4.9% | 5.7% | 0.85 | 4.4% | 1.11 | 6.3% | 0.78 | 7.0% | 0.69 |
| Net Gains/Losses as % of Net Income | | 0.0% | N/A | N/A | N/A | N/A | N/A | N/A | 2.2% | 0.02 |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$169,029,383 | 32.0% | 41.8% | 0.77 | 38.5% | 0.83 | 40.1% | 0.80 | 34.3% | 0.93 |
| Supplies & Services | \$307,154,672 | 58.2% | 52.2% | 1.11 | 53.6% | 1.08 | 54.5% | 1.07 | 55.2% | 1.05 |
| Capital Component | \$51,847,847 | 9.8% | 6.0% | 1.64 | 7.9% | 1.25 | 5.4% | 1.82 | 10.5% | 0.93 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 7.6% | 5.7% | 1.34 | 8.7% | 0.87 | 4.7% | 1.62 | 17.0% | 0.45 |
| Total Hospital Net Income (%) | | 7.6% | 3.5% | 2.18 | 7.0% | 1.09 | 2.5% | 3.08 | 17.3% | 0.44 |
| Return on Equity (%) | | 6.9% | 1.4% | 4.87 | 4.4% | 1.59 | 1.7% | 4.08 | 16.1% | 0.43 |
| Current Ratio | | 2.7 | 3.9 | 0.68 | 10.2 | 0.26 | 5.3 | 0.50 | 2.2 | 1.20 |
| Days in Net Patient Accounts Receivable | | 51.8 | 91.7 | 0.57 | 51.6 | 1.00 | 59.1 | 0.88 | 55.4 | 0.94 |
| Average Payment Period | | 43.5 | 91.7 | 0.47 | 35.0 | 1.24 | 47.4 | 0.92 | 63.4 | 0.69 |
| Equity Financing (%) | | 19.5% | 59.1% | 0.33 | 80.3% | 0.24 | 68.4% | 0.28 | 20.0% | 0.97 |
| Long-Term Debt to Equity Ratio | | 2.2 | 0.4 | 5.29 | 0.1 | 31.80 | 0.2 | 9.78 | 2.3 | 0.97 |
| Times Interest Earned | | 8.5 | 5.7 | 1.49 | 7.4 | 1.15 | 5.2 | 1.65 | 16.4 | 0.52 |
| Total Asset Turnover | | 0.9 | 0.4 | 2.18 | 0.6 | 1.43 | 0.7 | 1.29 | 0.9 | 0.98 |
| Average Age of Plant (Years) | | 12.7 | 18.1 | 0.70 | 11.7 | 1.08 | 13.2 | 0.96 | 13.3 | 0.96 |
| Increase (Decrease) Total Net Patient Revenue | | 3.0% | 3.5% | 0.84 | 1.1% | 2.63 | 4.6% | 0.64 | 6.4% | 0.46 |
| Outpatient Gross Revenue (% of Total GPR) | | 63.5% | 66.2% | 0.96 | 66.3% | 0.96 | 61.1% | 1.04 | 63.3% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$17,718 | | \$19,849 | 0.89 | \$15,486 | 1.14 | \$23,038 | 0.77 | \$16,611 | 1.07 |
| Inpatient Net Revenue per Day | \$3,307 | | \$3,697 | 0.89 | \$3,131 | 1.06 | \$3,969 | 0.83 | \$3,327 | 0.99 |
| Outpatient Net Revenue per Visit | \$980 | | \$819 | 1.20 | \$708 | 1.38 | \$910 | 1.08 | \$974 | 1.01 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,919,933,863 | Cash & Cash Equivalents | \$37,595,658 | Current Liabilities | \$57,771,362 |
| Less Deductions | \$1,376,321,439 | Net Patient Receivables | \$77,194,988 | Long-Term Debt | \$270,268,544 |
| Net Patient Revenue | \$543,612,424 | Other Receivables | \$1,125,449 | Other Liabilities | \$177,503,057 |
| Plus Other Revenue | \$27,927,804 | | | Subtotal | \$505,542,963 |
| Total Revenue | \$571,540,228 | Land, Buildings & Equipment (Net) | \$454,984,517 | Unrestricted Fund Balance | \$122,367,179 |
| Less Expenses | \$528,031,902 | Other Assets | \$57,009,530 | Restricted Fund Balance | \$1,476,196 |
| Non-Operating Gains/Losses | \$19,777 | | | Total Liabilities & Fund Balance | \$627,910,142 |
| Net Income | \$43,528,103 | Total Assets | \$627,910,142 | | |

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

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 4 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 28.8% | 60.7% | 0.47 | 54.5% | 0.53 | 42.3% | 0.68 | 32.6% | 0.88 |
| Obstetrics | 26.3% | 37.3% | 0.70 | 24.1% | 0.02 | 19.5% | 1.35 | 34.1% | 0.77 |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 33.2% | 61.9% | 0.54 | 49.9% | 0.66 | 42.5% | 0.78 | 37.0% | 0.90 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 5.5 | 27.3 | 0.20 | 24.1 | 0.23 | 10.3 | 0.53 | 6.2 | 0.88 |
| Obstetrics | 0.5 | 4.7 | 0.11 | 3.8 | 0.14 | 1.2 | 0.43 | 0.7 | 0.77 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 8.3 | 50.5 | 0.16 | 36.8 | 0.23 | 16.0 | 0.52 | 9.2 | 0.90 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.4 | 4.9 | 0.69 | 4.4 | 0.78 | 4.0 | 0.85 | 3.3 | 1.04 |
| Obstetrics | 2.2 | 2.4 | 0.89 | 2.2 | 0.96 | 2.0 | 1.07 | 2.2 | 0.98 |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 1.9 | N/A | 0.0 | N/A |
| Total Hospital | 3.7 | 5.3 | 0.70 | 4.5 | 0.82 | 4.2 | 0.88 | 3.5 | 1.05 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 59 | 990 | 0.06 | 983 | 0.06 | 203 | 0.29 | 100 | 0.59 |
| Outpatient | 1,766 | 4,017 | 0.44 | 5,820 | 0.30 | 2,140 | 0.83 | 1,800 | 0.98 |
| Inpatient as % of All Surgeries | 3.2% | 19.8% | 0.16 | 14.4% | 0.22 | 8.7% | 0.37 | 5.3% | 0.61 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 63,433 | 141,022 | 0.45 | 100,022 | 0.63 | 62,243 | 1.02 | 63,645 | 1.00 |
| Emergency Visits | 11,655 | 17,305 | 0.67 | 15,835 | 0.74 | 12,695 | 0.92 | 11,566 | 1.01 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 3.0 | 18.8 | 0.16 | 12.5 | 0.24 | 8.5 | 0.35 | 5.0 | 0.60 |
| Nurses, Licensed | 57.0 | 234.4 | 0.24 | 175.4 | 0.32 | 102.2 | 0.56 | 58.9 | 0.97 |
| Ancillary Nursing Personnel | 2.9 | 38.1 | 0.08 | 8.4 | 0.35 | 19.1 | 0.15 | 6.4 | 0.45 |
| All Other Personnel | 118.0 | 466.7 | 0.25 | 288.1 | 0.41 | 204.1 | 0.58 | 117.7 | 1.00 |
| Total FTEs | 180.9 | 758.0 | 0.24 | 484.4 | 0.37 | 333.9 | 0.54 | 188.0 | 0.96 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 4.6 | 12.5 | 0.37 | 9.6 | 0.47 | 10.5 | 0.43 | 8.3 | 0.55 |
| Nurses, Licensed | 86.8 | 156.2 | 0.56 | 135.1 | 0.64 | 126.3 | 0.69 | 98.3 | 0.88 |
| Ancillary Nursing Personnel | 4.4 | 25.4 | 0.17 | 6.4 | 0.69 | 23.6 | 0.19 | 10.7 | 0.41 |
| All Other Personnel | 179.6 | 311.0 | 0.58 | 221.8 | 0.81 | 252.2 | 0.71 | 196.4 | 0.91 |
| Total FTEs | 275.3 | 505.0 | 0.55 | 372.9 | 0.74 | 412.6 | 0.67 | 313.8 | 0.88 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|-----|-------------------------|-----|
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 1 | Bassinets | 4 |
| Discharges | 822 | Preferred Provider Organization (PPO) | Yes | Discharges | 17 | Total Births | 97 |
| Inpatient Days | 3,027 | | | Inpatient Days | 243 | Newborn Days | 166 |

142 ThedaCare Medical Center - Waupaca
 Waupaca, WI 54981

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 19 | 585 | 1,997 | 28.8% | 5.5 | 3.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 30 | 338 | 0.0% | 0.9 | 11.3 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 2 | 89 | 192 | 26.3% | 0.5 | 2.2 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 4 | 118 | 500 | 34.2% | 1.4 | 4.2 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 3 | 0 | 3.0 | Surgical Personnel | 2 | 4 | 3.8 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 16 | 4 | 16.9 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 4 | 2 | 5.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 1 | 1.1 |
| Registered Nurses | 47 | 28 | 56.4 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 0 | 2.0 |
| Licensed Practical Nurses | 0 | 1 | 0.6 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 2 | 5 | 2.9 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 11 | 6 | 13.1 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 49 | 24 | 58.8 |
| Pharmacy Personnel | 8 | 0 | 8.0 | | | | |
| Clinical Laboratory Personnel | 8 | 2 | 8.2 | | | | |
| | | | | Total | 154 | 77 | 180.9 |

142 ThedaCare Medical Center - Waupaca

Waupaca, WI 54981

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area ³ | | Volume Group ⁴ | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|----------|----------------------------|----------|---------------------------|----------|------------------|---------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$61,159,738 | 51.0% | 47.3% | 1.08 | 49.2% | 1.04 | 49.6% | 1.03 | 50.6% | 1.01 |
| Medical Assistance | \$14,092,726 | 11.7% | 14.4% | 0.82 | 11.5% | 1.02 | 14.0% | 0.84 | 10.5% | 1.12 |
| Commercial | \$42,500,415 | 35.4% | 32.9% | 1.08 | 35.7% | 0.99 | 32.3% | 1.10 | 36.6% | 0.97 |
| All Other | \$2,210,351 | 1.8% | 5.4% | 0.34 | 3.6% | 0.51 | 4.2% | 0.44 | 2.3% | 0.81 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$39,201,133 | 32.7% | 36.1% | 0.90 | 35.4% | 0.92 | 35.7% | 0.91 | 32.5% | 1.01 |
| Medical Assistance | \$10,176,229 | 8.5% | 11.3% | 0.75 | 9.0% | 0.94 | 10.9% | 0.78 | 7.8% | 1.09 |
| Commercial | \$18,561,252 | 15.5% | 14.8% | 1.05 | 14.6% | 1.06 | 12.5% | 1.23 | 12.6% | 1.22 |
| Charity Care | \$774,232 | 0.6% | 0.7% | 0.89 | 0.6% | 1.01 | 0.8% | 0.80 | 0.7% | 0.97 |
| Bad Debt | \$2,597,246 | 2.2% | 0.9% | 2.47 | 1.3% | 1.68 | 1.2% | 1.76 | 1.4% | 1.57 |
| All Other | \$965,328 | 0.8% | 3.0% | 0.26 | 2.4% | 0.34 | 2.4% | 0.33 | 0.8% | 1.02 |
| Total Deductions | \$72,275,420 | 60.2% | 66.8% | 0.90 | 63.4% | 0.95 | 63.6% | 0.95 | 55.7% | 1.08 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 4.3% | 5.7% | 0.75 | 2.8% | 1.56 | 3.6% | 1.21 | 1.7% | 2.56 |
| Net Gains/Losses as % of Net Income | | N/A | N/A | N/A | 12.3% | N/A | N/A | N/A | 18.7% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$19,755,227 | 43.1% | 41.8% | 1.03 | 36.0% | 1.20 | 45.9% | 0.94 | 47.4% | 0.91 |
| Supplies & Services | \$23,955,268 | 52.2% | 52.2% | 1.00 | 57.6% | 0.91 | 47.4% | 1.10 | 47.4% | 1.10 |
| Capital Component | \$2,142,003 | 4.7% | 6.0% | 0.78 | 6.4% | 0.73 | 6.6% | 0.71 | 5.2% | 0.90 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 8.0% | 5.7% | 1.40 | 13.7% | 0.58 | 9.4% | 0.85 | 14.9% | 0.54 |
| Total Hospital Net Income (%) | | 4.3% | 3.5% | 1.23 | 15.3% | 0.28 | 6.9% | 0.63 | 17.7% | 0.24 |
| Return on Equity (%) | | 4.4% | 1.4% | 3.06 | 10.4% | 0.42 | 3.4% | 1.29 | 19.9% | 0.22 |
| Current Ratio | | -414.4 | 3.9 | N/A | 21.6 | N/A | 12.0 | N/A | 76.5 | N/A |
| Days in Net Patient Accounts Receivable | | 42.0 | 91.7 | 0.46 | 51.2 | 0.82 | 51.1 | 0.82 | 46.8 | 0.90 |
| Average Payment Period | | -0.6 | 91.7 | N/A | 20.4 | N/A | 42.5 | N/A | 3.1 | N/A |
| Equity Financing (%) | | 100.3% | 59.1% | 1.70 | 86.3% | 1.16 | 70.3% | 1.43 | 96.6% | 1.04 |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.1 | N/A | 0.0 | N/A |
| Times Interest Earned | | 0.0 | 5.7 | N/A | 38.3 | N/A | 10.4 | N/A | 0.0 | N/A |
| Total Asset Turnover | | 1.1 | 0.4 | 2.53 | 0.7 | 1.59 | 0.5 | 2.08 | 1.1 | 0.97 |
| Average Age of Plant (Years) | | 13.2 | 18.1 | 0.73 | 8.4 | 1.57 | 11.6 | 1.14 | 11.5 | 1.14 |
| Increase (Decrease) Total Net Patient Revenue | | -2.8% | 3.5% | N/A | 0.5% | N/A | 3.2% | N/A | 11.2% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | | 87.5% | 66.2% | 1.32 | 71.7% | 1.22 | 79.4% | 1.10 | 85.8% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$6,926 | \$19,849 | 0.35 | \$13,523 | 0.51 | \$11,983 | 0.58 | \$6,768 | 1.02 |
| Inpatient Net Revenue per Day | | \$1,754 | \$3,697 | 0.47 | \$2,966 | 0.59 | \$2,623 | 0.67 | \$1,965 | 0.89 |
| Outpatient Net Revenue per Visit | | \$592 | \$819 | 0.72 | \$832 | 0.71 | \$907 | 0.65 | \$585 | 1.01 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$119,963,232 | Cash & Cash Equivalents | \$20,717,065 | Current Liabilities | -\$67,313 |
| Less Deductions | \$72,275,420 | Net Patient Receivables | \$5,488,429 | Long-Term Debt | -\$53,450 |
| Net Patient Revenue | \$47,687,812 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$2,152,576 | | | Subtotal | -\$120,763 |
| Total Revenue | \$49,840,388 | Land, Buildings & Equipment (Net) | \$19,383,321 | Unrestricted Fund Balance | \$47,396,669 |
| Less Expenses | \$45,852,498 | Other Assets | \$1,687,091 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$1,926,270 | | | Total Liabilities & Fund Balance | \$47,275,906 |
| Net Income | \$2,061,620 | Total Assets | \$47,275,906 | | |

143 SSM Health Waupun Memorial Hospital
 620 W Brown Street
 Waupun, WI 53963
 920-324-5581

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 1 | | Volume Group 3 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 32.3% | 60.7% | 0.53 | 61.3% | 0.53 | 37.9% | 0.85 | 29.7% | 1.09 |
| Obstetrics | 20.4% | 37.3% | 0.55 | 37.3% | 0.02 | 18.2% | 1.12 | 35.1% | 0.58 |
| Pediatrics | 0.0% | 67.4% | N/A | 60.8% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 24.6% | 61.9% | 0.40 | 62.3% | 0.39 | 39.7% | 0.62 | 28.5% | 0.86 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 4.5 | 27.3 | 0.17 | 26.4 | 0.17 | 6.8 | 0.67 | 5.3 | 0.85 |
| Obstetrics | 0.8 | 4.7 | 0.17 | 4.3 | 0.19 | 0.9 | 0.95 | 1.4 | 0.58 |
| Pediatrics | 0.0 | 1.7 | N/A | 2.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 5.4 | 50.5 | 0.11 | 54.9 | 0.10 | 9.8 | 0.55 | 7.1 | 0.76 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 2.2 | 4.9 | 0.44 | 4.9 | 0.44 | 3.7 | 0.58 | 3.9 | 0.56 |
| Obstetrics | 2.2 | 2.4 | 0.90 | 2.5 | 0.86 | 2.1 | 1.03 | 2.2 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 2.6 | 5.3 | 0.49 | 5.2 | 0.51 | 4.0 | 0.66 | 3.2 | 0.81 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 146 | 990 | 0.15 | 894 | 0.16 | 203 | 0.72 | 175 | 0.83 |
| Outpatient | 1,226 | 4,017 | 0.31 | 4,062 | 0.30 | 1,593 | 0.77 | 2,128 | 0.58 |
| Inpatient as % of All Surgeries | 10.6% | 19.8% | 0.54 | 18.0% | 0.59 | 11.3% | 0.94 | 7.6% | 1.40 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 59,410 | 141,022 | 0.42 | 182,049 | 0.33 | 64,671 | 0.92 | 62,928 | 0.94 |
| Emergency Visits | 11,396 | 17,305 | 0.66 | 17,809 | 0.64 | 8,798 | 1.30 | 10,054 | 1.13 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.8 | 18.8 | 0.04 | 18.6 | 0.04 | 11.5 | 0.07 | 1.0 | 0.81 |
| Nurses, Licensed | 96.4 | 234.4 | 0.41 | 274.7 | 0.35 | 81.9 | 1.18 | 85.4 | 1.13 |
| Ancillary Nursing Personnel | 0.0 | 38.1 | N/A | 35.1 | N/A | 11.6 | N/A | 0.0 | N/A |
| All Other Personnel | 122.2 | 466.7 | 0.26 | 644.0 | 0.19 | 181.7 | 0.67 | 114.2 | 1.07 |
| Total FTEs | 219.4 | 758.0 | 0.29 | 972.4 | 0.23 | 286.7 | 0.77 | 200.6 | 1.09 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 1.6 | 12.5 | 0.13 | 12.1 | 0.13 | 21.8 | 0.07 | 3.1 | 0.51 |
| Nurses, Licensed | 188.5 | 156.2 | 1.21 | 178.7 | 1.06 | 155.9 | 1.21 | 263.6 | 0.72 |
| Ancillary Nursing Personnel | 0.0 | 25.4 | N/A | 22.9 | N/A | 22.0 | N/A | 0.0 | N/A |
| All Other Personnel | 239.0 | 311.0 | 0.77 | 418.9 | 0.57 | 345.9 | 0.69 | 352.4 | 0.68 |
| Total FTEs | 429.2 | 505.0 | 0.85 | 632.6 | 0.68 | 545.6 | 0.79 | 619.1 | 0.69 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-------|---------------------------------------|-----|---------------------------------------|----|-------------------------|-----|
| Beds Set Up & Staffed | 22 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 755 | Preferred Provider Organization (PPO) | Yes | Discharges | 5 | Total Births | 149 |
| Inpatient Days | 1,974 | | | Inpatient Days | 49 | Newborn Days | 172 |

143 SSM Health Waupun Memorial Hospital
 Waupun, WI 53963

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 14 | 760 | 1,652 | 32.3% | 4.5 | 2.2 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 1 | 4 | 9 | 24 | 0.0% | 0.1 | 2.7 |
| Pediatric, acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 4 | 137 | 298 | 20.4% | 0.8 | 2.2 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 0 | 1 | 0.8 | Surgical Personnel | 1 | 4 | 4.0 |
| Physicians & Dentists | 3 | 6 | 6.1 | Radiological Services Personnel | 7 | 11 | 15.6 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 2 | 3.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 2 | 2.0 |
| Registered Nurses | 29 | 74 | 90.6 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 4 | 0 | 4.0 |
| Licensed Practical Nurses | 0 | 2 | 0.2 | Physical Therapy Assistants/Aides | 0 | 1 | 0.1 |
| Ancillary Nursing Personnel | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 1 | 2.3 |
| Nurse Practitioners | 2 | 0 | 2.0 | Psychologists | 0 | 2 | 2.0 |
| Certified Registered Nurse Anesthetists | 3 | 1 | 3.6 | Social Workers | 0 | 2 | 2.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 8 | 39 | 36.6 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 20 | 31 | 39.1 |
| Pharmacy Personnel | 1 | 2 | 1.8 | | | | |
| Clinical Laboratory Personnel | 0 | 0 | 0.0 | | | | |
| | | | | Total | 80 | 185 | 219.4 |

143 SSM Health Waupun Memorial Hospital

Waupun, WI 53963

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|--------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$69,937,935 | 48.5% | 47.3% | 1.03 | 42.3% | 1.15 | 48.7% | 1.00 | 45.6% | 1.06 |
| Medical Assistance | \$14,841,094 | 10.3% | 14.4% | 0.72 | 12.2% | 0.84 | 12.5% | 0.83 | 10.6% | 0.97 |
| Commercial | \$56,225,019 | 39.0% | 32.9% | 1.18 | 36.7% | 1.06 | 35.0% | 1.11 | 41.9% | 0.93 |
| All Other | \$3,196,195 | 2.2% | 5.4% | 0.41 | 8.8% | 0.25 | 3.9% | 0.57 | 1.9% | 1.15 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$48,204,217 | 33.4% | 36.1% | 0.93 | 32.5% | 1.03 | 31.8% | 1.05 | 33.1% | 1.01 |
| Medical Assistance | \$10,310,378 | 7.2% | 11.3% | 0.63 | 9.6% | 0.74 | 9.0% | 0.80 | 7.8% | 0.91 |
| Commercial | \$25,087,261 | 17.4% | 14.8% | 1.18 | 18.5% | 0.94 | 14.1% | 1.23 | 17.0% | 1.02 |
| Charity Care | \$536,770 | 0.4% | 0.7% | 0.51 | 0.6% | 0.62 | 0.7% | 0.55 | 0.2% | 1.69 |
| Bad Debt | \$2,684,438 | 1.9% | 0.9% | 2.13 | 0.9% | 1.98 | 1.2% | 1.53 | 1.7% | 1.09 |
| All Other | \$1,114,307 | 0.8% | 3.0% | 0.25 | 4.8% | 0.16 | 2.5% | 0.31 | 0.7% | 1.04 |
| Total Deductions | \$87,937,371 | 61.0% | 66.8% | 0.91 | 67.0% | 0.91 | 59.2% | 1.03 | 60.6% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.9% | 5.7% | 0.16 | 4.8% | 0.19 | 6.5% | 0.14 | 2.9% | 0.30 | |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | 5,067.6% | N/A | N/A | N/A | N/A | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$36,475,342 | 59.0% | 41.8% | 1.41 | 43.9% | 1.34 | 49.3% | 1.20 | 47.3% | 1.25 |
| Supplies & Services | \$21,770,310 | 35.2% | 52.2% | 0.67 | 48.8% | 0.72 | 43.7% | 0.81 | 44.8% | 0.79 |
| Capital Component | \$3,598,844 | 5.8% | 6.0% | 0.97 | 7.3% | 0.80 | 7.0% | 0.83 | 7.9% | 0.74 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -8.9% | 5.7% | N/A | 4.7% | N/A | 5.9% | N/A | 22.7% | N/A | |
| Total Hospital Net Income (%) | -8.9% | 3.5% | N/A | -0.1% | 90.19 | 2.8% | N/A | 22.7% | N/A | |
| Return on Equity (%) | -6.0% | 1.4% | N/A | 0.0% | 142.86 | 0.7% | N/A | 30.4% | N/A | |
| Current Ratio | 20.3 | 3.9 | 5.22 | 3.2 | 6.26 | 2.6 | 7.84 | 1.1 | 18.28 | |
| Days in Net Patient Accounts Receivable | 32.0 | 91.7 | 0.35 | 71.6 | 0.45 | 148.9 | 0.21 | 19.6 | 1.63 | |
| Average Payment Period | 15.8 | 91.7 | 0.17 | 90.2 | 0.18 | 167.7 | 0.09 | 65.0 | 0.24 | |
| Equity Financing (%) | 97.0% | 59.1% | 1.64 | 50.6% | 1.92 | 55.3% | 1.75 | 172.1% | 0.56 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.5 | N/A | 0.6 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 0.9 | N/A | 5.2 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 0.7 | 0.4 | 1.61 | 0.4 | 1.51 | 0.3 | 2.49 | 1.3 | 0.50 | |
| Average Age of Plant (Years) | 4.8 | 18.1 | 0.27 | 15.8 | 0.31 | 22.7 | 0.21 | 4.0 | 1.21 | |
| Increase (Decrease) Total Net Patient Revenue | 1.4% | 3.5% | 0.39 | 5.2% | 0.26 | 5.0% | 0.27 | 34.9% | 0.04 | |
| Outpatient Gross Revenue (% of Total GPR) | 86.3% | 66.2% | 1.30 | 63.7% | 1.35 | 81.3% | 1.06 | 76.4% | 1.13 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,172 | \$19,849 | 0.61 | \$21,625 | 0.56 | \$15,118 | 0.81 | \$20,672 | 0.59 | |
| Inpatient Net Revenue per Day | \$3,557 | \$3,697 | 0.96 | \$4,090 | 0.87 | \$3,557 | 1.00 | \$5,918 | 0.60 | |
| Outpatient Net Revenue per Visit | \$702 | \$819 | 0.86 | \$759 | 0.92 | \$717 | 0.98 | \$564 | 1.24 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$144,200,241 | Cash & Cash Equivalents | \$0 | Current Liabilities | \$2,541,416 |
| Less Deductions | \$87,937,371 | Net Patient Receivables | \$4,932,135 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$56,262,870 | Other Receivables | \$292,465 | Other Liabilities | -\$16,170 |
| Plus Other Revenue | \$507,064 | | | Subtotal | \$2,525,246 |
| Total Revenue | \$56,769,933 | Land, Buildings & Equipment (Net) | \$32,643,373 | Unrestricted Fund Balance | \$81,971,042 |
| Less Expenses | \$61,844,496 | Other Assets | \$46,628,315 | Restricted Fund Balance | \$305,454 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$84,496,288 | Total Liabilities & Fund Balance | \$84,496,288 |
| Net Income | -\$5,074,563 | | | | |

145 Aspirus Wausau Hospital
 333 Pine Ridge Boulevard
 Wausau, WI 54401
 715-847-2121

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

County: Marathon
 Analysis Area: North Central (6)
 Volume Group: 7

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 45.2% | 60.7% | 0.74 | 55.2% | 0.82 | 74.8% | 0.60 | 66.2% | 0.68 |
| Obstetrics | 46.3% | 37.3% | 1.24 | 32.6% | 0.30 | 51.0% | 0.91 | 35.6% | 1.30 |
| Pediatrics | 97.1% | 67.4% | 1.44 | 86.7% | 1.12 | 58.9% | 1.65 | 72.2% | 1.34 |
| Total Hospital | 66.9% | 61.9% | 1.08 | 62.1% | 1.08 | 73.0% | 0.92 | 61.4% | 1.09 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 19.9 | 27.3 | 0.73 | 17.1 | 1.16 | 108.7 | 0.18 | 57.6 | 0.35 |
| Obstetrics | 9.7 | 4.7 | 2.05 | 3.0 | 3.21 | 14.4 | 0.68 | 9.6 | 1.01 |
| Pediatrics | 34.9 | 1.7 | 20.19 | 3.2 | 10.85 | 5.5 | 20.19 | 30.3 | 1.15 |
| Total Hospital | 204.8 | 50.5 | 4.06 | 38.1 | 5.37 | 214.4 | 0.96 | 194.2 | 1.05 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.4 | 4.9 | 1.09 | 5.2 | 1.02 | 5.4 | 1.00 | 3.9 | 1.37 |
| Obstetrics | 1.3 | 2.4 | 0.54 | 1.8 | 0.71 | 2.5 | 0.52 | 1.9 | 0.70 |
| Pediatrics | 6.9 | 4.0 | 1.73 | 5.4 | 1.28 | 4.6 | 1.52 | 5.0 | 1.39 |
| Total Hospital | 5.4 | 5.3 | 1.03 | 5.3 | 1.03 | 5.8 | 0.93 | 5.0 | 1.09 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 7,171 | 990 | 7.25 | 1,159 | 6.19 | 3,804 | 1.89 | 6,176 | 1.16 |
| Outpatient | 12,232 | 4,017 | 3.05 | 4,194 | 2.92 | 11,772 | 1.04 | 11,076 | 1.10 |
| Inpatient as % of All Surgeries | 37.0% | 19.8% | 1.87 | 21.6% | 1.71 | 24.4% | 1.51 | 35.8% | 1.03 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 205,682 | 141,022 | 1.46 | 96,566 | 2.13 | 460,116 | 0.45 | 212,589 | 0.97 |
| Emergency Visits | 35,888 | 17,305 | 2.07 | 13,569 | 2.64 | 43,288 | 0.83 | 32,086 | 1.12 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 110.9 | 18.8 | 5.91 | 19.9 | 5.57 | 61.8 | 1.79 | 135.8 | 0.82 |
| Nurses, Licensed | 648.1 | 234.4 | 2.76 | 195.2 | 3.32 | 855.9 | 0.76 | 688.8 | 0.94 |
| Ancillary Nursing Personnel | 219.7 | 38.1 | 5.77 | 37.3 | 5.89 | 143.5 | 1.53 | 218.9 | 1.00 |
| All Other Personnel | 1,007.3 | 466.7 | 2.16 | 374.4 | 2.69 | 1,747.7 | 0.58 | 1,111.4 | 0.91 |
| Total FTEs | 1,986.0 | 758.0 | 2.62 | 626.9 | 3.17 | 2,808.9 | 0.71 | 2,154.8 | 0.92 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 21.3 | 12.5 | 1.71 | 14.6 | 1.46 | 11.2 | 1.90 | 29.6 | 0.72 |
| Nurses, Licensed | 124.6 | 156.2 | 0.80 | 143.7 | 0.87 | 155.4 | 0.80 | 150.1 | 0.83 |
| Ancillary Nursing Personnel | 42.3 | 25.4 | 1.67 | 27.5 | 1.54 | 26.1 | 1.62 | 47.7 | 0.89 |
| All Other Personnel | 193.7 | 311.0 | 0.62 | 275.6 | 0.70 | 317.4 | 0.61 | 242.3 | 0.80 |
| Total FTEs | 381.9 | 505.0 | 0.76 | 461.4 | 0.83 | 510.1 | 0.75 | 469.7 | 0.81 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 306 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 21 |
| Discharges | 13,792 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 1,101 |
| Inpatient Days | 74,737 | | | Inpatient Days | 0 | Newborn Days | 2,895 |

145 Aspirus Wausau Hospital
Wausau, WI 54401

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 44 | 1,356 | 7,259 | 45.2% | 19.9 | 5.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 1 | 12 | 336 | 3,920 | 89.5% | 10.7 | 11.7 |
| Hospice | 1 | 10 | 550 | 6,667 | 182.7% | 18.3 | 12.1 |
| Acute Long-Term Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 1 | 136 | 8,719 | 33,311 | 0.0% | 91.3 | 3.8 |
| Pediatric, acute | 1 | 36 | 1,836 | 12,753 | 97.1% | 34.9 | 6.9 |
| Obstetrics | 1 | 21 | 2,714 | 3,550 | 46.3% | 9.7 | 1.3 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 16 | 420 | 2,300 | 39.4% | 6.3 | 5.5 |
| Cardiac Intensive Unit | 1 | 12 | 383 | 1,447 | 33.0% | 4.0 | 3.8 |
| Pediatric Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 19 | 289 | 3,530 | 50.9% | 9.7 | 12.2 |
| Other Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 99 | 3 | 110.9 | Surgical Personnel | 19 | 39 | 68.4 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 58 | 53 | 131.3 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 17 | 22 | 35.4 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 16 | 7 | 24.0 |
| Registered Nurses | 236 | 347 | 639.6 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 15 | 6 | 18.8 |
| Licensed Practical Nurses | 0 | 9 | 8.5 | Physical Therapy Assistants/Aides | 3 | 6 | 7.8 |
| Ancillary Nursing Personnel | 77 | 238 | 219.7 | Recreational Therapists | 2 | 3 | 6.3 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 6 | 4.5 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 40 | 87 | 143.2 |
| Health Info Mgmt-Administrators/Technicians | 7 | 2 | 10.8 | All Other Personnel | 201 | 189 | 347.8 |
| Pharmacy Personnel | 42 | 29 | 66.5 | | | | |
| Clinical Laboratory Personnel | 51 | 37 | 98.0 | | | | |
| | | | | Total | 893 | 1,110 | 1,986.0 |

145 Aspirus Wausau Hospital

Wausau, WI 54401

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|-----------------|-------------------|----------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$898,097,658 | 50.2% | 47.3% | 1.06 | 50.9% | 0.99 | 47.4% | 1.06 | 50.5% | 0.99 |
| Medical Assistance | \$218,747,576 | 12.2% | 14.4% | 0.85 | 13.5% | 0.91 | 13.1% | 0.93 | 11.2% | 1.09 |
| Commercial | \$551,881,573 | 30.8% | 32.9% | 0.94 | 29.7% | 1.04 | 33.3% | 0.93 | 31.8% | 0.97 |
| All Other | \$121,631,693 | 6.8% | 5.4% | 1.25 | 5.9% | 1.15 | 6.2% | 1.09 | 6.5% | 1.05 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$685,284,381 | 38.3% | 36.1% | 1.06 | 36.5% | 1.05 | 37.0% | 1.03 | 37.3% | 1.02 |
| Medical Assistance | \$184,382,588 | 10.3% | 11.3% | 0.91 | 10.6% | 0.97 | 10.4% | 0.99 | 9.4% | 1.09 |
| Commercial | \$198,524,572 | 11.1% | 14.8% | 0.75 | 9.7% | 1.14 | 15.9% | 0.70 | 10.8% | 1.03 |
| Charity Care | \$10,717,212 | 0.6% | 0.7% | 0.82 | 0.6% | 0.96 | 0.7% | 0.80 | 0.5% | 1.10 |
| Bad Debt | \$3,751,259 | 0.2% | 0.9% | 0.24 | 0.6% | 0.35 | 0.8% | 0.28 | 0.4% | 0.57 |
| All Other | \$62,156,742 | 3.5% | 3.0% | 1.14 | 3.8% | 0.90 | 3.3% | 1.06 | 4.3% | 0.81 |
| Total Deductions | \$1,144,816,754 | 63.9% | 66.8% | 0.96 | 62.0% | 1.03 | 68.2% | 0.94 | 62.8% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 5.3% | 5.7% | 0.92 | 3.6% | 1.46 | 6.3% | 0.84 | 6.5% | 0.81 |
| Net Gains/Losses as % of Net Income | | N/A | N/A | N/A | 210.1% | N/A | N/A | N/A | 40.1% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$225,105,663 | 35.9% | 41.8% | 0.86 | 40.5% | 0.89 | 40.1% | 0.89 | 38.1% | 0.94 |
| Supplies & Services | \$370,066,578 | 58.9% | 52.2% | 1.13 | 55.0% | 1.07 | 54.5% | 1.08 | 56.4% | 1.04 |
| Capital Component | \$32,713,331 | 5.2% | 6.0% | 0.87 | 4.5% | 1.15 | 5.4% | 0.96 | 5.5% | 0.95 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | | 7.9% | 5.7% | 1.38 | 1.2% | 6.54 | 4.7% | 1.68 | 12.6% | 0.63 |
| Total Hospital Net Income (%) | | 3.9% | 3.5% | 1.11 | -1.1% | N/A | 2.5% | 1.57 | 19.4% | 0.20 |
| Return on Equity (%) | | 4.0% | 1.4% | 2.84 | -0.3% | N/A | 1.7% | 2.38 | 20.9% | 0.19 |
| Current Ratio | | 3.0 | 3.9 | 0.78 | 1.8 | 1.68 | 5.3 | 0.57 | 2.3 | 1.30 |
| Days in Net Patient Accounts Receivable | | 62.8 | 91.7 | 0.69 | 167.5 | 0.38 | 59.1 | 1.06 | 51.1 | 1.23 |
| Average Payment Period | | 37.2 | 91.7 | 0.41 | 183.9 | 0.20 | 47.4 | 0.79 | 57.1 | 0.65 |
| Equity Financing (%) | | 63.2% | 59.1% | 1.07 | 42.4% | 1.49 | 68.4% | 0.92 | 65.8% | 0.96 |
| Long-Term Debt to Equity Ratio | | 0.4 | 0.4 | 0.96 | 1.0 | 0.40 | 0.2 | 1.77 | 0.3 | 1.56 |
| Times Interest Earned | | 7.7 | 5.7 | 1.35 | -1.5 | N/A | 5.2 | 1.50 | 43.9 | 0.18 |
| Total Asset Turnover | | 1.1 | 0.4 | 2.62 | 0.3 | 4.26 | 0.7 | 1.55 | 1.0 | 1.10 |
| Average Age of Plant (Years) | | 11.6 | 18.1 | 0.64 | 31.9 | 0.36 | 13.2 | 0.88 | 11.4 | 1.02 |
| Increase (Decrease) Total Net Patient Revenue | | 6.5% | 3.5% | 1.84 | 7.4% | 0.88 | 4.6% | 1.42 | 12.7% | 0.51 |
| Outpatient Gross Revenue (% of Total GPR) | | 59.2% | 66.2% | 0.89 | 71.7% | 0.83 | 61.1% | 0.97 | 58.0% | 1.02 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$19,004 | | \$19,849 | 0.96 | \$17,658 | 1.08 | \$23,038 | 0.82 | \$17,643 | 1.08 |
| Inpatient Net Revenue per Day | \$3,386 | | \$3,697 | 0.92 | \$3,312 | 1.02 | \$3,969 | 0.85 | \$3,569 | 0.95 |
| Outpatient Net Revenue per Visit | \$1,603 | | \$819 | 1.96 | \$1,126 | 1.42 | \$910 | 1.76 | \$1,475 | 1.09 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$1,790,358,500 | Cash & Cash Equivalents | \$11,411,878 | Current Liabilities | \$61,529,931 |
| Less Deductions | \$1,144,816,754 | Net Patient Receivables | \$111,121,734 | Long-Term Debt | \$157,517,799 |
| Net Patient Revenue | \$645,541,746 | Other Receivables | \$0 | Other Liabilities | \$10,877,809 |
| Plus Other Revenue | \$36,084,798 | | | Subtotal | \$229,925,539 |
| Total Revenue | \$681,626,544 | Land, Buildings & Equipment (Net) | \$263,315,647 | Unrestricted Fund Balance | \$394,679,149 |
| Less Expenses | \$627,885,572 | Other Assets | \$238,755,429 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$28,466,026 | | | Total Liabilities & Fund Balance | \$624,604,688 |
| Net Income | \$25,274,946 | Total Assets | \$624,604,688 | | |

150 Aurora West Allis Medical Center
 8901 W Lincoln Avenue
 West Allis, WI 53227
 414-328-6000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2B | | Volume Group 7 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 57.2% | 60.7% | 0.94 | 71.4% | 0.80 | 74.8% | 0.76 | 53.3% | 1.07 |
| Obstetrics | 51.2% | 37.3% | 1.37 | 47.6% | 0.59 | 51.0% | 1.00 | 46.4% | 1.11 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.4% | N/A | 58.9% | N/A | 0.0% | N/A |
| Total Hospital | 57.4% | 61.9% | 0.93 | 72.8% | 0.79 | 73.0% | 0.79 | 53.2% | 1.08 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 52.0 | 27.3 | 1.91 | 107.8 | 0.48 | 108.7 | 0.48 | 48.5 | 1.07 |
| Obstetrics | 28.2 | 4.7 | 5.94 | 17.5 | 1.61 | 14.4 | 1.96 | 25.5 | 1.11 |
| Pediatrics | 0.0 | 1.7 | N/A | 9.0 | N/A | 5.5 | N/A | 0.0 | N/A |
| Total Hospital | 126.3 | 50.5 | 2.50 | 161.9 | 0.78 | 214.4 | 0.59 | 117.1 | 1.08 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.5 | 4.9 | 0.91 | 5.8 | 0.77 | 5.4 | 0.83 | 4.7 | 0.95 |
| Obstetrics | 2.8 | 2.4 | 1.15 | 2.6 | 1.04 | 2.5 | 1.09 | 2.6 | 1.07 |
| Pediatrics | 0.0 | 4.0 | N/A | 3.6 | N/A | 4.6 | N/A | 0.0 | N/A |
| Total Hospital | 5.3 | 5.3 | 0.99 | 6.4 | 0.82 | 5.8 | 0.90 | 4.1 | 1.27 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 2,721 | 990 | 2.75 | 2,650 | 1.03 | 3,804 | 0.72 | 2,087 | 1.30 |
| Outpatient | 4,682 | 4,017 | 1.17 | 4,920 | 0.95 | 11,772 | 0.40 | 5,473 | 0.86 |
| Inpatient as % of All Surgeries | 36.8% | 19.8% | 1.86 | 35.0% | 1.05 | 24.4% | 1.51 | 27.6% | 1.33 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 111,833 | 141,022 | 0.79 | 243,526 | 0.46 | 460,116 | 0.24 | 169,420 | 0.66 |
| Emergency Visits | 38,720 | 17,305 | 2.24 | 38,698 | 1.00 | 43,288 | 0.89 | 36,703 | 1.05 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 26.0 | 18.8 | 1.39 | 51.9 | 0.50 | 61.8 | 0.42 | 22.0 | 1.18 |
| Nurses, Licensed | 472.6 | 234.4 | 2.02 | 603.9 | 0.78 | 855.9 | 0.55 | 557.5 | 0.85 |
| Ancillary Nursing Personnel | 137.2 | 38.1 | 3.60 | 132.7 | 1.03 | 143.5 | 0.96 | 149.9 | 0.92 |
| All Other Personnel | 1,382.5 | 466.7 | 2.96 | 1,090.5 | 1.27 | 1,747.7 | 0.79 | 1,469.5 | 0.94 |
| Total FTEs | 2,018.3 | 758.0 | 2.66 | 1,879.0 | 1.07 | 2,808.9 | 0.72 | 2,198.9 | 0.92 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 9.4 | 12.5 | 0.75 | 14.6 | 0.64 | 11.2 | 0.84 | 6.9 | 1.37 |
| Nurses, Licensed | 170.6 | 156.2 | 1.09 | 169.6 | 1.01 | 155.4 | 1.10 | 173.9 | 0.98 |
| Ancillary Nursing Personnel | 49.5 | 25.4 | 1.95 | 37.3 | 1.33 | 26.1 | 1.90 | 46.8 | 1.06 |
| All Other Personnel | 498.9 | 311.0 | 1.60 | 306.3 | 1.63 | 317.4 | 1.57 | 458.5 | 1.09 |
| Total FTEs | 728.4 | 505.0 | 1.44 | 527.8 | 1.38 | 510.1 | 1.43 | 686.0 | 1.06 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-------|
| Beds Set Up & Staffed | 220 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 37 |
| Discharges | 8,780 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 3,484 |
| Inpatient Days | 46,099 | | | Inpatient Days | 0 | Newborn Days | 6,641 |

150 Aurora West Allis Medical Center
West Allis, WI 53227

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 91 | 4,255 | 18,983 | 57.2% | 52.0 | 4.5 |
| Orthopedic | 1 | 35 | 1,558 | 6,336 | 49.6% | 17.4 | 4.1 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 55 | 3,724 | 10,287 | 51.2% | 28.2 | 2.8 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 16 | 365 | 4,075 | 69.8% | 11.2 | 11.2 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 1 | 23 | 358 | 6,418 | 76.5% | 17.6 | 17.9 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|----------------|
| Administrators/Assistant Administrators | 26 | 0 | 26.0 | Surgical Personnel | 42 | 18 | 51.0 |
| Physicians & Dentists | 103 | 22 | 110.0 | Radiological Services Personnel | 58 | 32 | 75.7 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 13 | 4 | 14.1 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 8 | 12 | 13.8 |
| Registered Nurses | 342 | 183 | 418.8 | Occupational Therapy Assistants/Aides | 1 | 1 | 1.0 |
| Certified Nurse Midwives | 6 | 2 | 7.2 | Physical Therapists | 17 | 12 | 21.9 |
| Licensed Practical Nurses | 8 | 4 | 10.1 | Physical Therapy Assistants/Aides | 7 | 13 | 9.5 |
| Ancillary Nursing Personnel | 85 | 140 | 137.2 | Recreational Therapists | 0 | 2 | 0.5 |
| Physician Assistants | 12 | 1 | 12.6 | Dietitians & Nutritionists | 4 | 3 | 5.6 |
| Nurse Practitioners | 23 | 6 | 26.7 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 5 | 0 | 5.0 | Social Workers | 6 | 9 | 10.5 |
| Clinical Nurse Specialists | 3 | 3 | 5.0 | All Other Health Professionals | 88 | 43 | 101.8 |
| Health Info Mgmt-Administrators/Technicians | 21 | 4 | 23.0 | All Other Personnel | 436 | 133 | 493.0 |
| Pharmacy Personnel | 36 | 17 | 42.2 | | | | |
| Clinical Laboratory Personnel | 283 | 109 | 326.8 | | | | |
| | | | | Total | 1,692 | 796 | 2,018.3 |

150 Aurora West Allis Medical Center

West Allis, WI 53227

| | | | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|----------|-------------------|-------|---------------|-------------|--------------|------------|------------------|---------|-------|
| Selected Financial Statistics | | | FY 2022 | Value | Ratio | 2B Value | Ratio | 7 Value | Ratio | FY 2021 | Ratio |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | | |
| Medicare | \$476,110,650 | 43.2% | 47.3% | 0.91 | 45.8% | 0.94 | 47.4% | 0.91 | 41.2% | 1.05 | |
| Medical Assistance | \$209,331,153 | 19.0% | 14.4% | 1.32 | 21.1% | 0.90 | 13.1% | 1.45 | 18.2% | 1.04 | |
| Commercial | \$383,456,985 | 34.8% | 32.9% | 1.06 | 29.3% | 1.18 | 33.3% | 1.04 | 37.3% | 0.93 | |
| All Other | \$34,333,735 | 3.1% | 5.4% | 0.57 | 3.8% | 0.82 | 6.2% | 0.50 | 3.4% | 0.92 | |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | | |
| Medicare | \$404,725,715 | 36.7% | 36.1% | 1.02 | 36.9% | 0.99 | 37.0% | 0.99 | 34.5% | 1.06 | |
| Medical Assistance | \$168,365,452 | 15.3% | 11.3% | 1.35 | 16.3% | 0.94 | 10.4% | 1.46 | 14.5% | 1.05 | |
| Commercial | \$197,830,629 | 17.9% | 14.8% | 1.21 | 14.0% | 1.28 | 15.9% | 1.12 | 19.0% | 0.94 | |
| Charity Care | \$10,984,260 | 1.0% | 0.7% | 1.37 | 0.9% | 1.10 | 0.7% | 1.33 | 1.0% | 1.03 | |
| Bad Debt | \$9,100,586 | 0.8% | 0.9% | 0.94 | 0.8% | 1.05 | 0.8% | 1.09 | 1.4% | 0.60 | |
| All Other | \$17,197,482 | 1.6% | 3.0% | 0.51 | 1.4% | 1.14 | 3.3% | 0.47 | 1.4% | 1.10 | |
| Total Deductions | \$808,204,124 | 73.3% | 66.8% | 1.10 | 70.2% | 1.04 | 68.2% | 1.07 | 71.8% | 1.02 | |
| Other Revenue & Net Gains or Losses | | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 2.4% | 5.7% | 0.42 | 4.9% | 0.50 | 6.3% | 0.39 | 1.9% | 1.30 | |
| Net Gains/Losses as % of Net Income | | 0.1% | N/A | N/A | N/A | N/A | N/A | N/A | 0.1% | 0.45 | |
| Expenses as % of Total Expenses | | | | | | | | | | | |
| Salary/Fringe Benefits | \$109,241,332 | 42.1% | 41.8% | 1.01 | 35.0% | 1.21 | 40.1% | 1.05 | 41.8% | 1.01 | |
| Supplies & Services | \$136,802,065 | 52.8% | 52.2% | 1.01 | 59.6% | 0.89 | 54.5% | 0.97 | 52.4% | 1.01 | |
| Capital Component | \$13,174,894 | 5.1% | 6.0% | 0.85 | 5.5% | 0.93 | 5.4% | 0.94 | 5.8% | 0.88 | |
| Fiscal Statistics | | | | | | | | | | | |
| Operating Margin (%) | | 14.3% | 5.7% | 2.50 | 7.7% | 1.85 | 4.7% | 3.04 | 22.6% | 0.63 | |
| Total Hospital Net Income (%) | | 14.3% | 3.5% | 4.09 | 6.7% | 2.12 | 2.5% | 5.78 | 22.7% | 0.63 | |
| Return on Equity (%) | | 3.8% | 1.4% | 2.65 | 4.5% | 0.84 | 1.7% | 2.21 | 6.4% | 0.59 | |
| Current Ratio | | 53.7 | 3.9 | 13.82 | 9.7 | 5.51 | 5.3 | 10.17 | 38.3 | 1.40 | |
| Days in Net Patient Accounts Receivable | | 54.5 | 91.7 | 0.59 | 56.6 | 0.96 | 59.1 | 0.92 | 59.3 | 0.92 | |
| Average Payment Period | | 28.9 | 91.7 | 0.31 | 36.1 | 0.80 | 47.4 | 0.61 | 41.8 | 0.69 | |
| Equity Financing (%) | | 95.6% | 59.1% | 1.62 | 84.2% | 1.14 | 68.4% | 1.40 | 97.5% | 0.98 | |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.2 | N/A | 0.0 | N/A | |
| Times Interest Earned | | 22.9 | 5.7 | 4.00 | 10.0 | 2.28 | 5.2 | 4.43 | 30.1 | 0.76 | |
| Total Asset Turnover | | 0.3 | 0.4 | 0.63 | 0.7 | 0.39 | 0.7 | 0.37 | 0.3 | 0.93 | |
| Average Age of Plant (Years) | | 16.9 | 18.1 | 0.93 | 12.6 | 1.34 | 13.2 | 1.28 | 15.9 | 1.06 | |
| Increase (Decrease) Total Net Patient Revenue | | -1.4% | 3.5% | N/A | 4.5% | N/A | 4.6% | N/A | 12.7% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | | 60.4% | 66.2% | 0.91 | 54.4% | 1.11 | 61.1% | 0.99 | 58.8% | 1.03 | |
| Net Revenue Statistics | | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | | \$15,644 | \$19,849 | 0.79 | \$27,619 | 0.57 | \$23,038 | 0.68 | \$13,817 | 1.13 | |
| Inpatient Net Revenue per Day | | \$3,428 | \$3,697 | 0.93 | \$4,320 | 0.79 | \$3,969 | 0.86 | \$2,962 | 1.16 | |
| Outpatient Net Revenue per Visit | | \$1,108 | \$819 | 1.35 | \$896 | 1.24 | \$910 | 1.22 | \$831 | 1.33 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|-----------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$1,103,232,523 | Cash & Cash Equivalents | \$974,783,493 | Current Liabilities | \$19,682,821 |
| Less Deductions | \$808,204,124 | Net Patient Receivables | \$44,013,798 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$295,028,399 | Other Receivables | \$429,881 | Other Liabilities | \$31,245,094 |
| Plus Other Revenue | \$7,367,691 | | | Subtotal | \$50,927,915 |
| Total Revenue | \$302,396,091 | Land, Buildings & Equipment (Net) | \$88,361,644 | | |
| Less Expenses | \$259,218,291 | Other Assets | \$40,138,552 | Unrestricted Fund Balance | \$1,096,799,452 |
| Non-Operating Gains/Losses | \$27,070 | | | Restricted Fund Balance | \$0 |
| Net Income | \$43,204,870 | Total Assets | \$1,147,727,368 | Total Liabilities & Fund Balance | \$1,147,727,367 |

151 Froedtert West Bend Hospital
 3200 Pleasant Valley Road
 West Bend, WI 53095
 262-334-5533

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 2A | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 72.3% | 60.7% | 1.19 | 65.2% | 1.11 | 58.7% | 1.23 | 69.5% | 1.04 |
| Obstetrics | 30.0% | 37.3% | 0.80 | 38.4% | 0.09 | 29.8% | 1.01 | 27.5% | 1.09 |
| Pediatrics | 0.0% | 67.4% | N/A | 0.0% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 64.6% | 61.9% | 1.04 | 65.0% | 0.99 | 59.2% | 1.09 | 58.9% | 1.10 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 24.6 | 27.3 | 0.90 | 30.6 | 0.80 | 18.7 | 1.31 | 23.6 | 1.04 |
| Obstetrics | 3.6 | 4.7 | 0.76 | 5.3 | 0.68 | 2.5 | 1.43 | 3.3 | 1.09 |
| Pediatrics | 0.0 | 1.7 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 45.2 | 50.5 | 0.90 | 59.7 | 0.76 | 35.1 | 1.29 | 41.2 | 1.10 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.7 | 4.9 | 0.75 | 4.7 | 0.79 | 4.5 | 0.83 | 3.3 | 1.14 |
| Obstetrics | 2.1 | 2.4 | 0.88 | 2.3 | 0.91 | 2.2 | 0.97 | 2.1 | 1.00 |
| Pediatrics | 0.0 | 4.0 | N/A | 0.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 3.9 | 5.3 | 0.74 | 4.9 | 0.80 | 4.6 | 0.84 | 3.5 | 1.12 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 742 | 990 | 0.75 | 1,096 | 0.68 | 526 | 1.41 | 711 | 1.04 |
| Outpatient | 2,502 | 4,017 | 0.62 | 4,105 | 0.61 | 3,165 | 0.79 | 2,180 | 1.15 |
| Inpatient as % of All Surgeries | 22.9% | 19.8% | 1.16 | 21.1% | 1.09 | 14.3% | 1.60 | 24.6% | 0.93 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 70,563 | 141,022 | 0.50 | 148,029 | 0.48 | 102,926 | 0.69 | 66,443 | 1.06 |
| Emergency Visits | 15,910 | 17,305 | 0.92 | 21,238 | 0.75 | 18,037 | 0.88 | 13,820 | 1.15 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 30.1 | 18.8 | 1.60 | 18.9 | 1.59 | 17.9 | 1.68 | 30.3 | 0.99 |
| Nurses, Licensed | 150.6 | 234.4 | 0.64 | 224.6 | 0.67 | 148.0 | 1.02 | 165.7 | 0.91 |
| Ancillary Nursing Personnel | 21.6 | 38.1 | 0.57 | 41.2 | 0.52 | 25.5 | 0.84 | 16.0 | 1.34 |
| All Other Personnel | 284.2 | 466.7 | 0.61 | 410.1 | 0.69 | 271.6 | 1.05 | 271.9 | 1.05 |
| Total FTEs | 486.4 | 758.0 | 0.64 | 694.8 | 0.70 | 463.0 | 1.05 | 483.8 | 1.01 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 27.0 | 12.5 | 2.16 | 10.6 | 2.55 | 13.6 | 1.98 | 30.7 | 0.88 |
| Nurses, Licensed | 135.2 | 156.2 | 0.87 | 125.5 | 1.08 | 112.9 | 1.20 | 167.9 | 0.81 |
| Ancillary Nursing Personnel | 19.3 | 25.4 | 0.76 | 23.0 | 0.84 | 19.5 | 0.99 | 16.2 | 1.19 |
| All Other Personnel | 255.0 | 311.0 | 0.82 | 229.1 | 1.11 | 207.1 | 1.23 | 275.5 | 0.93 |
| Total FTEs | 436.5 | 505.0 | 0.86 | 388.2 | 1.12 | 353.1 | 1.24 | 490.3 | 0.89 |

Total Hospital:
 Beds Set Up & Staffed 70
 Discharges 4,236
 Inpatient Days 16,508

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

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

Newborn Nursery:
 Bassinets 21
 Total Births 591
 Newborn Days 1,242

151 Froedtert West Bend Hospital
West Bend, WI 53095

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 34 | 2,414 | 8,976 | 72.3% | 24.6 | 3.7 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 12 | 617 | 1,315 | 30.0% | 3.6 | 2.1 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 6 | 147 | 1,488 | 67.9% | 4.1 | 10.1 |
| Step-Down (Special Care) | 1 | 18 | 1,058 | 4,729 | 72.0% | 13.0 | 4.5 |
| Neonatal Intensive/Intermediate Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 27 | 5 | 30.1 | Surgical Personnel | 8 | 3 | 10.1 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 24 | 28 | 40.7 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 7 | 6 | 9.4 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 1 | 4 | 3.6 |
| Registered Nurses | 83 | 116 | 148.6 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 3 | 2.8 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Ancillary Nursing Personnel | 9 | 29 | 21.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 2 | 2 | 3.0 |
| Nurse Practitioners | 1 | 0 | 1.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 3 | 2 | 4.0 |
| Clinical Nurse Specialists | 1 | 0 | 1.0 | All Other Health Professionals | 43 | 51 | 72.6 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 54 | 61 | 88.9 |
| Pharmacy Personnel | 19 | 13 | 22.8 | | | | |
| Clinical Laboratory Personnel | 17 | 7 | 21.0 | | | | |
| | | | | Total | 303 | 333 | 486.4 |

151 Froedtert West Bend Hospital

West Bend, WI 53095

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|----------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$229,936,248 | 53.1% | 47.3% | 1.12 | 52.3% | 1.01 | 50.2% | 1.06 | 53.8% | 0.99 |
| Medical Assistance | \$39,035,470 | 9.0% | 14.4% | 0.63 | 11.4% | 0.79 | 14.7% | 0.61 | 11.6% | 0.78 |
| Commercial | \$153,139,119 | 35.4% | 32.9% | 1.07 | 33.6% | 1.05 | 30.7% | 1.15 | 32.3% | 1.09 |
| All Other | \$11,092,624 | 2.6% | 5.4% | 0.47 | 2.7% | 0.94 | 4.4% | 0.58 | 2.3% | 1.13 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$186,551,476 | 43.1% | 36.1% | 1.19 | 42.5% | 1.01 | 37.5% | 1.15 | 43.3% | 1.00 |
| Medical Assistance | \$32,393,781 | 7.5% | 11.3% | 0.66 | 9.4% | 0.80 | 11.2% | 0.67 | 7.5% | 1.00 |
| Commercial | \$73,678,973 | 17.0% | 14.8% | 1.15 | 15.7% | 1.08 | 12.7% | 1.34 | 16.0% | 1.06 |
| Charity Care | \$1,912,837 | 0.4% | 0.7% | 0.61 | 0.9% | 0.49 | 0.8% | 0.53 | 0.4% | 0.99 |
| Bad Debt | \$3,947,301 | 0.9% | 0.9% | 1.04 | 0.9% | 1.01 | 1.0% | 0.91 | 0.9% | 1.04 |
| All Other | \$6,834,738 | 1.6% | 3.0% | 0.52 | 1.4% | 1.14 | 2.8% | 0.56 | 1.4% | 1.16 |
| Total Deductions | \$305,319,106 | 70.5% | 66.8% | 1.05 | 70.8% | 0.99 | 66.0% | 1.07 | 69.5% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 6.9% | 5.7% | 1.20 | 4.4% | 1.57 | 3.3% | 2.08 | 6.3% | 1.09 | |
| Net Gains/Losses as % of Net Income | 276.7% | N/A | N/A | N/A | N/A | 14,078.6% | N/A | 505.4% | 0.55 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$59,258,757 | 48.4% | 41.8% | 1.16 | 38.5% | 1.26 | 41.0% | 1.18 | 48.0% | 1.01 |
| Supplies & Services | \$55,847,437 | 45.6% | 52.2% | 0.87 | 53.6% | 0.85 | 52.7% | 0.87 | 45.8% | 1.00 |
| Capital Component | \$7,245,526 | 5.9% | 6.0% | 0.99 | 7.9% | 0.75 | 6.3% | 0.94 | 6.2% | 0.96 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 10.9% | 5.7% | 1.91 | 8.7% | 1.25 | 2.9% | 3.78 | 13.4% | 0.81 | |
| Total Hospital Net Income (%) | -7.4% | 3.5% | N/A | 7.0% | N/A | 0.0% | 350.31 | -4.0% | 1.88 | |
| Return on Equity (%) | -10.5% | 1.4% | N/A | 4.4% | N/A | 0.0% | 1,151.80 | -5.3% | 1.99 | |
| Current Ratio | 1.5 | 3.9 | 0.38 | 10.2 | 0.14 | 3.2 | 0.46 | 0.9 | 1.57 | |
| Days in Net Patient Accounts Receivable | 48.6 | 91.7 | 0.53 | 51.6 | 0.94 | 88.3 | 0.55 | 48.3 | 1.01 | |
| Average Payment Period | 35.3 | 91.7 | 0.39 | 35.0 | 1.01 | 85.8 | 0.41 | 61.8 | 0.57 | |
| Equity Financing (%) | 84.8% | 59.1% | 1.43 | 80.3% | 1.06 | 60.3% | 1.40 | 76.4% | 1.11 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.4 | N/A | 0.0 | N/A | |
| Times Interest Earned | -2.4 | 5.7 | N/A | 7.4 | N/A | 1.0 | N/A | -0.7 | 3.42 | |
| Total Asset Turnover | 1.7 | 0.4 | 4.06 | 0.6 | 2.67 | 0.4 | 3.85 | 1.6 | 1.07 | |
| Average Age of Plant (Years) | 19.3 | 18.1 | 1.06 | 11.7 | 1.64 | 16.0 | 1.21 | 18.2 | 1.06 | |
| Increase (Decrease) Total Net Patient Revenue | 5.9% | 3.5% | 1.67 | 1.1% | 5.25 | 3.7% | 1.58 | -16.8% | N/A | |
| Outpatient Gross Revenue (% of Total GPR) | 59.5% | 66.2% | 0.90 | 66.3% | 0.90 | 73.1% | 0.81 | 58.1% | 1.02 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$14,072 | \$19,849 | 0.71 | \$15,486 | 0.91 | \$13,245 | 1.06 | \$12,935 | 1.09 | |
| Inpatient Net Revenue per Day | \$3,616 | \$3,697 | 0.98 | \$3,131 | 1.15 | \$2,825 | 1.28 | \$3,693 | 0.98 | |
| Outpatient Net Revenue per Visit | \$835 | \$819 | 1.02 | \$708 | 1.18 | \$766 | 1.09 | \$853 | 0.98 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$433,203,461 | Cash & Cash Equivalents | -\$49,216 | Current Liabilities | \$11,406,870 |
| Less Deductions | \$305,319,106 | Net Patient Receivables | \$17,030,292 | Long-Term Debt | \$0 |
| Net Patient Revenue | \$127,884,355 | Other Receivables | \$12,595 | Other Liabilities | \$961,717 |
| Plus Other Revenue | \$9,448,984 | | | Subtotal | \$12,368,587 |
| Total Revenue | \$137,333,338 | Land, Buildings & Equipment (Net) | \$64,464,689 | Unrestricted Fund Balance | \$68,738,568 |
| Less Expenses | \$122,351,720 | Other Assets | -\$351,205 | Restricted Fund Balance | \$225,520 |
| Non-Operating Gains/Losses | -\$23,458,702 | Total Assets | \$81,107,155 | Total Liabilities & Fund Balance | \$81,107,155 |
| Net Income | -\$8,477,084 | | | | |

308 Marshfield Medical Center-Weston
 3400 Ministry Parkway
 Weston, WI 54476
 715-393-3000

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 6 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 116.8% | 60.7% | 1.93 | 55.2% | 2.12 | 62.5% | 1.87 | 99.0% | 1.18 |
| Obstetrics | 48.5% | 37.3% | 1.30 | 32.6% | 0.07 | 29.3% | 1.66 | 44.9% | 1.08 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 84.5% | N/A | 0.0% | N/A |
| Total Hospital | 112.2% | 61.9% | 1.81 | 62.1% | 1.81 | 58.2% | 1.93 | 117.3% | 0.96 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 19.9 | 27.3 | 0.73 | 17.1 | 1.16 | 36.5 | 0.54 | 16.8 | 1.18 |
| Obstetrics | 2.4 | 4.7 | 0.51 | 3.0 | 0.80 | 4.8 | 0.51 | 2.2 | 1.08 |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 4.5 | N/A | 0.0 | N/A |
| Total Hospital | 51.6 | 50.5 | 1.02 | 38.1 | 1.35 | 68.8 | 0.75 | 45.7 | 1.13 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.3 | 4.9 | 1.08 | 5.2 | 1.02 | 4.8 | 1.10 | 4.6 | 1.16 |
| Obstetrics | 2.1 | 2.4 | 0.85 | 1.8 | 1.12 | 2.4 | 0.85 | 2.1 | 0.99 |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 3.5 | N/A | 0.0 | N/A |
| Total Hospital | 4.7 | 5.3 | 0.89 | 5.3 | 0.90 | 5.0 | 0.94 | 4.4 | 1.08 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 1,041 | 990 | 1.05 | 1,159 | 0.90 | 1,312 | 0.79 | 1,087 | 0.96 |
| Outpatient | 2,284 | 4,017 | 0.57 | 4,194 | 0.54 | 5,549 | 0.41 | 1,867 | 1.22 |
| Inpatient as % of All Surgeries | 31.3% | 19.8% | 1.58 | 21.6% | 1.45 | 19.1% | 1.64 | 36.8% | 0.85 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 117,079 | 141,022 | 0.83 | 96,566 | 1.21 | 238,140 | 0.49 | 124,993 | 0.94 |
| Emergency Visits | 14,446 | 17,305 | 0.83 | 13,569 | 1.06 | 27,894 | 0.52 | 12,837 | 1.13 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.0 | 18.8 | 0.05 | 19.9 | 0.05 | 19.9 | 0.05 | 4.0 | 0.25 |
| Nurses, Licensed | 282.1 | 234.4 | 1.20 | 195.2 | 1.45 | 376.4 | 0.75 | 220.1 | 1.28 |
| Ancillary Nursing Personnel | 34.8 | 38.1 | 0.91 | 37.3 | 0.93 | 51.2 | 0.68 | 14.7 | 2.38 |
| All Other Personnel | 453.1 | 466.7 | 0.97 | 374.4 | 1.21 | 706.7 | 0.64 | 397.9 | 1.14 |
| Total FTEs | 771.1 | 758.0 | 1.02 | 626.9 | 1.23 | 1,154.3 | 0.67 | 636.6 | 1.21 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.5 | 12.5 | 0.04 | 14.6 | 0.04 | 9.1 | 0.06 | 2.6 | 0.21 |
| Nurses, Licensed | 155.1 | 156.2 | 0.99 | 143.7 | 1.08 | 172.3 | 0.90 | 141.0 | 1.10 |
| Ancillary Nursing Personnel | 19.1 | 25.4 | 0.75 | 27.5 | 0.70 | 23.4 | 0.82 | 9.4 | 2.04 |
| All Other Personnel | 249.1 | 311.0 | 0.80 | 275.6 | 0.90 | 323.5 | 0.77 | 254.9 | 0.98 |
| Total FTEs | 424.0 | 505.0 | 0.84 | 461.4 | 0.92 | 528.4 | 0.80 | 407.9 | 1.04 |

Total Hospital:
 Beds Set Up & Staffed 46
 Discharges 3,987
 Inpatient Days 18,841

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

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

Newborn Nursery:
 Bassinets 0
 Total Births 419
 Newborn Days 825

308 Marshfield Medical Center-Weston
Weston, WI 54476

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 17 | 1,365 | 7,249 | 116.8% | 19.9 | 5.3 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 5 | 431 | 885 | 48.5% | 2.4 | 2.1 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 7 | 454 | 3,151 | 123.3% | 8.6 | 6.9 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 1 | 17 | 1,691 | 7,556 | 121.8% | 20.7 | 4.5 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 1 | 0 | 1.0 | Surgical Personnel | 10 | 3 | 12.0 |
| Physicians & Dentists | 45 | 23 | 47.4 | Radiological Services Personnel | 21 | 1 | 21.1 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 18 | 6 | 18.3 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 4 | 1 | 4.5 |
| Registered Nurses | 226 | 92 | 261.1 | Occupational Therapy Assistants/Aides | 0 | 1 | 0.7 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 3 | 6 | 6.4 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 26 | 38 | 34.8 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 11 | 2 | 11.9 | Dietitians & Nutritionists | 3 | 2 | 4.6 |
| Nurse Practitioners | 10 | 2 | 10.7 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 8 | 3 | 10.3 | Social Workers | 1 | 1 | 1.8 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 136 | 54 | 155.4 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 95 | 14 | 95.8 |
| Pharmacy Personnel | 22 | 3 | 22.9 | | | | |
| Clinical Laboratory Personnel | 15 | 3 | 16.2 | | | | |
| | | | | Total | 687 | 261 | 771.1 |

308 Marshfield Medical Center-Weston

Weston, WI 54476

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|---------|---------------|----------|--------------|----------|------------------|----------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$321,503,037 | 58.2% | 47.3% | 1.23 | 50.9% | 1.14 | 43.9% | 1.33 | 57.9% | 1.00 |
| Medical Assistance | \$59,348,379 | 10.7% | 14.4% | 0.75 | 13.5% | 0.80 | 19.1% | 0.56 | 10.6% | 1.01 |
| Commercial | \$145,159,057 | 26.3% | 32.9% | 0.80 | 29.7% | 0.88 | 32.6% | 0.81 | 26.3% | 1.00 |
| All Other | \$26,373,606 | 4.8% | 5.4% | 0.88 | 5.9% | 0.81 | 4.4% | 1.09 | 5.2% | 0.92 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$239,693,548 | 43.4% | 36.1% | 1.20 | 36.5% | 1.19 | 34.9% | 1.25 | 40.4% | 1.07 |
| Medical Assistance | \$53,515,632 | 9.7% | 11.3% | 0.86 | 10.6% | 0.91 | 14.9% | 0.65 | 8.2% | 1.18 |
| Commercial | \$49,415,042 | 8.9% | 14.8% | 0.61 | 9.7% | 0.92 | 13.7% | 0.65 | 8.3% | 1.07 |
| Charity Care | \$2,645,642 | 0.5% | 0.7% | 0.66 | 0.6% | 0.77 | 0.6% | 0.82 | 0.6% | 0.78 |
| Bad Debt | \$5,837,309 | 1.1% | 0.9% | 1.21 | 0.6% | 1.77 | 0.9% | 1.15 | 1.3% | 0.82 |
| All Other | \$19,737,678 | 3.6% | 3.0% | 1.18 | 3.8% | 0.93 | 2.7% | 1.30 | 2.8% | 1.29 |
| Total Deductions | \$370,844,851 | 67.1% | 66.8% | 1.00 | 62.0% | 1.08 | 67.7% | 0.99 | 61.6% | 1.09 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 0.4% | 5.7% | 0.07 | | 3.6% | 0.11 | 6.5% | 0.06 | 0.3% | 1.17 |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | | 210.1% | N/A | N/A | N/A | 0.0% | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$72,182,401 | 48.3% | 41.8% | 1.16 | 40.5% | 1.19 | 42.9% | 1.13 | 40.8% | 1.18 |
| Supplies & Services | \$71,409,174 | 47.8% | 52.2% | 0.92 | 55.0% | 0.87 | 50.0% | 0.96 | 54.2% | 0.88 |
| Capital Component | \$5,862,430 | 3.9% | 6.0% | 0.65 | 4.5% | 0.86 | 7.1% | 0.55 | 5.0% | 0.79 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 18.0% | 5.7% | 3.16 | | 1.2% | 14.93 | 8.3% | 2.16 | 20.6% | 0.87 |
| Total Hospital Net Income (%) | 18.0% | 3.5% | 5.16 | | -1.1% | N/A | 6.4% | 2.81 | 20.6% | 0.87 |
| Return on Equity (%) | 1.1% | 1.4% | 0.76 | | -0.3% | N/A | 1.6% | 0.66 | 1.2% | 0.88 |
| Current Ratio | 1.5 | 3.9 | 0.39 | | 1.8 | 0.84 | 4.0 | 0.38 | 2.8 | 0.54 |
| Days in Net Patient Accounts Receivable | 665.0 | 91.7 | 7.25 | | 167.5 | 3.97 | 126.5 | 5.26 | 624.6 | 1.06 |
| Average Payment Period | 1,024.0 | 91.7 | 11.17 | | 183.9 | 5.57 | 146.1 | 7.01 | 715.7 | 1.43 |
| Equity Financing (%) | 37.8% | 59.1% | 0.64 | | 42.4% | 0.89 | 57.6% | 0.66 | 47.4% | 0.80 |
| Long-Term Debt to Equity Ratio | 1.2 | 0.4 | 2.86 | | 1.0 | 1.21 | 0.5 | 2.61 | 0.8 | 1.43 |
| Times Interest Earned | 28,663.8 | 5.7 | 5,013.4 | | -1.5 | N/A | 6.7 | 4,291.2 | 28,790.8 | 1.00 |
| Total Asset Turnover | 0.1 | 0.4 | 0.14 | | 0.3 | 0.23 | 0.3 | 0.23 | 0.1 | 1.01 |
| Average Age of Plant (Years) | 161.4 | 18.1 | 8.89 | | 31.9 | 5.05 | 22.6 | 7.13 | 121.5 | 1.33 |
| Increase (Decrease) Total Net Patient Revenue | -3.8% | 3.5% | N/A | | 7.4% | N/A | -0.3% | 12.69 | 0.0% | N/A |
| Outpatient Gross Revenue (% of Total GPR) | 73.2% | 66.2% | 1.10 | | 71.7% | 1.02 | 68.3% | 1.07 | 73.1% | 1.00 |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$11,486 | \$19,849 | 0.58 | | \$17,658 | 0.65 | \$18,944 | 0.61 | \$14,411 | 0.80 |
| Inpatient Net Revenue per Day | \$2,573 | \$3,697 | 0.70 | | \$3,312 | 0.78 | \$3,762 | 0.68 | \$3,586 | 0.72 |
| Outpatient Net Revenue per Visit | \$1,076 | \$819 | 1.31 | | \$1,126 | 0.96 | \$679 | 1.59 | \$1,017 | 1.06 |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|-----------------|----------------------------------|-----------------|
| Gross Patient Revenue (GPR) | \$552,384,079 | Cash & Cash Equivalents | \$25,498,240 | Current Liabilities | \$403,436,555 |
| Less Deductions | \$370,844,851 | Net Patient Receivables | \$330,761,573 | Long-Term Debt | \$1,376,262,435 |
| Net Patient Revenue | \$181,539,228 | Other Receivables | \$133,522,567 | Other Liabilities | \$116,079,447 |
| Plus Other Revenue | \$733,656 | | | Subtotal | \$1,895,778,437 |
| Total Revenue | \$182,272,884 | Land, Buildings & Equipment (Net) | \$1,150,751,072 | Unrestricted Fund Balance | \$1,152,913,143 |
| Less Expenses | \$149,454,005 | Other Assets | \$1,408,158,130 | Restricted Fund Balance | \$113,689,294 |
| Non-Operating Gains/Losses | \$0 | Total Assets | \$3,048,691,582 | Total Liabilities & Fund Balance | \$3,048,691,580 |
| Net Income | \$32,818,879 | | | | |

152 Gundersen Tri-County Hospital and Clinics
 18601 Lincoln Street
 Whitehall, WI 54773
 715-538-4361

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 5B | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|------------------|-------|----------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 18.0% | 60.7% | 0.30 | 48.3% | 0.37 | 15.0% | 1.20 | 12.1% | 1.49 |
| Obstetrics | 0.0% | 37.3% | N/A | 52.2% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 27.8% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 25.9% | 61.9% | 0.42 | 52.3% | 0.50 | 19.9% | 1.30 | 14.0% | 1.86 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 2.7 | 27.3 | 0.10 | 17.3 | 0.16 | 2.6 | 1.06 | 1.8 | 1.49 |
| Obstetrics | 0.0 | 4.7 | N/A | 4.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.6 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 3.9 | 50.5 | 0.08 | 28.6 | 0.14 | 3.5 | 1.10 | 2.1 | 1.86 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.4 | 4.9 | 1.09 | 3.9 | 1.37 | 3.9 | 1.36 | 3.4 | 1.59 |
| Obstetrics | 0.0 | 2.4 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.3 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 7.6 | 5.3 | 1.44 | 5.3 | 1.43 | 4.8 | 1.57 | 4.2 | 1.83 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 777 | N/A | 64 | N/A | 0 | N/A |
| Outpatient | 147 | 4,017 | 0.04 | 2,953 | 0.05 | 1,572 | 0.09 | 183 | 0.80 |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 20.8% | N/A | 3.9% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 41,242 | 141,022 | 0.29 | 139,670 | 0.30 | 20,590 | 2.00 | 42,772 | 0.96 |
| Emergency Visits | 4,290 | 17,305 | 0.25 | 15,081 | 0.28 | 4,256 | 1.01 | 4,450 | 0.96 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 0.0 | 18.8 | N/A | 12.1 | N/A | 3.1 | N/A | 0.0 | N/A |
| Nurses, Licensed | 33.7 | 234.4 | 0.14 | 149.1 | 0.23 | 36.9 | 0.92 | 27.8 | 1.21 |
| Ancillary Nursing Personnel | 24.6 | 38.1 | 0.65 | 20.6 | 1.20 | 6.4 | 3.86 | 10.5 | 2.35 |
| All Other Personnel | 84.7 | 466.7 | 0.18 | 402.4 | 0.21 | 63.8 | 1.33 | 112.9 | 0.75 |
| Total FTEs | 143.1 | 758.0 | 0.19 | 584.2 | 0.24 | 110.2 | 1.30 | 151.2 | 0.95 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 0.0 | 12.5 | N/A | 8.3 | N/A | 16.5 | N/A | 0.0 | N/A |
| Nurses, Licensed | 206.1 | 156.2 | 1.32 | 102.9 | 2.00 | 195.6 | 1.05 | 247.3 | 0.83 |
| Ancillary Nursing Personnel | 150.4 | 25.4 | 5.93 | 14.2 | 10.58 | 33.9 | 4.44 | 93.3 | 1.61 |
| All Other Personnel | 517.3 | 311.0 | 1.66 | 277.6 | 1.86 | 338.7 | 1.53 | 1,004.6 | 0.51 |
| Total FTEs | 873.8 | 505.0 | 1.73 | 403.1 | 2.17 | 584.8 | 1.49 | 1,345.1 | 0.65 |

Total Hospital:
 Beds Set Up & Staffed 15
 Discharges 187
 Inpatient Days 1,419

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 71
 Inpatient Days 1,674

Newborn Nursery:
 Bassinets 0
 Total Births 0
 Newborn Days 0

152 Gunderson Tri-County Hospital and Clinics
Whitehall, WI 54773

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|----------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 15 | 183 | 985 | 18.0% | 2.7 | 5.4 |
| Orthopedic | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 2 | 0 | 13 | 434 | 0.0% | 1.2 | 33.4 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 0 | 0 | 0.0 | Surgical Personnel | 0 | 1 | 0.2 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 4 | 3 | 4.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 1 | 0.9 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 23 | 14 | 29.5 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 2 | 2 | 3.3 |
| Licensed Practical Nurses | 0 | 1 | 1.2 | Physical Therapy Assistants/Aides | 1 | 1 | 1.9 |
| Ancillary Nursing Personnel | 17 | 17 | 24.6 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 3 | 1 | 3.0 | Dietitians & Nutritionists | 0 | 0 | 0.0 |
| Nurse Practitioners | 3 | 0 | 3.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 1 | 0.4 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 6 | 16 | 10.6 |
| Health Info Mgmt-Administrators/Technicians | 4 | 0 | 4.0 | All Other Personnel | 35 | 15 | 44.0 |
| Pharmacy Personnel | 1 | 2 | 2.1 | | | | |
| Clinical Laboratory Personnel | 1 | 6 | 5.8 | | | | |
| | | | | Total | 104 | 82 | 143.1 |

152 Gunderson Tri-County Hospital and Clinics

Whitehall, WI 54773

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | 5B Value | Ratio | 1 Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$21,540,596 | 49.2% | 47.3% | 1.04 | 46.5% | 1.06 | 47.0% | 1.05 | 47.6% | 1.03 |
| Medical Assistance | \$6,228,629 | 14.2% | 14.4% | 0.99 | 10.5% | 1.35 | 13.0% | 1.09 | 13.9% | 1.02 |
| Commercial | \$13,179,803 | 30.1% | 32.9% | 0.91 | 34.6% | 0.87 | 36.0% | 0.84 | 28.1% | 1.07 |
| All Other | \$2,865,852 | 6.5% | 5.4% | 1.21 | 8.4% | 0.78 | 4.0% | 1.63 | 10.4% | 0.63 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$8,037,180 | 18.3% | 36.1% | 0.51 | 33.5% | 0.55 | 26.2% | 0.70 | 19.3% | 0.95 |
| Medical Assistance | \$4,143,791 | 9.5% | 11.3% | 0.84 | 8.4% | 1.12 | 9.3% | 1.02 | 8.0% | 1.18 |
| Commercial | \$5,186,426 | 11.8% | 14.8% | 0.80 | 16.0% | 0.74 | 11.3% | 1.05 | 11.0% | 1.08 |
| Charity Care | \$593,562 | 1.4% | 0.7% | 1.87 | 0.5% | 2.62 | 0.7% | 1.95 | 0.8% | 1.61 |
| Bad Debt | \$429,964 | 1.0% | 0.9% | 1.12 | 0.8% | 1.17 | 1.5% | 0.63 | 1.0% | 1.03 |
| All Other | \$893,104 | 2.0% | 3.0% | 0.67 | 6.3% | 0.32 | 2.2% | 0.91 | 3.5% | 0.59 |
| Total Deductions | \$19,284,027 | 44.0% | 66.8% | 0.66 | 65.6% | 0.67 | 51.3% | 0.86 | 43.5% | 1.01 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.4% | 5.7% | 0.77 | 23.7% | 0.19 | 4.8% | 0.93 | 4.9% | 0.91 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 125.8% | N/A | 11.4% | N/A | 2.2% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$15,705,689 | 57.4% | 41.8% | 1.37 | 53.3% | 1.08 | 49.1% | 1.17 | 51.8% | 1.11 |
| Supplies & Services | \$10,832,655 | 39.6% | 52.2% | 0.76 | 42.3% | 0.94 | 43.7% | 0.91 | 44.6% | 0.89 |
| Capital Component | \$818,568 | 3.0% | 6.0% | 0.50 | 4.4% | 0.68 | 7.2% | 0.42 | 3.6% | 0.83 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -6.6% | 5.7% | N/A | 0.8% | N/A | 6.2% | N/A | 9.7% | N/A | |
| Total Hospital Net Income (%) | -6.0% | 3.5% | N/A | -3.1% | 1.96 | 6.9% | N/A | 9.9% | N/A | |
| Return on Equity (%) | -2.5% | 1.4% | N/A | -2.3% | 1.07 | 7.1% | N/A | 10.6% | N/A | |
| Current Ratio | 6.5 | 3.9 | 1.67 | 29.1 | 0.22 | 3.3 | 1.99 | 7.0 | 0.93 | |
| Days in Net Patient Accounts Receivable | 63.2 | 91.7 | 0.69 | 57.9 | 1.09 | 58.5 | 1.08 | 56.9 | 1.11 | |
| Average Payment Period | 36.0 | 91.7 | 0.39 | 11.8 | 3.07 | 38.2 | 0.94 | 43.0 | 0.84 | |
| Equity Financing (%) | 31.7% | 59.1% | 0.54 | 87.6% | 0.36 | 49.5% | 0.64 | 71.8% | 0.44 | |
| Long-Term Debt to Equity Ratio | 2.0 | 0.4 | 4.84 | 0.1 | 30.30 | 0.8 | 2.66 | 0.0 | 64.62 | |
| Times Interest Earned | -46.0 | 5.7 | N/A | -6.2 | 7.40 | 6.4 | N/A | 57.3 | N/A | |
| Total Asset Turnover | 0.4 | 0.4 | 0.97 | 0.8 | 0.52 | 1.0 | 0.39 | 1.1 | 0.38 | |
| Average Age of Plant (Years) | 20.7 | 18.1 | 1.14 | 9.7 | 2.14 | 7.1 | 2.92 | 18.0 | 1.15 | |
| Increase (Decrease) Total Net Patient Revenue | 4.0% | 3.5% | 1.12 | 3.0% | 1.30 | 8.5% | 0.47 | 9.9% | 0.40 | |
| Outpatient Gross Revenue (% of Total GPR) | 83.9% | 66.2% | 1.27 | 82.1% | 1.02 | 81.4% | 1.03 | 84.6% | 0.99 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$20,214 | \$19,849 | 1.02 | \$19,610 | 1.03 | \$19,261 | 1.05 | \$17,051 | 1.19 | |
| Inpatient Net Revenue per Day | \$2,053 | \$3,697 | 0.56 | \$3,774 | 0.54 | \$2,916 | 0.70 | \$2,153 | 0.95 | |
| Outpatient Net Revenue per Visit | \$427 | \$819 | 0.52 | \$837 | 0.51 | \$812 | 0.53 | \$406 | 1.05 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$43,814,880 | Cash & Cash Equivalents | \$10,878,244 | Current Liabilities | \$2,632,281 |
| Less Deductions | \$19,284,027 | Net Patient Receivables | \$4,247,418 | Long-Term Debt | \$40,629,693 |
| Net Patient Revenue | \$24,530,853 | Other Receivables | \$1,247,730 | Other Liabilities | \$0 |
| Plus Other Revenue | \$1,138,044 | | | Subtotal | \$43,261,974 |
| Total Revenue | \$25,668,897 | Land, Buildings & Equipment (Net) | \$22,473,432 | Unrestricted Fund Balance | \$20,099,182 |
| Less Expenses | \$27,356,912 | Other Assets | \$24,514,332 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$132,077 | | | Total Liabilities & Fund Balance | \$63,361,156 |
| Net Income | -\$1,555,938 | Total Assets | \$63,361,156 | | |

153 ThedaCare Medical Center - Wild Rose
 Box 243, 601 Grove Avenue
 Wild Rose, WI 54984
 920-622-3257

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 3 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 6.4% | 60.7% | 0.10 | 54.5% | 0.12 | 15.0% | 0.42 | 5.1% | 1.26 |
| Obstetrics | 0.0% | 37.3% | N/A | 24.1% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 27.0% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 6.6% | 61.9% | 0.11 | 49.9% | 0.13 | 19.9% | 0.33 | 5.3% | 1.23 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.6 | 27.3 | 0.06 | 24.1 | 0.07 | 2.6 | 0.62 | 1.3 | 1.26 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.8 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 0.4 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 1.6 | 50.5 | 0.03 | 36.8 | 0.04 | 3.5 | 0.46 | 1.3 | 1.23 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.4 | 4.9 | 0.70 | 4.4 | 0.78 | 3.9 | 0.87 | 3.3 | 1.04 |
| Obstetrics | 0.0 | 2.4 | N/A | 2.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 2.5 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 3.5 | 5.3 | 0.65 | 4.5 | 0.77 | 4.8 | 0.71 | 3.5 | 1.00 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 990 | N/A | 983 | N/A | 64 | N/A | 0 | N/A |
| Outpatient | 83 | 4,017 | 0.02 | 5,820 | 0.01 | 1,572 | 0.05 | 53 | 1.57 |
| Inpatient as % of All Surgeries | 0.0% | 19.8% | N/A | 14.4% | N/A | 3.9% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 14,362 | 141,022 | 0.10 | 100,022 | 0.14 | 20,590 | 0.70 | 11,965 | 1.20 |
| Emergency Visits | 4,198 | 17,305 | 0.24 | 15,835 | 0.27 | 4,256 | 0.99 | 4,129 | 1.02 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 1.0 | 18.8 | 0.05 | 12.5 | 0.08 | 3.1 | 0.32 | 1.0 | 1.00 |
| Nurses, Licensed | 20.7 | 234.4 | 0.09 | 175.4 | 0.12 | 36.9 | 0.56 | 11.2 | 1.85 |
| Ancillary Nursing Personnel | 1.0 | 38.1 | 0.03 | 8.4 | 0.12 | 6.4 | 0.16 | 4.7 | 0.21 |
| All Other Personnel | 39.6 | 466.7 | 0.08 | 288.1 | 0.14 | 63.8 | 0.62 | 45.3 | 0.87 |
| Total FTEs | 62.3 | 758.0 | 0.08 | 484.4 | 0.13 | 110.2 | 0.57 | 62.2 | 1.00 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 10.2 | 12.5 | 0.82 | 9.6 | 1.06 | 16.5 | 0.62 | 13.6 | 0.76 |
| Nurses, Licensed | 212.1 | 156.2 | 1.36 | 135.1 | 1.57 | 195.6 | 1.08 | 151.9 | 1.40 |
| Ancillary Nursing Personnel | 10.2 | 25.4 | 0.40 | 6.4 | 1.59 | 33.9 | 0.30 | 63.7 | 0.16 |
| All Other Personnel | 405.8 | 311.0 | 1.30 | 221.8 | 1.83 | 338.7 | 1.20 | 614.3 | 0.66 |
| Total FTEs | 638.4 | 505.0 | 1.26 | 372.9 | 1.71 | 584.8 | 1.09 | 843.5 | 0.76 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|-----|---------------------------------------|-----|---------------------------------------|-----|-------------------------|---|
| Beds Set Up & Staffed | 25 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 3 | Bassinets | 0 |
| Discharges | 173 | Preferred Provider Organization (PPO) | Yes | Discharges | 72 | Total Births | 0 |
| Inpatient Days | 598 | | | Inpatient Days | 891 | Newborn Days | 0 |

153 ThedaCare Medical Center - Wild Rose
Wild Rose, WI 54984

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 12/31/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 25 | 169 | 581 | 6.4% | 1.6 | 3.4 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 4 | 17 | 0.0% | 0.0 | 4.3 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Cardiac Intensive Unit | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|-------------|
| Administrators/Assistant Administrators | 1 | 0 | 1.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 5 | 2 | 5.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 1 | 0 | 1.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 18 | 6 | 19.7 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 1 | 1 | 1.1 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Ancillary Nursing Personnel | 1 | 0 | 1.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 9 | 3 | 9.9 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 11 | 8 | 15.3 |
| Pharmacy Personnel | 0 | 1 | 0.1 | | | | |
| Clinical Laboratory Personnel | 6 | 0 | 6.0 | | | | |
| | | | | Total | 55 | 21 | 62.3 |

153 ThedaCare Medical Center - Wild Rose

Wild Rose, WI 54984

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$15,694,625 | 51.4% | 47.3% | 1.09 | 49.2% | 1.05 | 47.0% | 1.09 | 50.4% | 1.02 |
| Medical Assistance | \$4,720,568 | 15.5% | 14.4% | 1.08 | 11.5% | 1.35 | 13.0% | 1.19 | 14.2% | 1.09 |
| Commercial | \$9,268,943 | 30.4% | 32.9% | 0.92 | 35.7% | 0.85 | 36.0% | 0.84 | 31.7% | 0.96 |
| All Other | \$826,416 | 2.7% | 5.4% | 0.50 | 3.6% | 0.75 | 4.0% | 0.67 | 3.7% | 0.74 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$8,945,241 | 29.3% | 36.1% | 0.81 | 35.4% | 0.83 | 26.2% | 1.12 | 27.6% | 1.06 |
| Medical Assistance | \$4,014,040 | 13.2% | 11.3% | 1.17 | 9.0% | 1.46 | 9.3% | 1.42 | 12.2% | 1.08 |
| Commercial | \$3,243,176 | 10.6% | 14.8% | 0.72 | 14.6% | 0.73 | 11.3% | 0.94 | 10.7% | 0.99 |
| Charity Care | \$232,898 | 0.8% | 0.7% | 1.05 | 0.6% | 1.19 | 0.7% | 1.10 | 0.5% | 1.56 |
| Bad Debt | \$901,486 | 3.0% | 0.9% | 3.37 | 1.3% | 2.29 | 1.5% | 1.91 | 2.3% | 1.27 |
| All Other | \$289,161 | 0.9% | 3.0% | 0.31 | 2.4% | 0.40 | 2.2% | 0.42 | 1.2% | 0.77 |
| Total Deductions | \$17,626,002 | 57.8% | 66.8% | 0.86 | 63.4% | 0.91 | 51.3% | 1.13 | 54.6% | 1.06 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 4.9% | 5.7% | 0.84 | 2.8% | 1.75 | 4.8% | 1.02 | 0.8% | 6.09 | |
| Net Gains/Losses as % of Net Income | 0.0% | N/A | N/A | 12.3% | 0.00 | 11.4% | N/A | 0.1% | 0.64 | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$8,393,294 | 63.5% | 41.8% | 1.52 | 36.0% | 1.76 | 49.1% | 1.29 | 66.7% | 0.95 |
| Supplies & Services | \$4,245,885 | 32.1% | 52.2% | 0.62 | 57.6% | 0.56 | 43.7% | 0.73 | 28.3% | 1.13 |
| Capital Component | \$579,286 | 4.4% | 6.0% | 0.73 | 6.4% | 0.68 | 7.2% | 0.61 | 4.9% | 0.89 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 2.4% | 5.7% | 0.42 | 13.7% | 0.17 | 6.2% | 0.39 | 4.4% | 0.55 | |
| Total Hospital Net Income (%) | 2.4% | 3.5% | 0.68 | 15.3% | 0.16 | 6.9% | 0.35 | 4.4% | 0.55 | |
| Return on Equity (%) | 4.3% | 1.4% | 3.03 | 10.4% | 0.42 | 7.1% | 0.60 | 7.6% | 0.57 | |
| Current Ratio | -17.7 | 3.9 | N/A | 21.6 | N/A | 3.3 | N/A | 16.1 | N/A | |
| Days in Net Patient Accounts Receivable | 51.1 | 91.7 | 0.56 | 51.2 | 1.00 | 58.5 | 0.87 | 53.0 | 0.96 | |
| Average Payment Period | -6.2 | 91.7 | N/A | 20.4 | N/A | 38.2 | N/A | 7.5 | N/A | |
| Equity Financing (%) | 103.4% | 59.1% | 1.75 | 86.3% | 1.20 | 49.5% | 2.09 | 92.5% | 1.12 | |
| Long-Term Debt to Equity Ratio | 0.0 | 0.4 | N/A | 0.1 | N/A | 0.8 | N/A | 0.0 | N/A | |
| Times Interest Earned | 0.0 | 5.7 | N/A | 38.3 | N/A | 6.4 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 1.8 | 0.4 | 4.33 | 0.7 | 2.72 | 1.0 | 1.75 | 1.7 | 1.03 | |
| Average Age of Plant (Years) | 6.1 | 18.1 | 0.34 | 8.4 | 0.72 | 7.1 | 0.86 | 4.6 | 1.33 | |
| Increase (Decrease) Total Net Patient Revenue | 0.7% | 3.5% | 0.19 | 0.5% | 1.36 | 8.5% | 0.08 | 16.0% | 0.04 | |
| Outpatient Gross Revenue (% of Total GPR) | 83.4% | 66.2% | 1.26 | 71.7% | 1.16 | 81.4% | 1.02 | 82.9% | 1.01 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$8,674 | \$19,849 | 0.44 | \$13,523 | 0.64 | \$19,261 | 0.45 | \$9,936 | 0.87 | |
| Inpatient Net Revenue per Day | \$1,426 | \$3,697 | 0.39 | \$2,966 | 0.48 | \$2,916 | 0.49 | \$1,324 | 1.08 | |
| Outpatient Net Revenue per Visit | \$626 | \$819 | 0.76 | \$832 | 0.75 | \$812 | 0.77 | \$697 | 0.90 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|-------------|----------------------------------|-------------|
| Gross Patient Revenue (GPR) | \$30,510,552 | Cash & Cash Equivalents | \$1,865,588 | Current Liabilities | -\$215,874 |
| Less Deductions | \$17,626,002 | Net Patient Receivables | \$1,802,691 | Long-Term Debt | -\$37,873 |
| Net Patient Revenue | \$12,884,550 | Other Receivables | \$0 | Other Liabilities | \$0 |
| Plus Other Revenue | \$656,854 | | | Subtotal | -\$253,747 |
| Total Revenue | \$13,541,405 | Land, Buildings & Equipment (Net) | \$3,689,480 | Unrestricted Fund Balance | \$7,754,732 |
| Less Expenses | \$13,218,465 | Other Assets | \$143,226 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | \$105 | Total Assets | \$7,500,985 | Total Liabilities & Fund Balance | \$7,500,985 |
| Net Income | \$323,045 | | | | |

155 Aspirus Riverview Hospital and Clinics, Inc
 410 Dewey Street, PO Box 8080
 Wisconsin Rapids, WI 54495
 715-423-6060

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

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

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 5 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 48.5% | 60.7% | 0.80 | 55.2% | 0.88 | 58.7% | 0.83 | 30.8% | 1.57 |
| Obstetrics | 26.4% | 37.3% | 0.71 | 32.6% | 0.09 | 29.8% | 0.89 | 21.7% | 1.21 |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 0.0% | N/A | 0.0% | N/A |
| Total Hospital | 45.9% | 61.9% | 0.74 | 62.1% | 0.74 | 59.2% | 0.77 | 31.1% | 1.48 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 20.4 | 27.3 | 0.75 | 17.1 | 1.19 | 18.7 | 1.09 | 15.4 | 1.32 |
| Obstetrics | 2.9 | 4.7 | 0.61 | 3.0 | 0.96 | 2.5 | 1.15 | 2.6 | 1.11 |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 28.9 | 50.5 | 0.57 | 38.1 | 0.76 | 35.1 | 0.82 | 22.4 | 1.29 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 5.0 | 4.9 | 1.01 | 5.2 | 0.95 | 4.5 | 1.11 | 3.7 | 1.36 |
| Obstetrics | 2.0 | 2.4 | 0.84 | 1.8 | 1.11 | 2.2 | 0.92 | 1.9 | 1.05 |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 0.0 | N/A | 0.0 | N/A |
| Total Hospital | 4.6 | 5.3 | 0.88 | 5.3 | 0.88 | 4.6 | 1.00 | 3.6 | 1.28 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 619 | 990 | 0.63 | 1,159 | 0.53 | 526 | 1.18 | 581 | 1.07 |
| Outpatient | 4,960 | 4,017 | 1.23 | 4,194 | 1.18 | 3,165 | 1.57 | 1,785 | 2.78 |
| Inpatient as % of All Surgeries | 11.1% | 19.8% | 0.56 | 21.6% | 0.51 | 14.3% | 0.78 | 24.6% | 0.45 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 67,933 | 141,022 | 0.48 | 96,566 | 0.70 | 102,926 | 0.66 | 34,176 | 1.99 |
| Emergency Visits | 16,236 | 17,305 | 0.94 | 13,569 | 1.20 | 18,037 | 0.90 | 18,089 | 0.90 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 25.0 | 18.8 | 1.33 | 19.9 | 1.26 | 17.9 | 1.40 | 33.0 | 0.76 |
| Nurses, Licensed | 188.0 | 234.4 | 0.80 | 195.2 | 0.96 | 148.0 | 1.27 | 161.1 | 1.17 |
| Ancillary Nursing Personnel | 16.9 | 38.1 | 0.44 | 37.3 | 0.45 | 25.5 | 0.66 | 19.8 | 0.86 |
| All Other Personnel | 245.9 | 466.7 | 0.53 | 374.4 | 0.66 | 271.6 | 0.91 | 343.3 | 0.72 |
| Total FTEs | 475.8 | 758.0 | 0.63 | 626.9 | 0.76 | 463.0 | 1.03 | 557.3 | 0.85 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 16.2 | 12.5 | 1.30 | 14.6 | 1.11 | 13.6 | 1.19 | 25.6 | 0.63 |
| Nurses, Licensed | 122.1 | 156.2 | 0.78 | 143.7 | 0.85 | 112.9 | 1.08 | 125.0 | 0.98 |
| Ancillary Nursing Personnel | 11.0 | 25.4 | 0.43 | 27.5 | 0.40 | 19.5 | 0.57 | 15.4 | 0.72 |
| All Other Personnel | 159.7 | 311.0 | 0.51 | 275.6 | 0.58 | 207.1 | 0.77 | 266.3 | 0.60 |
| Total FTEs | 309.1 | 505.0 | 0.61 | 461.4 | 0.67 | 353.1 | 0.88 | 432.3 | 0.71 |

| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
|------------------------|--------|---------------------------------------|-----|---------------------------------------|---|-------------------------|-----|
| Beds Set Up & Staffed | 63 | Health Maintenance Organization (HMO) | Yes | Average Beds Used | 0 | Bassinets | 12 |
| Discharges | 2,281 | Preferred Provider Organization (PPO) | Yes | Discharges | 0 | Total Births | 391 |
| Inpatient Days | 10,550 | | | Inpatient Days | 0 | Newborn Days | 582 |

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 Wisconsin Rapids, WI 54495

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 42 | 1,491 | 7,437 | 48.5% | 20.4 | 5.0 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 1 | 11 | 520 | 1,058 | 26.4% | 2.9 | 2.0 |
| Psychiatric | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 1 | 10 | 270 | 2,055 | 56.3% | 5.6 | 7.6 |
| Cardiac Intensive Unit | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 4 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.
 ** Transfers, which may be estimated, refer only to those between units.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network
 4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 23 | 2 | 25.0 | Surgical Personnel | 4 | 3 | 7.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 9 | 8 | 20.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 2 | 6 | 6.0 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 2 | 4 | 3.3 |
| Registered Nurses | 23 | 123 | 188.0 | Occupational Therapy Assistants/Aides | 1 | 0 | 1.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 6 | 3 | 7.3 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapy Assistants/Aides | 3 | 1 | 3.3 |
| Ancillary Nursing Personnel | 2 | 19 | 16.9 | Recreational Therapists | 1 | 0 | 1.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 0 | 4 | 5.5 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 19 | 16 | 45.5 |
| Health Info Mgmt-Administrators/Technicians | 1 | 0 | 1.0 | All Other Personnel | 53 | 44 | 100.8 |
| Pharmacy Personnel | 9 | 2 | 11.3 | | | | |
| Clinical Laboratory Personnel | 6 | 6 | 14.3 | | | | |
| | | | | Total | 167 | 255 | 475.8 |

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Wisconsin Rapids, WI 54495

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|---------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$200,358,801 | 48.0% | 47.3% | 1.02 | 50.9% | 0.94 | 50.2% | 0.96 | 47.8% | 1.01 |
| Medical Assistance | \$64,287,729 | 15.4% | 14.4% | 1.07 | 13.5% | 1.15 | 14.7% | 1.05 | 15.0% | 1.03 |
| Commercial | \$130,008,529 | 31.2% | 32.9% | 0.95 | 29.7% | 1.05 | 30.7% | 1.02 | 31.3% | 1.00 |
| All Other | \$22,425,259 | 5.4% | 5.4% | 0.99 | 5.9% | 0.91 | 4.4% | 1.22 | 6.0% | 0.90 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$148,271,638 | 35.5% | 36.1% | 0.98 | 36.5% | 0.97 | 37.5% | 0.95 | 34.4% | 1.03 |
| Medical Assistance | \$49,212,944 | 11.8% | 11.3% | 1.05 | 10.6% | 1.11 | 11.2% | 1.05 | 11.1% | 1.06 |
| Commercial | \$35,025,047 | 8.4% | 14.8% | 0.57 | 9.7% | 0.86 | 12.7% | 0.66 | 7.6% | 1.11 |
| Charity Care | \$3,021,794 | 0.7% | 0.7% | 1.00 | 0.6% | 1.16 | 0.8% | 0.87 | 1.0% | 0.74 |
| Bad Debt | \$500,208 | 0.1% | 0.9% | 0.14 | 0.6% | 0.20 | 1.0% | 0.12 | 0.6% | 0.20 |
| All Other | \$16,870,497 | 4.0% | 3.0% | 1.33 | 3.8% | 1.05 | 2.8% | 1.44 | 4.7% | 0.87 |
| Total Deductions | \$252,902,128 | 60.6% | 66.8% | 0.91 | 62.0% | 0.98 | 66.0% | 0.92 | 59.3% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 3.0% | 5.7% | 0.52 | 3.6% | 0.82 | 3.3% | 0.90 | 3.8% | 0.78 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 210.1% | N/A | 14,078.6% | N/A | 43.4% | N/A | |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$61,321,350 | 43.6% | 41.8% | 1.04 | 40.5% | 1.08 | 41.0% | 1.06 | 44.0% | 0.99 |
| Supplies & Services | \$68,699,461 | 48.8% | 52.2% | 0.94 | 55.0% | 0.89 | 52.7% | 0.93 | 48.4% | 1.01 |
| Capital Component | \$10,618,142 | 7.5% | 6.0% | 1.26 | 4.5% | 1.66 | 6.3% | 1.20 | 7.6% | 0.99 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | 16.9% | 5.7% | 2.96 | 1.2% | 14.00 | 2.9% | 5.85 | 14.7% | 1.15 | |
| Total Hospital Net Income (%) | 11.7% | 3.5% | 3.36 | -1.1% | N/A | 0.0% | N/A | 23.3% | 0.50 | |
| Return on Equity (%) | 10.7% | 1.4% | 7.52 | -0.3% | N/A | 0.0% | N/A | 20.1% | 0.53 | |
| Current Ratio | 9.8 | 3.9 | 2.52 | 1.8 | 5.45 | 3.2 | 3.07 | 5.5 | 1.77 | |
| Days in Net Patient Accounts Receivable | 45.4 | 91.7 | 0.50 | 167.5 | 0.27 | 88.3 | 0.51 | 44.3 | 1.03 | |
| Average Payment Period | 8.5 | 91.7 | 0.09 | 183.9 | 0.05 | 85.8 | 0.10 | 22.4 | 0.38 | |
| Equity Financing (%) | 70.2% | 59.1% | 1.19 | 42.4% | 1.65 | 60.3% | 1.16 | 69.0% | 1.02 | |
| Long-Term Debt to Equity Ratio | 0.4 | 0.4 | 0.91 | 1.0 | 0.39 | 0.4 | 0.93 | 0.3 | 1.47 | |
| Times Interest Earned | 9.8 | 5.7 | 1.71 | -1.5 | N/A | 1.0 | 10.02 | 24.7 | 0.40 | |
| Total Asset Turnover | 1.0 | 0.4 | 2.33 | 0.3 | 3.79 | 0.4 | 2.21 | 0.8 | 1.25 | |
| Average Age of Plant (Years) | 13.5 | 18.1 | 0.74 | 31.9 | 0.42 | 16.0 | 0.84 | 12.4 | 1.08 | |
| Increase (Decrease) Total Net Patient Revenue | 8.4% | 3.5% | 2.38 | 7.4% | 1.14 | 3.7% | 2.25 | 4.3% | 1.95 | |
| Outpatient Gross Revenue (% of Total GPR) | 81.2% | 66.2% | 1.23 | 71.7% | 1.13 | 73.1% | 1.11 | 82.6% | 0.98 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$12,187 | \$19,849 | 0.61 | \$17,658 | 0.69 | \$13,245 | 0.92 | \$10,052 | 1.21 | |
| Inpatient Net Revenue per Day | \$2,635 | \$3,697 | 0.71 | \$3,312 | 0.80 | \$2,825 | 0.93 | \$2,786 | 0.95 | |
| Outpatient Net Revenue per Visit | \$1,626 | \$819 | 1.99 | \$1,126 | 1.44 | \$766 | 2.12 | \$2,505 | 0.65 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|---------------|-----------------------------------|---------------|----------------------------------|---------------|
| Gross Patient Revenue (GPR) | \$417,080,318 | Cash & Cash Equivalents | \$228,234 | Current Liabilities | \$3,058,673 |
| Less Deductions | \$252,902,128 | Net Patient Receivables | \$20,439,867 | Long-Term Debt | \$46,503,827 |
| Net Patient Revenue | \$164,178,190 | Other Receivables | \$5,615,381 | Other Liabilities | \$2,442,754 |
| Plus Other Revenue | \$5,030,555 | | | Subtotal | \$52,005,254 |
| Total Revenue | \$169,208,745 | Land, Buildings & Equipment (Net) | \$74,632,010 | Unrestricted Fund Balance | \$122,259,622 |
| Less Expenses | \$140,638,953 | Other Assets | \$73,349,387 | Restricted Fund Balance | \$0 |
| Non-Operating Gains/Losses | -\$9,912,299 | | | Total Liabilities & Fund Balance | \$174,264,876 |
| Net Income | \$18,657,493 | Total Assets | \$174,264,879 | | |

156 Howard Young Medical Center
 240 Maple Street, PO Box 470
 Woodruff, WI 54568
 715-356-8000

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

County: Oneida
 Analysis Area: North Central (6)
 Volume Group: 1

| Selected Utilization Statistics | FY 2022 | All GMS Hospitals | | Analysis Area 6 | | Volume Group 1 | | FY 2022 vs. 2021 | |
|---|---------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 28.6% | 60.7% | 0.47 | 55.2% | 0.52 | 15.0% | 1.91 | 24.5% | 1.17 |
| Obstetrics | 0.0% | 37.3% | N/A | 32.6% | N/A | 0.0% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 67.4% | N/A | 86.7% | N/A | 59.0% | N/A | 0.0% | N/A |
| Total Hospital | 33.8% | 61.9% | 0.55 | 62.1% | 0.54 | 19.9% | 1.70 | 30.6% | 1.10 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 9.2 | 27.3 | 0.34 | 17.1 | 0.53 | 2.6 | 3.58 | 6.9 | 1.33 |
| Obstetrics | 0.0 | 4.7 | N/A | 3.0 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.7 | N/A | 3.2 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 14.2 | 50.5 | 0.28 | 38.1 | 0.37 | 3.5 | 4.01 | 11.6 | 1.22 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 4.5 | 4.9 | 0.92 | 5.2 | 0.87 | 3.9 | 1.15 | 3.7 | 1.22 |
| Obstetrics | 0.0 | 2.4 | N/A | 1.8 | N/A | 0.0 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 4.0 | N/A | 5.4 | N/A | 2.5 | N/A | 0.0 | N/A |
| Total Hospital | 5.3 | 5.3 | 1.01 | 5.3 | 1.01 | 4.8 | 1.10 | 4.2 | 1.27 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 72 | 990 | 0.07 | 1,159 | 0.06 | 64 | 1.13 | 129 | 0.56 |
| Outpatient | 660 | 4,017 | 0.16 | 4,194 | 0.16 | 1,572 | 0.42 | 404 | 1.63 |
| Inpatient as % of All Surgeries | 9.8% | 19.8% | 0.50 | 21.6% | 0.45 | 3.9% | 2.51 | 24.2% | 0.41 |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 23,305 | 141,022 | 0.17 | 96,566 | 0.24 | 20,590 | 1.13 | 25,436 | 0.92 |
| Emergency Visits | 5,997 | 17,305 | 0.35 | 13,569 | 0.44 | 4,256 | 1.41 | 6,431 | 0.93 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 6.0 | 18.8 | 0.32 | 19.9 | 0.30 | 3.1 | 1.93 | 4.8 | 1.25 |
| Nurses, Licensed | 60.6 | 234.4 | 0.26 | 195.2 | 0.31 | 36.9 | 1.64 | 73.8 | 0.82 |
| Ancillary Nursing Personnel | 7.7 | 38.1 | 0.20 | 37.3 | 0.21 | 6.4 | 1.20 | 0.0 | N/A |
| All Other Personnel | 88.1 | 466.7 | 0.19 | 374.4 | 0.24 | 63.8 | 1.38 | 83.6 | 1.05 |
| Total FTEs | 162.3 | 758.0 | 0.21 | 626.9 | 0.26 | 110.2 | 1.47 | 162.2 | 1.00 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 17.6 | 12.5 | 1.40 | 14.6 | 1.20 | 16.5 | 1.06 | 14.5 | 1.21 |
| Nurses, Licensed | 177.3 | 156.2 | 1.13 | 143.7 | 1.23 | 195.6 | 0.91 | 223.3 | 0.79 |
| Ancillary Nursing Personnel | 22.5 | 25.4 | 0.89 | 27.5 | 0.82 | 33.9 | 0.66 | 0.0 | N/A |
| All Other Personnel | 257.6 | 311.0 | 0.83 | 275.6 | 0.93 | 338.7 | 0.76 | 253.0 | 1.02 |
| Total FTEs | 474.9 | 505.0 | 0.94 | 461.4 | 1.03 | 584.8 | 0.81 | 490.8 | 0.97 |

| | | | | | | | |
|------------------------|-------|-----------------------|-----|---------------------------------------|---|-------------------------|---|
| Total Hospital: | | Contract with: | | Medicare-certified Swing Beds: | | Newborn Nursery: | |
| Beds Set Up & Staffed | 42 | Health Maintenance | | Average Beds Used | 0 | Bassinets | 0 |
| Discharges | 973 | Organization (HMO) | Yes | Discharges | 0 | Total Births | 0 |
| Inpatient Days | 5,175 | Preferred Provider | | Inpatient Days | 0 | Newborn Days | 0 |
| | | Organization (PPO) | Yes | | | | |

156 Howard Young Medical Center
Woodruff, WI 54568

| Inpatient Service Area | Level of Service* | Beds Set Up & Staffed 06/30/2022 | Discharges & Transfers** | Patient Days of Care | Occupancy Rate (%) | Average Census (Patients) | Average Length of Stay (Days) |
|---------------------------------------|-------------------|-------------------------------------|--------------------------|----------------------|--------------------|---------------------------|-------------------------------|
| General Medical-Surgical | | | | | | | |
| Adult Medical-Surgical, Acute | 1 | 32 | 738 | 3,344 | 28.6% | 9.2 | 4.5 |
| Orthopedic | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Rehabilitation & Physical Medicine | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Hospice | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Acute Long-Term Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Acute | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric, acute | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Obstetrics | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Psychiatric | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Alcoholism/chemical dependency | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| ICU/CCU | | | | | | | |
| Medical-Surgical Intensive Care | 2 | 10 | 235 | 1,831 | 50.2% | 5.0 | 7.8 |
| Cardiac Intensive Unit | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Pediatric Intensive Care | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Burn Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Mixed Intensive Care | 1 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Step-Down (Special Care) | 2 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Neonatal Intensive/Intermediate Care | 3 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other Intensive Care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Subacute care | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |
| Other inpatient | 5 | 0 | 0 | 0 | 0.0% | 0.0 | 0.0 |

Note: data should be used only in rows; do not summarize columns.

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

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

4 = Contracted, 5 = Service Not Provided

| Occupation | Number Full-Time | Number Part-Time | Number FTE | Occupation | Number Full-Time | Number Part-Time | Number FTE |
|---|------------------|------------------|------------|---------------------------------------|------------------|------------------|--------------|
| Administrators/Assistant Administrators | 6 | 0 | 6.0 | Surgical Personnel | 2 | 1 | 2.0 |
| Physicians & Dentists | 0 | 0 | 0.0 | Radiological Services Personnel | 4 | 4 | 7.0 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Respiratory Therapists | 4 | 2 | 5.4 |
| Dental Hygienists | 0 | 0 | 0.0 | Occupational Therapists | 3 | 6 | 6.3 |
| Registered Nurses | 34 | 34 | 59.6 | Occupational Therapy Assistants/Aides | 0 | 0 | 0.0 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Physical Therapists | 5 | 2 | 6.0 |
| Licensed Practical Nurses | 1 | 0 | 1.0 | Physical Therapy Assistants/Aides | 1 | 1 | 1.0 |
| Ancillary Nursing Personnel | 6 | 6 | 7.7 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 1 | 2.0 |
| Nurse Practitioners | 0 | 0 | 0.0 | Psychologists | 0 | 0 | 0.0 |
| Certified Registered Nurse Anesthetists | 0 | 0 | 0.0 | Social Workers | 0 | 0 | 0.0 |
| Clinical Nurse Specialists | 0 | 0 | 0.0 | All Other Health Professionals | 8 | 3 | 10.5 |
| Health Info Mgmt-Administrators/Technicians | 0 | 0 | 0.0 | All Other Personnel | 26 | 6 | 31.8 |
| Pharmacy Personnel | 8 | 3 | 8.0 | | | | |
| Clinical Laboratory Personnel | 5 | 4 | 6.1 | | | | |
| | | | | Total | 116 | 73 | 162.3 |

156 Howard Young Medical Center
Woodruff, WI 54568

| Selected Financial Statistics | FY 2022 | All GMS Hospitals | | Analysis Area | | Volume Group | | FY 2022 vs. 2021 | | |
|--|--------------|-------------------|-------|---------------|-------|--------------|-------|------------------|-------|------|
| | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2021 | Ratio | |
| Gross Revenue as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$44,479,937 | 56.9% | 47.3% | 1.20 | 50.9% | 1.12 | 47.0% | 1.21 | 52.7% | 1.08 |
| Medical Assistance | \$12,447,897 | 15.9% | 14.4% | 1.11 | 13.5% | 1.18 | 13.0% | 1.22 | 17.8% | 0.90 |
| Commercial | \$16,893,367 | 21.6% | 32.9% | 0.66 | 29.7% | 0.73 | 36.0% | 0.60 | 22.4% | 0.96 |
| All Other | \$4,379,229 | 5.6% | 5.4% | 1.03 | 5.9% | 0.94 | 4.0% | 1.39 | 7.1% | 0.79 |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | |
| Medicare | \$30,886,225 | 39.5% | 36.1% | 1.09 | 36.5% | 1.08 | 26.2% | 1.51 | 35.6% | 1.11 |
| Medical Assistance | \$9,624,445 | 12.3% | 11.3% | 1.09 | 10.6% | 1.16 | 9.3% | 1.33 | 14.4% | 0.85 |
| Commercial | \$5,378,566 | 6.9% | 14.8% | 0.47 | 9.7% | 0.71 | 11.3% | 0.61 | 5.8% | 1.19 |
| Charity Care | \$799,351 | 1.0% | 0.7% | 1.41 | 0.6% | 1.64 | 0.7% | 1.47 | 1.4% | 0.73 |
| Bad Debt | \$835,464 | 1.1% | 0.9% | 1.22 | 0.6% | 1.79 | 1.5% | 0.69 | 1.1% | 0.96 |
| All Other | \$2,989,714 | 3.8% | 3.0% | 1.26 | 3.8% | 0.99 | 2.2% | 1.70 | 5.2% | 0.74 |
| Total Deductions | \$50,513,763 | 64.6% | 66.8% | 0.97 | 62.0% | 1.04 | 51.3% | 1.26 | 63.5% | 1.02 |
| Other Revenue & Net Gains or Losses | | | | | | | | | | |
| Other Revenue as % of Total Revenue | 19.6% | 5.7% | 3.41 | 3.6% | 5.39 | 4.8% | 4.11 | 5.2% | 3.77 | |
| Net Gains/Losses as % of Net Income | N/A | N/A | N/A | 210.1% | N/A | 11.4% | N/A | N/A | N/A | N/A |
| Expenses as % of Total Expenses | | | | | | | | | | |
| Salary/Fringe Benefits | \$19,281,677 | 46.5% | 41.8% | 1.11 | 40.5% | 1.15 | 49.1% | 0.95 | 36.1% | 1.29 |
| Supplies & Services | \$18,822,130 | 45.4% | 52.2% | 0.87 | 55.0% | 0.83 | 43.7% | 1.04 | 57.0% | 0.80 |
| Capital Component | \$3,343,744 | 8.1% | 6.0% | 1.34 | 4.5% | 1.77 | 7.2% | 1.12 | 6.8% | 1.18 |
| Fiscal Statistics | | | | | | | | | | |
| Operating Margin (%) | -20.4% | 5.7% | N/A | 1.2% | N/A | 6.2% | N/A | -47.5% | 0.43 | |
| Total Hospital Net Income (%) | -11.3% | 3.5% | N/A | -1.1% | 10.10 | 6.9% | N/A | -0.8% | 13.68 | |
| Return on Equity (%) | -5.1% | 1.4% | N/A | -0.3% | 18.07 | 7.1% | N/A | -0.3% | 14.66 | |
| Current Ratio | 1.8 | 3.9 | 0.46 | 1.8 | 1.00 | 3.3 | 0.55 | 5.4 | 0.34 | |
| Days in Net Patient Accounts Receivable | 54.5 | 91.7 | 0.59 | 167.5 | 0.33 | 58.5 | 0.93 | 48.7 | 1.12 | |
| Average Payment Period | 35.9 | 91.7 | 0.39 | 183.9 | 0.20 | 38.2 | 0.94 | 32.1 | 1.12 | |
| Equity Financing (%) | 73.8% | 59.1% | 1.25 | 42.4% | 1.74 | 49.5% | 1.49 | 92.1% | 0.80 | |
| Long-Term Debt to Equity Ratio | 0.3 | 0.4 | 0.69 | 1.0 | 0.29 | 0.8 | 0.38 | 0.0 | N/A | |
| Times Interest Earned | -10.5 | 5.7 | N/A | -1.5 | 6.88 | 6.4 | N/A | 0.0 | N/A | |
| Total Asset Turnover | 0.4 | 0.4 | 0.99 | 0.3 | 1.62 | 1.0 | 0.40 | 0.3 | 1.45 | |
| Average Age of Plant (Years) | 0.9 | 18.1 | 0.05 | 31.9 | 0.03 | 7.1 | 0.13 | 8.2 | 0.11 | |
| Increase (Decrease) Total Net Patient Revenue | -2.8% | 3.5% | N/A | 7.4% | N/A | 8.5% | N/A | -44.1% | 0.06 | |
| Outpatient Gross Revenue (% of Total GPR) | 58.5% | 66.2% | 0.88 | 71.7% | 0.82 | 81.4% | 0.72 | 64.9% | 0.90 | |
| Net Revenue Statistics | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$11,094 | \$19,849 | 0.56 | \$17,658 | 0.63 | \$19,261 | 0.58 | \$12,123 | 0.92 | |
| Inpatient Net Revenue per Day | \$2,086 | \$3,697 | 0.56 | \$3,312 | 0.63 | \$2,916 | 0.72 | \$2,899 | 0.72 | |
| Outpatient Net Revenue per Visit | \$605 | \$819 | 0.74 | \$1,126 | 0.54 | \$812 | 0.75 | \$536 | 1.13 | |

| Income Statement | | Assets | | Liabilities & Fund Balances | |
|-----------------------------|--------------|-----------------------------------|--------------|----------------------------------|--------------|
| Gross Patient Revenue (GPR) | \$78,200,429 | Cash & Cash Equivalents | -\$13,055 | Current Liabilities | \$3,804,193 |
| Less Deductions | \$50,513,763 | Net Patient Receivables | \$4,130,361 | Long-Term Debt | \$17,799,376 |
| Net Patient Revenue | \$27,686,666 | Other Receivables | \$1,431,579 | Other Liabilities | \$207,549 |
| Plus Other Revenue | \$6,745,339 | | | Subtotal | \$21,811,118 |
| Total Revenue | \$34,432,005 | Land, Buildings & Equipment (Net) | \$22,115,884 | Unrestricted Fund Balance | \$61,324,026 |
| Less Expenses | \$41,447,551 | Other Assets | \$55,470,375 | Restricted Fund Balance | \$54,126,797 |
| Non-Operating Gains/Losses | \$2,798,948 | | | Total Liabilities & Fund Balance | \$83,135,144 |
| Net Income | -\$4,216,598 | Total Assets | \$83,135,144 | | |