

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

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

Total Hospital:

Beds Set Up & Staffed 164
 Discharges 7,647
 Inpatient Days 30,794

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 0
 Discharges 0
 Inpatient Days 0

Newborn Nursery:

Bassinets 22
 Total Births 1,425
 Newborn Days 2,766

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2017	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	75	3,702	12,638	46.2%	34.6	3.4
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	174	2,292	52.3%	6.3	13.2
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	4	0	0	0	0.0%	0.0	0.0
Obstetrics	1	28	1,475	3,933	38.5%	10.8	2.7
Psychiatric	1	19	1,141	4,976	71.8%	13.6	4.4
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	2	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	14	144	2,744	53.7%	7.5	19.1
Step-Down (Special Care)	1	16	981	4,211	72.1%	11.5	4.3
Neonatal Intensive/Intermediate Care	4	0	0	0	0.0%	0.0	0.0
Other Intensive Care	5	0	0	0	0.0%	0.0	0.0
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	51	1	51.0	Surgical Personnel	15	33	33.8
Physicians & Dentists	3	3	5.3	Radiological Services Personnel	28	19	39.7
Medical & Dental Residents	0	0	0.0	Sonographers	10	6	13.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	15	15.4
Registered Nurses	119	281	292.3	Occupational Therapists	3	6	5.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.6
Licensed Practical Nurses	8	16	18.6	Physical Therapists	7	9	11.5
Ancillary Nursing Personnel	28	84	64.6	Physical Therapy Assistants/Aides	2	2	2.5
Medical Assistants	0	1	0.4	Recreational Therapists	0	3	1.4
Physician Assistants	2	0	2.0	Dietitians & Nutritionists	2	2	3.5
Nurse Practitioners	6	1	6.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	13	4.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	45	50	73.6
Health Info Mgmt-Administrators/Technicians	8	5	10.4	All Other Personnel	110	90	161.4
Pharmacy Personnel	26	3	27.8				
Clinical Laboratory Personnel	29	38	55.0				
				Total	509	683	901.7

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Neenah, WI 54956			All GMS Hospitals		Analysis Area		Volume Group		FY 2017 vs. 2016		
Selected Financial Statistics			FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$152,969,406	36.7%	44.8%	0.82	46.1%	0.80	40.7%	0.90	35.2%	1.04	
Medical Assistance	\$48,769,263	11.7%	14.4%	0.81	10.9%	1.07	19.9%	0.59	11.1%	1.06	
Commercial	\$203,751,104	48.8%	36.6%	1.33	40.7%	1.20	35.3%	1.38	50.9%	0.96	
All Other	\$11,713,628	2.8%	4.2%	0.67	2.3%	1.21	4.1%	0.68	2.9%	0.97	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$97,629,473	23.4%	32.9%	0.71	31.7%	0.74	30.5%	0.77	21.1%	1.11	
Medical Assistance	\$35,591,207	8.5%	10.7%	0.79	7.8%	1.09	14.4%	0.59	8.0%	1.06	
Commercial	\$59,057,271	14.2%	14.8%	0.96	14.4%	0.98	13.0%	1.09	15.2%	0.93	
Charity Care	\$2,609,498	0.6%	1.0%	0.63	0.6%	1.02	1.0%	0.61	0.6%	1.10	
Bad Debt	\$9,946,304	2.4%	1.1%	2.26	1.5%	1.59	1.0%	2.32	1.0%	2.44	
All Other	\$9,446,785	2.3%	1.9%	1.18	1.5%	1.48	2.2%	1.01	2.2%	1.01	
Total Deductions	\$214,280,538	51.4%	62.4%	0.82	57.6%	0.89	62.2%	0.83	48.2%	1.07	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.7%	6.3%	0.26	1.9%	0.89	9.8%	0.17	1.6%	1.03	
Net Gains/Losses as % of Net Income		0.8%	12.7%	0.06	10.2%	0.07	4.7%	0.16	2.9%	0.27	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$80,798,745	47.1%	44.7%	1.05	44.4%	1.06	42.9%	1.10	48.7%	0.97	
Supplies & Services	\$73,140,623	42.7%	47.9%	0.89	43.1%	0.99	48.6%	0.88	40.2%	1.06	
Capital Component	\$17,549,120	10.2%	7.4%	1.39	12.5%	0.82	8.5%	1.20	11.1%	0.92	
Fiscal Statistics											
Operating Margin (%)		16.9%	8.9%	1.89	10.0%	1.70	13.6%	1.25	17.7%	0.95	
Total Hospital Net Income (%)		17.0%	10.1%	1.68	11.0%	1.55	14.1%	1.20	18.1%	0.94	
Return on Equity (%)		30.2%	7.6%	3.97	10.2%	2.95	10.4%	2.91	30.7%	0.98	
Current Ratio	42,569.1	5.6	7,537.42	5.8	7,323.42	6.4	6,613.47	482.8	88.17		
Days in Net Patient Accounts Receivable	58.0	51.4	1.13	55.7	1.04	47.5	1.22	60.2	0.96		
Average Payment Period	0.0	41.5	0.00	25.7	0.00	36.9	0.00	0.2	0.01		
Equity Financing (%)	100.0%	73.6%	1.36	72.7%	1.38	68.5%	1.46	99.9%	1.00		
Long-Term Debt to Equity Ratio	0.0	0.2	N/A	0.2	N/A	0.2	N/A	0.0	N/A		
Times Interest Earned	18.9	14.1	1.34	11.0	1.71	17.7	1.06	19.6	0.96		
Total Asset Turnover	1.8	0.7	2.39	0.9	1.92	0.7	2.43	1.7	1.05		
Average Age of Plant (Years)	16.4	9.3	1.77	5.9	2.77	7.9	2.08	14.7	1.12		
Increase (Decrease) Total Net Patient Revenue	1.9%	3.6%	0.54	1.9%	1.05	2.0%	0.97	3.0%	0.65		
Outpatient Gross Revenue (% of Total GPR)	53.2%	60.9%	0.87	67.5%	0.79	59.1%	0.90	54.0%	0.99		
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$13,404	\$15,675	0.86	\$12,173	1.10	\$14,805	0.91	\$12,764	1.05		
Inpatient Net Revenue per Day	\$3,330	\$3,540	0.94	\$3,180	1.05	\$3,359	0.99	\$3,198	1.04		
Outpatient Net Revenue per Visit	\$1,022	\$654	1.56	\$551	1.85	\$542	1.88	\$1,179	0.87		

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