

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

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

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

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

Total Hospital:

Beds Set Up & Staffed 25
 Discharges 543
 Inpatient Days 1,412

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 8
 Discharges 72
 Inpatient Days 885

Newborn Nursery:

Bassinets 4
 Total Births 97
 Newborn Days 220

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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	21	440	1,175	15.3%	3.2	2.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	96	237	16.2%	0.6	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	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	9	0	9.0	Surgical Personnel	0	6	3.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	3	10	7.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	2.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	3	2.6
Registered Nurses	5	52	42.0	Occupational Therapists	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	9	4.9	Physical Therapists	3	5	4.8
Ancillary Nursing Personnel	2	16	10.4	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	1	2	2.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	6	4.3
Health Info Mgmt-Administrators/Technicians	2	1	2.4	All Other Personnel	16	28	32.2
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	6	7	10.8				
				Total	58	151	147.6

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

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