

123 ThedaCare Medical Center - Shawano
100 County Road B
Shawano, WI 54166
715-526-2111

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

County: Shawano
Analysis Area: Northeastern (4)
Volume Group: 4

		All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2017 vs. 2016	
Selected Utilization Statistics	FY 2017	Value	Ratio	Value	Ratio	Value	Ratio	FY 2016	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	50.4%	55.4%	0.91	49.3%	1.02	38.8%	1.30	55.9%	0.90
Obstetrics	38.8%	38.4%	1.01	36.0%	0.04	31.2%	1.24	42.7%	0.91
Pediatrics	0.0%	55.4%	N/A	20.9%	N/A	14.1%	N/A	0.0%	N/A
Total Hospital	48.3%	56.3%	0.86	48.0%	1.01	40.5%	1.19	53.5%	0.90
Average Census (Patients)									
Adult Medical-Surgical	9.1	26.5	0.34	23.1	0.39	10.1	0.89	10.1	0.90
Obstetrics	1.6	5.0	0.31	4.4	0.36	2.1	0.73	1.7	0.91
Pediatrics	0.0	1.4	N/A	0.6	N/A	0.1	N/A	0.0	N/A
Total Hospital	10.6	48.3	0.22	40.6	0.26	15.5	0.69	11.8	0.90
Average Length of Stay (Days)									
Adult Medical-Surgical	3.2	3.9	0.82	3.5	0.92	2.9	1.09	3.1	1.02
Obstetrics	2.3	2.6	0.91	2.5	0.94	2.3	1.01	2.4	0.99
Pediatrics	0.0	3.5	N/A	3.3	N/A	2.1	N/A	0.0	N/A
Total Hospital	3.1	4.3	0.71	3.6	0.84	3.0	1.00	3.0	1.01
Surgical Operations									
Inpatient	252	1,408	0.18	1,238	0.20	502	0.50	274	0.92
Outpatient	2,838	4,098	0.69	4,498	0.63	2,146	1.32	2,787	1.02
Inpatient as % of All Surgeries	8.2%	25.6%	0.32	21.6%	0.38	19.0%	0.43	9.0%	0.91
Outpatient Visits									
Non-Emergency Visits	42,201	132,001	0.32	188,046	0.22	53,087	0.79	29,094	1.45
Emergency Visits	20,752	17,964	1.16	19,336	1.07	13,724	1.51	21,067	0.99
Full-Time Equivalents (FTEs)									
Administrators	11.0	18.9	0.58	17.5	0.63	11.1	0.99	16.0	0.69
Nurses, Licensed	72.5	244.4	0.30	253.8	0.29	104.4	0.70	71.9	1.01
Ancillary Nursing Personnel	13.6	40.0	0.34	33.6	0.40	20.7	0.66	11.4	1.19
All Other Personnel	129.6	484.8	0.27	503.6	0.26	226.8	0.57	140.2	0.92
Total FTEs	226.7	788.1	0.29	808.6	0.28	362.9	0.62	239.5	0.95
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.6	15.1	1.10	12.8	1.30	19.8	0.84	23.5	0.71
Nurses, Licensed	109.7	195.2	0.56	186.1	0.59	187.1	0.59	105.3	1.04
Ancillary Nursing Personnel	20.6	32.0	0.64	24.7	0.83	37.1	0.55	16.7	1.23
All Other Personnel	196.0	387.3	0.51	369.2	0.53	406.6	0.48	205.6	0.95
Total FTEs	343.0	629.5	0.54	592.8	0.58	650.6	0.53	351.1	0.98

Total Hospital:

Beds Set Up & Staffed 22
Discharges 1,270
Inpatient Days 3,878

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 1
Discharges 13
Inpatient Days 128

Newborn Nursery:

Bassinet 7
Total Births 251
Newborn Days 540

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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	18	1,037	3,311	50.4%	9.1	3.2
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	2	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	5	0	0	0	0.0%	0.0	0.0
Pediatric, acute	5	0	0	0	0.0%	0.0	0.0
Obstetrics	1	4	244	567	38.8%	1.6	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	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.

** 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	4	2	5.2
Physicians & Dentists	3	1	3.9	Radiological Services Personnel	12	6	14.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	5	3.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	8	4.5
Registered Nurses	14	74	60.7	Occupational Therapists	1	1	1.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	4	3.0	Physical Therapists	3	2	4.2
Ancillary Nursing Personnel	5	18	13.6	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	0	0	0.0	Recreational Therapists	3	3	3.8
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.1
Nurse Practitioners	4	2	4.8	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	4	0	4.0	Social Workers	0	1	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	1	16	7.8
Health Info Mgmt-Administrators/Technicians	3	2	4.4	All Other Personnel	27	41	50.7
Pharmacy Personnel	4	3	5.4				
Clinical Laboratory Personnel	6	13	15.5				
				Total	108	203	226.7

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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	\$41,196,533	46.5%	44.8%	1.04	46.0%	1.01	48.9%	0.95	45.6%	1.02
Medical Assistance	\$16,994,854	19.2%	14.4%	1.34	12.0%	1.59	11.7%	1.64	20.0%	0.96
Commercial	\$27,308,729	30.8%	36.6%	0.84	38.7%	0.80	35.9%	0.86	30.7%	1.00
All Other	\$3,035,846	3.4%	4.2%	0.81	3.2%	1.07	3.5%	0.99	3.7%	0.93
Deductions as % of Total Gross Patient Revenue										
Medicare	\$21,821,448	24.6%	32.9%	0.75	33.6%	0.73	35.0%	0.71	23.1%	1.07
Medical Assistance	\$8,901,134	10.1%	10.7%	0.94	9.0%	1.11	8.5%	1.19	9.4%	1.06
Commercial	\$6,749,707	7.6%	14.8%	0.52	15.8%	0.48	12.4%	0.62	8.3%	0.92
Charity Care	\$449,550	0.5%	1.0%	0.51	0.9%	0.56	1.4%	0.35	0.5%	1.12
Bad Debt	\$1,925,562	2.2%	1.1%	2.06	0.8%	2.57	1.3%	1.71	2.6%	0.83
All Other	\$1,449,937	1.6%	1.9%	0.85	1.9%	0.86	1.3%	1.24	1.7%	0.95
Total Deductions	\$41,297,338	46.6%	62.4%	0.75	62.1%	0.75	59.8%	0.78	45.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.7%	6.3%	0.26	3.8%	0.44	3.3%	0.50	1.9%	0.87
Net Gains/Losses as % of Net Income		N/A	12.7%	N/A	20.8%	N/A	29.9%	N/A	N/A	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,204,575	55.0%	44.7%	1.23	46.9%	1.17	47.5%	1.16	53.4%	1.03
Supplies & Services	\$12,091,682	29.9%	47.9%	0.63	45.3%	0.66	42.7%	0.70	30.9%	0.97
Capital Component	\$6,088,189	15.1%	7.4%	2.04	7.7%	1.95	9.8%	1.54	15.7%	0.96
Fiscal Statistics										
Operating Margin (%)		15.9%	8.9%	1.78	11.6%	1.37	4.5%	3.55	12.5%	1.28
Total Hospital Net Income (%)		15.8%	10.1%	1.56	14.2%	1.11	6.3%	2.51	12.4%	1.27
Return on Equity (%)		13.4%	7.6%	1.77	9.8%	1.37	4.0%	3.34	9.7%	1.38
Current Ratio		10.1	5.6	1.80	4.5	2.26	5.4	1.89	34.1	0.30
Days in Net Patient Accounts Receivable		52.1	51.4	1.01	51.4	1.01	50.1	1.04	45.4	1.15
Average Payment Period		7.3	41.5	0.18	55.6	0.13	41.4	0.18	1.9	3.85
Equity Financing (%)		91.7%	73.6%	1.25	73.0%	1.25	67.6%	1.36	92.7%	0.99
Long-Term Debt to Equity Ratio		0.1	0.2	0.46	0.2	0.38	0.3	0.23	0.1	1.01
Times Interest Earned		4.4	14.1	0.31	59.3	0.07	4.4	0.99	3.5	1.27
Total Asset Turnover		0.9	0.7	1.15	0.7	1.27	0.6	1.36	0.8	1.09
Average Age of Plant (Years)		8.0	9.3	0.86	10.2	0.79	9.4	0.85	6.8	1.18
Increase (Decrease) Total Net Patient Revenue		3.3%	3.6%	0.92	4.9%	0.68	0.5%	6.35	-1.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		83.9%	60.9%	1.38	69.2%	1.21	71.6%	1.17	82.7%	1.01
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$7,765		\$15,675	0.50	\$13,057	0.59	\$10,854	0.72	\$7,472	1.04
Inpatient Net Revenue per Day	\$2,486		\$3,540	0.70	\$3,477	0.72	\$3,395	0.73	\$2,434	1.02
Outpatient Net Revenue per Visit	\$622		\$654	0.95	\$534	1.17	\$743	0.84	\$740	0.84

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$88,535,962	Cash & Cash Equivalents	\$0	Current Liabilities	\$736,494
Less Deductions	\$41,297,338	Net Patient Receivables	\$6,738,994	Long-Term Debt	\$3,969,023
Net Patient Revenue	\$47,238,624	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$798,054			Subtotal	\$4,705,517
Total Revenue	\$48,036,678	Land, Buildings & Equipment (Net)	\$48,399,338	Unrestricted Fund Balance	\$51,698,403
Less Expenses	\$40,384,446	Other Assets	\$1,265,588	Restricted Fund Balance	\$8,400
Non-Operating Gains/Losses	-\$76,814			Total Liabilities & Fund Balance	\$56,403,920
Net Income	\$7,575,418	Total Assets	\$56,403,920		