

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

| | | All GMS Hospitals | | Analysis Area 3 | | Volume Group 1 | | FY 2017 vs. 2016 | |
|---|--------|-------------------|-------|--------------------|-------|-------------------|-------|------------------|-------|
| Selected Utilization Statistics | | Value | Ratio | Value | Ratio | Value | Ratio | FY 2016 | Ratio |
| Occupancy Rate (%) | | | | | | | | | |
| Adult Medical-Surgical | 6.0% | 55.4% | 0.11 | 45.8% | 0.13 | 11.3% | 0.53 | 5.2% | 1.15 |
| Obstetrics | 0.0% | 38.4% | N/A | 28.4% | N/A | 24.3% | N/A | 0.0% | N/A |
| Pediatrics | 0.0% | 55.4% | N/A | 109.7% | N/A | 54.9% | N/A | 0.0% | N/A |
| Total Hospital | 6.0% | 56.3% | 0.11 | 46.5% | 0.13 | 17.4% | 0.34 | 5.2% | 1.15 |
| Average Census (Patients) | | | | | | | | | |
| Adult Medical-Surgical | 1.5 | 26.5 | 0.06 | 20.5 | 0.07 | 1.8 | 0.83 | 1.3 | 1.15 |
| Obstetrics | 0.0 | 5.0 | N/A | 4.0 | N/A | 2.1 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 1.4 | N/A | 0.2 | N/A | 0.2 | N/A | 0.0 | N/A |
| Total Hospital | 1.5 | 48.3 | 0.03 | 35.0 | 0.04 | 2.9 | 0.52 | 1.3 | 1.15 |
| Average Length of Stay (Days) | | | | | | | | | |
| Adult Medical-Surgical | 3.5 | 3.9 | 0.89 | 3.5 | 0.98 | 2.9 | 1.18 | 3.2 | 1.07 |
| Obstetrics | 0.0 | 2.6 | N/A | 2.3 | N/A | 2.7 | N/A | 0.0 | N/A |
| Pediatrics | 0.0 | 3.5 | N/A | 2.9 | N/A | 2.9 | N/A | 0.0 | N/A |
| Total Hospital | 3.5 | 4.3 | 0.80 | 3.8 | 0.92 | 4.0 | 0.88 | 3.1 | 1.11 |
| Surgical Operations | | | | | | | | | |
| Inpatient | 0 | 1,408 | N/A | 1,285 | N/A | 116 | N/A | 0 | N/A |
| Outpatient | 71 | 4,098 | 0.02 | 5,974 | 0.01 | 1,063 | 0.07 | 75 | 0.95 |
| Inpatient as % of All Surgeries | 0.0% | 25.6% | N/A | 17.7% | N/A | 9.8% | N/A | 0.0% | N/A |
| Outpatient Visits | | | | | | | | | |
| Non-Emergency Visits | 10,711 | 132,001 | 0.08 | 121,848 | 0.09 | 20,790 | 0.52 | 9,049 | 1.18 |
| Emergency Visits | 4,003 | 17,964 | 0.22 | 15,548 | 0.26 | 2,393 | 1.67 | 3,823 | 1.05 |
| Full-Time Equivalents (FTEs) | | | | | | | | | |
| Administrators | 4.0 | 18.9 | 0.21 | 26.3 | 0.15 | 3.2 | 1.26 | 6.0 | 0.67 |
| Nurses, Licensed | 14.7 | 244.4 | 0.06 | 187.4 | 0.08 | 79.1 | 0.19 | 16.1 | 0.91 |
| Ancillary Nursing Personnel | 10.1 | 40.0 | 0.25 | 30.9 | 0.33 | 11.1 | 0.91 | 10.6 | 0.95 |
| All Other Personnel | 44.1 | 484.8 | 0.09 | 331.4 | 0.13 | 112.6 | 0.39 | 63.5 | 0.69 |
| Total FTEs | 72.9 | 788.1 | 0.09 | 576.0 | 0.13 | 205.9 | 0.35 | 96.2 | 0.76 |
| FTEs per 100 Patient Census (Adjusted) | | | | | | | | | |
| Administrators | 51.5 | 15.1 | 3.41 | 24.4 | 2.11 | 24.4 | 2.11 | 63.6 | 0.81 |
| Nurses, Licensed | 188.8 | 195.2 | 0.97 | 174.3 | 1.08 | 608.9 | 0.31 | 170.3 | 1.11 |
| Ancillary Nursing Personnel | 130.0 | 32.0 | 4.07 | 28.7 | 4.52 | 85.1 | 1.53 | 112.6 | 1.15 |
| All Other Personnel | 567.8 | 387.3 | 1.47 | 308.2 | 1.84 | 866.4 | 0.66 | 672.9 | 0.84 |
| Total FTEs | 938.1 | 629.5 | 1.49 | 535.6 | 1.75 | 1,584.8 | 0.59 | 1,019.4 | 0.92 |

Total Hospital:

Beds Set Up & Staffed 25
Discharges 157
Inpatient Days 546

Contract with:

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

Medicare-certified Swing Beds:

Average Beds Used 5
Discharges 100
Inpatient Days 1,323

Newborn Nursery:

Bassinets 0
Total Births 0
Newborn Days 0

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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 | 25 | 157 | 546 | 6.0% | 1.5 | 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 | 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 | 4 | 0 | 4.0 | Surgical Personnel | 0 | 0 | 0.0 |
| Physicians & Dentists | 5 | 0 | 5.0 | Radiological Services Personnel | 3 | 3 | 4.2 |
| Medical & Dental Residents | 0 | 0 | 0.0 | Sonographers | 1 | 1 | 1.2 |
| Dental Hygienists | 0 | 0 | 0.0 | Respiratory Therapists | 0 | 0 | 0.0 |
| Registered Nurses | 9 | 10 | 13.7 | Occupational Therapists | 0 | 1 | 0.9 |
| Certified Nurse Midwives | 0 | 0 | 0.0 | Occupational Therapy Assistants/Aides | 1 | 1 | 1.1 |
| Licensed Practical Nurses | 0 | 0 | 0.0 | Physical Therapists | 0 | 4 | 1.2 |
| Ancillary Nursing Personnel | 9 | 8 | 10.1 | Physical Therapy Assistants/Aides | 2 | 0 | 2.0 |
| Medical Assistants | 0 | 0 | 0.0 | Recreational Therapists | 0 | 0 | 0.0 |
| Physician Assistants | 0 | 0 | 0.0 | Dietitians & Nutritionists | 1 | 0 | 1.0 |
| 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 | 2 | 0 | 2.0 |
| Health Info Mgmt-Administrators/Technicians | 1 | 1 | 1.5 | All Other Personnel | 14 | 8 | 17.2 |
| Pharmacy Personnel | 0 | 0 | 0.0 | | | | |
| Clinical Laboratory Personnel | 5 | 3 | 7.0 | | | | |
| | | | | Total | 58 | 40 | 72.9 |

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| Wild Rose, WI 54984 | | | 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 | \$11,211,489 | 58.1% | 44.8% | 1.30 | 46.1% | 1.26 | 42.6% | 1.36 | 52.5% | 1.11 | |
| Medical Assistance | \$2,732,354 | 14.2% | 14.4% | 0.98 | 10.9% | 1.30 | 12.7% | 1.11 | 14.5% | 0.97 | |
| Commercial | \$4,494,735 | 23.3% | 36.6% | 0.64 | 40.7% | 0.57 | 40.5% | 0.57 | 28.6% | 0.81 | |
| All Other | \$862,886 | 4.5% | 4.2% | 1.06 | 2.3% | 1.92 | 4.2% | 1.07 | 4.3% | 1.03 | |
| Deductions as % of Total Gross Patient Revenue | | | | | | | | | | | |
| Medicare | \$6,263,256 | 32.4% | 32.9% | 0.99 | 31.7% | 1.02 | 20.7% | 1.57 | 20.1% | 1.62 | |
| Medical Assistance | \$1,425,430 | 7.4% | 10.7% | 0.69 | 7.8% | 0.94 | 7.9% | 0.94 | 9.9% | 0.74 | |
| Commercial | \$3,201,382 | 16.6% | 14.8% | 1.12 | 14.4% | 1.15 | 11.6% | 1.42 | 8.2% | 2.03 | |
| Charity Care | \$136,598 | 0.7% | 1.0% | 0.72 | 0.6% | 1.15 | 0.9% | 0.82 | 0.6% | 1.27 | |
| Bad Debt | \$548,061 | 2.8% | 1.1% | 2.69 | 1.5% | 1.90 | 2.0% | 1.41 | 4.1% | 0.69 | |
| All Other | \$498,174 | 2.6% | 1.9% | 1.35 | 1.5% | 1.69 | 1.5% | 1.74 | 2.5% | 1.05 | |
| Total Deductions | \$12,072,901 | 62.5% | 62.4% | 1.00 | 57.6% | 1.09 | 44.6% | 1.40 | 45.3% | 1.38 | |
| Other Revenue & Net Gains or Losses | | | | | | | | | | | |
| Other Revenue as % of Total Revenue | | 0.7% | 6.3% | 0.11 | 1.9% | 0.39 | 3.9% | 0.18 | 0.4% | 1.96 | |
| Net Gains/Losses as % of Net Income | | 3.4% | 12.7% | 0.27 | 10.2% | 0.33 | 1.9% | 1.83 | 0.3% | 11.76 | |
| Expenses as % of Total Expenses | | | | | | | | | | | |
| Salary/Fringe Benefits | \$6,853,809 | 69.4% | 44.7% | 1.55 | 44.4% | 1.56 | 51.0% | 1.36 | 71.5% | 0.97 | |
| Supplies & Services | \$2,185,963 | 22.1% | 47.9% | 0.46 | 43.1% | 0.51 | 42.2% | 0.52 | 21.1% | 1.05 | |
| Capital Component | \$833,137 | 8.4% | 7.4% | 1.14 | 12.5% | 0.67 | 6.8% | 1.24 | 7.4% | 1.14 | |
| Fiscal Statistics | | | | | | | | | | | |
| Operating Margin (%) | | -35.6% | 8.9% | N/A | 10.0% | N/A | 6.0% | N/A | 15.3% | N/A | |
| Total Hospital Net Income (%) | | -37.3% | 10.1% | N/A | 11.0% | N/A | 6.1% | N/A | 15.3% | N/A | |
| Return on Equity (%) | | -53.3% | 7.6% | N/A | 10.2% | N/A | 8.8% | N/A | 45.3% | N/A | |
| Current Ratio | | 0.5 | 5.6 | 0.10 | 5.8 | 0.09 | 2.8 | 0.20 | 134.0 | 0.00 | |
| Days in Net Patient Accounts Receivable | | 95.7 | 51.4 | 1.86 | 55.7 | 1.72 | 58.0 | 1.65 | 28.7 | 3.33 | |
| Average Payment Period | | 147.2 | 41.5 | 3.55 | 25.7 | 5.73 | 45.2 | 3.26 | 0.4 | 397.81 | |
| Equity Financing (%) | | 26.4% | 73.6% | 0.36 | 72.7% | 0.36 | 56.7% | 0.47 | 99.8% | 0.26 | |
| Long-Term Debt to Equity Ratio | | 0.0 | 0.2 | N/A | 0.2 | N/A | 0.4 | N/A | 0.0 | N/A | |
| Times Interest Earned | | -3,974.0 | 14.1 | N/A | 11.0 | N/A | 9.6 | N/A | 4,865.5 | N/A | |
| Total Asset Turnover | | 1.4 | 0.7 | 1.95 | 0.9 | 1.57 | 1.5 | 0.99 | 2.9 | 0.49 | |
| Average Age of Plant (Years) | | 6.4 | 9.3 | 0.69 | 5.9 | 1.07 | 9.2 | 0.69 | 7.6 | 0.84 | |
| Increase (Decrease) Total Net Patient Revenue | | -43.0% | 3.6% | N/A | 1.9% | N/A | 3.4% | N/A | -9.1% | 4.73 | |
| Outpatient Gross Revenue (% of Total GPR) | | 80.7% | 60.9% | 1.32 | 67.5% | 1.20 | 76.0% | 1.06 | 85.9% | 0.94 | |
| Net Revenue Statistics | | | | | | | | | | | |
| Inpatient Net Revenue per Discharge | \$23,478 | | \$15,675 | 1.50 | \$12,173 | 1.93 | \$19,283 | 1.22 | \$15,349 | 1.53 | |
| Inpatient Net Revenue per Day | \$3,241 | | \$3,540 | 0.92 | \$3,180 | 1.02 | \$2,854 | 1.14 | \$1,962 | 1.65 | |
| Outpatient Net Revenue per Visit | \$118 | | \$654 | 0.18 | \$551 | 0.21 | \$720 | 0.16 | \$749 | 0.16 | |

| Income Statement | | | Assets | | | Liabilities & Fund Balances | | |
|-----------------------------|--------------|--|-----------------------------------|--|-------------|----------------------------------|--|-------------|
| Gross Patient Revenue (GPR) | \$19,301,464 | | Cash & Cash Equivalents | | \$0 | Current Liabilities | | \$3,706,389 |
| Less Deductions | \$12,072,901 | | Net Patient Receivables | | \$1,895,572 | Long-Term Debt | | \$0 |
| Net Patient Revenue | \$7,228,563 | | Other Receivables | | \$0 | Other Liabilities | | \$0 |
| Plus Other Revenue | \$52,834 | | | | | Subtotal | | \$3,706,389 |
| Total Revenue | \$7,281,397 | | Land, Buildings & Equipment (Net) | | \$2,999,313 | | | |
| Less Expenses | \$9,872,909 | | Other Assets | | \$142,103 | Unrestricted Fund Balance | | \$1,330,599 |
| Non-Operating Gains/Losses | -\$91,603 | | | | | Restricted Fund Balance | | \$0 |
| Net Income | -\$2,683,115 | | Total Assets | | \$5,036,988 | Total Liabilities & Fund Balance | | \$5,036,988 |