

**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

		All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	62.8%	55.7%	1.13	44.0%	1.43	69.4%	0.90	56.7%	1.11
Obstetrics	26.2%	41.5%	0.63	31.5%	0.19	52.7%	0.50	26.3%	1.00
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	32.8%	N/A	0.0%	N/A
Total Hospital	54.9%	57.5%	0.95	46.2%	1.19	67.8%	0.81	49.0%	1.12
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	69.7	26.4	2.64	20.6	3.38	101.2	0.69	62.9	1.11
Obstetrics	6.0	5.6	1.07	4.4	1.36	15.7	0.38	6.0	1.00
Pediatrics	0.0	1.4	N/A	0.3	N/A	3.8	N/A	0.0	N/A
Total Hospital	85.6	49.4	1.73	35.5	2.41	195.9	0.44	76.5	1.12
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.6	3.9	0.92	3.5	1.05	4.4	0.83	3.6	1.01
Obstetrics	2.1	2.5	0.83	2.4	0.87	2.6	0.80	2.1	1.02
Pediatrics	0.0	3.5	N/A	2.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	3.7	4.4	0.85	3.8	0.98	4.8	0.77	3.6	1.04
<b>Surgical Operations</b>									
Inpatient	3,448	1,396	2.47	1,243	2.77	5,208	0.66	3,090	1.12
Outpatient	18,375	4,206	4.37	6,046	3.04	14,763	1.24	17,964	1.02
Inpatient as % of All Surgeries	15.8%	24.9%	0.63	17.1%	0.93	26.1%	0.61	14.7%	1.08
<b>Outpatient Visits</b>									
Non-Emergency Visits	166,099	136,074	1.22	126,761	1.31	473,499	0.35	131,428	1.26
Emergency Visits	31,132	18,688	1.67	15,547	2.00	53,629	0.58	30,600	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	66.0	19.3	3.41	17.4	3.79	64.0	1.03	68.0	0.97
Nurses, Licensed	422.4	239.2	1.77	179.4	2.35	866.8	0.49	399.9	1.06
Ancillary Nursing Personnel	38.7	40.0	0.97	31.1	1.25	141.9	0.27	65.2	0.59
All Other Personnel	639.7	480.4	1.33	293.7	2.18	1,693.5	0.38	624.0	1.03
Total FTEs	1,166.8	779.0	1.50	521.5	2.24	2,766.3	0.42	1,157.0	1.01
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	26.5	14.9	1.78	14.8	1.79	13.7	1.93	32.1	0.83
Nurses, Licensed	169.6	183.7	0.92	152.4	1.11	186.0	0.91	189.0	0.90
Ancillary Nursing Personnel	15.5	30.8	0.51	26.4	0.59	30.4	0.51	30.8	0.50
All Other Personnel	256.9	369.0	0.70	249.4	1.03	363.3	0.71	294.9	0.87
Total FTEs	468.6	598.3	0.78	443.0	1.06	593.5	0.79	546.9	0.86

**Total Hospital:**

Beds Set Up & Staffed 156  
 Discharges 8,391  
 Inpatient Days 31,245

**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 18  
 Total Births 1,031  
 Newborn Days 2,008

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2018	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	111	7,036	25,434	62.8%	69.7	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	5	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	23	1,042	2,198	26.2%	6.0	2.1
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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	240	3,613	45.0%	9.9	15.1
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
<b>Subacute care</b>	3	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	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	66	0	66.0	Surgical Personnel	18	24	34.3
Physicians & Dentists	29	1	29.8	Radiological Services Personnel	21	18	33.3
Medical & Dental Residents	0	0	0.0	Sonographers	6	11	12.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	11	19	21.7
Registered Nurses	157	358	383.5	Occupational Therapists	2	3	3.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	13	32	31.8	Physical Therapists	14	12	21.7
Ancillary Nursing Personnel	17	46	38.7	Physical Therapy Assistants/Aides	3	5	6.2
Medical Assistants	15	6	19.3	Recreational Therapists	2	5	3.8
Physician Assistants	7	1	7.0	Dietitians & Nutritionists	7	16	17.2
Nurse Practitioners	7	0	7.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	5	5.3
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	60	91	116.2
Health Info Mgmt-Administrators/Technicians	11	6	14.9	All Other Personnel	143	109	207.2
Pharmacy Personnel	33	11	40.0				
Clinical Laboratory Personnel	29	25	46.7				
				<b>Total</b>	<b>672</b>	<b>804</b>	<b>1,166.8</b>

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			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics			Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$337,338,007	52.1%	45.7%	1.14	47.1%	1.11	46.0%	1.13	51.2%	1.02
Medical Assistance	\$41,332,984	6.4%	14.0%	0.46	10.7%	0.60	12.8%	0.50	6.5%	0.99
Commercial	\$258,183,081	39.9%	35.8%	1.11	39.9%	1.00	36.0%	1.11	40.9%	0.98
All Other	\$10,647,227	1.6%	4.5%	0.37	2.3%	0.72	5.3%	0.31	1.5%	1.13
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$248,300,657	38.3%	34.1%	1.13	33.7%	1.14	35.3%	1.09	34.4%	1.11
Medical Assistance	\$32,988,227	5.1%	10.6%	0.48	7.8%	0.65	10.0%	0.51	5.0%	1.02
Commercial	\$58,482,654	9.0%	14.7%	0.61	13.1%	0.69	16.0%	0.56	12.4%	0.73
Charity Care	\$3,339,420	0.5%	1.0%	0.53	0.6%	0.82	1.0%	0.54	0.4%	1.18
Bad Debt	\$5,827,518	0.9%	1.1%	0.84	1.3%	0.68	0.9%	0.96	1.3%	0.71
All Other	\$9,035,570	1.4%	2.0%	0.71	1.4%	1.01	2.2%	0.62	1.2%	1.16
Total Deductions	\$357,974,046	55.3%	63.3%	0.87	57.9%	0.96	65.5%	0.84	54.8%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.3%	5.5%	0.06	1.7%	0.20	6.8%	0.05	0.4%	0.94
Net Gains/Losses as % of Net Income		0.3%	2.6%	0.11	3.3%	0.08	1.9%	0.15	0.6%	0.44
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$90,634,852	40.1%	44.1%	0.91	41.1%	0.98	43.1%	0.93	46.5%	0.86
Supplies & Services	\$122,946,599	54.4%	49.0%	1.11	51.9%	1.05	50.4%	1.08	21.8%	2.49
Capital Component	\$12,478,242	5.5%	6.9%	0.80	7.0%	0.78	6.4%	0.86	31.6%	0.17
<b>Fiscal Statistics</b>										
Operating Margin (%)		22.2%	8.4%	2.65	11.1%	1.99	8.5%	2.61	13.0%	1.71
Total Hospital Net Income (%)		22.2%	8.6%	2.60	11.5%	1.94	8.7%	2.57	13.1%	1.70
Return on Equity (%)		43.6%	6.3%	6.89	10.9%	3.98	6.7%	6.52	24.3%	1.79
Current Ratio		424.4	5.9	71.63	6.8	62.09	6.2	68.41	40,531.2	0.01
Days in Net Patient Accounts Receivable		49.0	51.6	0.95	56.0	0.87	50.7	0.97	54.3	0.90
Average Payment Period		0.2	38.5	0.00	21.7	0.01	38.6	0.00	0.0	75.41
Equity Financing (%)		99.9%	75.1%	1.33	78.3%	1.28	76.2%	1.31	100.0%	1.00
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		2,715.6	13.4	203.06	32.7	83.08	13.7	198.32	8.6	316.22
Total Asset Turnover		2.0	0.7	2.66	1.0	2.06	0.8	2.54	1.9	1.05
Average Age of Plant (Years)		17.2	9.9	1.74	10.8	1.59	10.8	1.60	2.5	6.75
Increase (Decrease) Total Net Patient Revenue		9.5%	5.4%	1.75	6.7%	1.42	6.1%	1.56	-1.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		65.6%	61.9%	1.06	69.3%	0.95	58.0%	1.13	62.7%	1.05
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$13,987		\$15,830	0.88	\$12,540	1.12	\$17,621	0.79	\$13,159	1.06
Inpatient Net Revenue per Day	\$3,756		\$3,538	1.06	\$3,195	1.18	\$3,654	1.03	\$3,572	1.05
Outpatient Net Revenue per Visit	\$902		\$686	1.32	\$574	1.57	\$698	1.29	\$1,043	0.87

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$647,501,299	Cash & Cash Equivalents	\$0	Current Liabilities	\$101,049
Less Deductions	\$357,974,046	Net Patient Receivables	\$38,873,949	Long-Term Debt	\$0
Net Patient Revenue	\$289,527,253	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$991,457			Subtotal	\$101,049
Total Revenue	\$290,518,710	Land, Buildings & Equipment (Net)	\$105,495,015	Unrestricted Fund Balance	\$148,279,518
Less Expenses	\$226,059,693	Other Assets	\$4,011,603	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$179,334			Total Liabilities & Fund Balance	\$148,380,567
Net Income	\$64,638,351	Total Assets	\$148,380,567		