

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 2018 vs. 2017	
Selected Utilization Statistics	FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	49.4%	55.7%	0.89	44.0%	1.12	57.4%	0.86	46.2%	1.07
Obstetrics	39.8%	41.5%	0.96	31.5%	0.35	40.0%	0.99	38.5%	1.03
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	93.8%	N/A	0.0%	N/A
Total Hospital	54.6%	57.5%	0.95	46.2%	1.18	59.0%	0.92	51.4%	1.06
Average Census (Patients)									
Adult Medical-Surgical	37.1	26.4	1.41	20.6	1.80	36.9	1.01	34.6	1.07
Obstetrics	11.1	5.6	1.98	4.4	2.51	7.9	1.41	10.8	1.03
Pediatrics	0.0	1.4	N/A	0.3	N/A	5.2	N/A	0.0	N/A
Total Hospital	89.6	49.4	1.82	35.5	2.52	78.6	1.14	84.4	1.06
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	3.9	0.83	3.5	0.95	3.8	0.86	3.4	0.96
Obstetrics	2.8	2.5	1.09	2.4	1.14	2.6	1.07	2.7	1.03
Pediatrics	0.0	3.5	N/A	2.8	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.0	4.4	0.91	3.8	1.05	4.4	0.90	4.0	0.99
Surgical Operations									
Inpatient	2,984	1,396	2.14	1,243	2.40	1,842	1.62	2,940	1.01
Outpatient	11,767	4,206	2.80	6,046	1.95	4,876	2.41	11,791	1.00
Inpatient as % of All Surgeries	20.2%	24.9%	0.81	17.1%	1.19	27.4%	0.74	20.0%	1.01
Outpatient Visits									
Non-Emergency Visits	97,754	136,074	0.72	126,761	0.77	168,131	0.58	84,047	1.16
Emergency Visits	23,670	18,688	1.27	15,547	1.52	31,181	0.76	23,977	0.99
Full-Time Equivalents (FTEs)									
Administrators	49.2	19.3	2.54	17.4	2.82	25.9	1.90	51.0	0.96
Nurses, Licensed	335.4	239.2	1.40	179.4	1.87	358.4	0.94	317.7	1.06
Ancillary Nursing Personnel	55.8	40.0	1.39	31.1	1.80	57.2	0.98	64.6	0.86
All Other Personnel	473.5	480.4	0.99	293.7	1.61	660.2	0.72	468.4	1.01
Total FTEs	913.9	779.0	1.17	521.5	1.75	1,101.6	0.83	901.7	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	23.2	14.9	1.56	14.8	1.57	12.9	1.80	28.3	0.82
Nurses, Licensed	157.9	183.7	0.86	152.4	1.04	178.3	0.89	176.4	0.90
Ancillary Nursing Personnel	26.3	30.8	0.85	26.4	1.00	28.5	0.92	35.9	0.73
All Other Personnel	223.0	369.0	0.60	249.4	0.89	328.4	0.68	260.1	0.86
Total FTEs	430.4	598.3	0.72	443.0	0.97	548.0	0.79	500.7	0.86

Total Hospital:

Beds Set Up & Staffed 164
 Discharges 8,178
 Inpatient Days 32,696

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 1,453
 Newborn Days 2,738

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	75	4,126	13,533	49.4%	37.1	3.3
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	189	2,699	61.6%	7.4	14.3
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	1,474	4,065	39.8%	11.1	2.8
Psychiatric	1	19	1,227	5,650	81.5%	15.5	4.6
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	148	2,436	47.7%	6.7	16.5
Step-Down (Special Care)	1	16	1,015	4,313	73.9%	11.8	4.2
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	47	3	49.2	Surgical Personnel	10	41	36.1
Physicians & Dentists	4	2	4.5	Radiological Services Personnel	23	21	35.5
Medical & Dental Residents	0	0	0.0	Sonographers	9	6	14.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	12	10.4
Registered Nurses	135	270	312.0	Occupational Therapists	4	5	7.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.6
Licensed Practical Nurses	7	18	19.3	Physical Therapists	8	10	13.3
Ancillary Nursing Personnel	22	69	55.8	Physical Therapy Assistants/Aides	2	2	3.0
Medical Assistants	0	2	1.7	Recreational Therapists	0	3	1.6
Physician Assistants	1	1	1.5	Dietitians & Nutritionists	0	3	1.4
Nurse Practitioners	4	0	4.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	10	2.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	51	54	83.8
Health Info Mgmt-Administrators/Technicians	7	4	9.6	All Other Personnel	108	87	158.8
Pharmacy Personnel	27	8	31.1				
Clinical Laboratory Personnel	36	31	56.9				
				Total	511	664	913.9

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Neenah, WI 54956			All GMS Hospitals		Analysis Area		Volume Group		FY 2018 vs. 2017		
Selected Financial Statistics			FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio
Gross Revenue as % of Total Gross Patient Revenue											
Medicare	\$181,082,308	38.5%	45.7%	0.84	47.1%	0.82	41.9%	0.92	36.7%	1.05	
Medical Assistance	\$56,442,610	12.0%	14.0%	0.86	10.7%	1.12	19.9%	0.60	11.7%	1.03	
Commercial	\$220,966,069	47.0%	35.8%	1.31	39.9%	1.18	35.1%	1.34	48.8%	0.96	
All Other	\$12,100,409	2.6%	4.5%	0.57	2.3%	1.13	3.2%	0.81	2.8%	0.92	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$131,020,104	27.8%	34.1%	0.82	33.7%	0.83	31.8%	0.88	23.4%	1.19	
Medical Assistance	\$45,068,878	9.6%	10.6%	0.91	7.8%	1.23	14.5%	0.66	8.5%	1.12	
Commercial	\$49,577,631	10.5%	14.7%	0.72	13.1%	0.81	12.7%	0.83	14.2%	0.74	
Charity Care	\$2,926,415	0.6%	1.0%	0.64	0.6%	0.99	1.0%	0.63	0.6%	0.99	
Bad Debt	\$3,648,913	0.8%	1.1%	0.72	1.3%	0.59	1.1%	0.68	2.4%	0.33	
All Other	\$10,004,861	2.1%	2.0%	1.08	1.4%	1.54	1.4%	1.49	2.3%	0.94	
Total Deductions	\$242,246,802	51.5%	63.3%	0.81	57.9%	0.89	62.6%	0.82	51.4%	1.00	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.5%	5.5%	0.27	1.7%	0.88	3.7%	0.40	1.7%	0.91	
Net Gains/Losses as % of Net Income		0.5%	2.6%	0.20	3.3%	0.15	5.1%	0.10	0.8%	0.66	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$82,555,422	46.7%	44.1%	1.06	41.1%	1.13	43.3%	1.08	47.1%	0.99	
Supplies & Services	\$81,281,728	45.9%	49.0%	0.94	51.9%	0.89	49.6%	0.93	42.7%	1.08	
Capital Component	\$13,094,276	7.4%	6.9%	1.08	7.0%	1.05	7.1%	1.04	10.2%	0.72	
Fiscal Statistics											
Operating Margin (%)		23.7%	8.4%	2.83	11.1%	2.13	10.1%	2.35	16.9%	1.40	
Total Hospital Net Income (%)		23.8%	8.6%	2.78	11.5%	2.07	10.6%	2.25	17.0%	1.40	
Return on Equity (%)		48.6%	6.3%	7.68	10.9%	4.44	6.8%	7.17	30.2%	1.61	
Current Ratio		466.5	5.9	78.73	6.8	68.24	7.2	64.43	42,569.1	0.01	
Days in Net Patient Accounts Receivable		49.9	51.6	0.97	56.0	0.89	53.7	0.93	58.0	0.86	
Average Payment Period		0.2	38.5	0.00	21.7	0.01	35.4	0.00	0.0	86.70	
Equity Financing (%)		99.9%	75.1%	1.33	78.3%	1.28	73.3%	1.36	100.0%	1.00	
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned		5,330.0	13.4	398.55	32.7	163.05	19.0	281.07	18.9	282.35	
Total Asset Turnover		2.0	0.7	2.77	1.0	2.15	0.6	3.20	1.8	1.15	
Average Age of Plant (Years)		17.7	9.9	1.79	10.8	1.64	8.4	2.11	16.4	1.08	
Increase (Decrease) Total Net Patient Revenue		12.5%	5.4%	2.30	6.7%	1.87	5.3%	2.35	1.9%	6.43	
Outpatient Gross Revenue (% of Total GPR)		57.8%	61.9%	0.93	69.3%	0.83	60.4%	0.96	53.2%	1.09	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge		\$13,269	\$15,830	0.84	\$12,540	1.06	\$15,632	0.85	\$13,404	0.99	
Inpatient Net Revenue per Day		\$3,319	\$3,538	0.94	\$3,195	1.04	\$3,480	0.95	\$3,330	1.00	
Outpatient Net Revenue per Visit		\$1,017	\$686	1.48	\$574	1.77	\$697	1.46	\$1,022	1.00	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$470,591,396	Cash & Cash Equivalents	\$0	Current Liabilities	\$74,541
Less Deductions	\$242,246,802	Net Patient Receivables	\$31,227,825	Long-Term Debt	\$0
Net Patient Revenue	\$228,344,594	Other Receivables	\$746,394	Other Liabilities	\$0
Plus Other Revenue	\$3,486,027			Subtotal	\$74,541
Total Revenue	\$231,830,621	Land, Buildings & Equipment (Net)	\$78,736,117	Unrestricted Fund Balance	\$113,431,235
Less Expenses	\$176,931,426	Other Assets	\$2,795,440	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$277,390			Total Liabilities & Fund Balance	\$113,505,776
Net Income	\$55,176,585	Total Assets	\$113,505,776		