

**142 ThedaCare Medical Center - Waupaca**  
800 Riverside Drive  
Waupaca, WI 54981  
715-258-1000

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

County: Waupaca  
Analysis Area: Lake Winnebago (3)  
Volume Group: 4

		All GMS Hospitals		Analysis Area 3		Volume Group 4		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	29.9%	55.7%	0.54	44.0%	0.68	39.8%	0.75	27.5%	1.09
Obstetrics	33.4%	41.5%	0.80	31.5%	0.02	28.9%	1.16	34.5%	0.97
Pediatrics	0.0%	52.8%	N/A	83.4%	N/A	7.7%	N/A	0.0%	N/A
Total Hospital	30.9%	57.5%	0.54	46.2%	0.67	42.4%	0.73	25.8%	1.20
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.7	26.4	0.22	20.6	0.28	10.7	0.53	5.2	1.09
Obstetrics	0.7	5.6	0.12	4.4	0.15	2.0	0.34	0.7	0.97
Pediatrics	0.0	1.4	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.7	49.4	0.16	35.5	0.22	16.6	0.47	6.4	1.20
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.0	3.9	0.77	3.5	0.87	3.0	1.00	2.7	1.10
Obstetrics	2.4	2.5	0.94	2.4	0.99	2.2	1.07	2.1	1.16
Pediatrics	0.0	3.5	N/A	2.8	N/A	1.9	N/A	0.0	N/A
Total Hospital	2.9	4.4	0.65	3.8	0.75	3.3	0.88	2.7	1.06
<b>Surgical Operations</b>									
Inpatient	123	1,396	0.09	1,243	0.10	484	0.25	106	1.16
Outpatient	1,899	4,206	0.45	6,046	0.31	2,045	0.93	1,757	1.08
Inpatient as % of All Surgeries	6.1%	24.9%	0.24	17.1%	0.36	19.2%	0.32	5.7%	1.07
<b>Outpatient Visits</b>									
Non-Emergency Visits	51,455	136,074	0.38	126,761	0.41	63,222	0.81	36,009	1.43
Emergency Visits	10,736	18,688	0.57	15,547	0.69	12,717	0.84	11,047	0.97
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.0	19.3	0.52	17.4	0.57	10.6	0.95	14.5	0.69
Nurses, Licensed	45.4	239.2	0.19	179.4	0.25	104.8	0.43	47.7	0.95
Ancillary Nursing Personnel	6.7	40.0	0.17	31.1	0.22	22.9	0.29	6.1	1.10
All Other Personnel	101.3	480.4	0.21	293.7	0.35	217.2	0.47	115.8	0.88
Total FTEs	163.5	779.0	0.21	521.5	0.31	355.5	0.46	184.1	0.89
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	16.5	14.9	1.11	14.8	1.12	17.1	0.97	31.6	0.52
Nurses, Licensed	75.1	183.7	0.41	152.4	0.49	169.2	0.44	104.1	0.72
Ancillary Nursing Personnel	11.1	30.8	0.36	26.4	0.42	37.0	0.30	13.4	0.83
All Other Personnel	167.7	369.0	0.45	249.4	0.67	350.8	0.48	252.6	0.66
Total FTEs	270.5	598.3	0.45	443.0	0.61	574.1	0.47	401.7	0.67

**Total Hospital:**

Beds Set Up & Staffed 25  
Discharges 985  
Inpatient Days 2,820

**Contract with:**

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

**Medicare-certified Swing Beds:**

Average Beds Used 1  
Discharges 26  
Inpatient Days 321

**Newborn Nursery:**

Bassinets 4  
Total Births 113  
Newborn Days 225

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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	19	690	2,077	29.9%	5.7	3.0
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	2	102	244	33.4%	0.7	2.4
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	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	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	1	4	154	499	34.2%	1.4	3.2
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
<b>Subacute care</b>	5	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	10	0	10.0	Surgical Personnel	1	3	3.2
Physicians & Dentists	5	0	5.0	Radiological Services Personnel	8	7	11.9
Medical & Dental Residents	0	0	0.0	Sonographers	1	4	2.4
Dental Hygienists	0	0	0.0	Respiratory Therapists	5	2	6.3
Registered Nurses	14	48	42.4	Occupational Therapists	0	1	0.7
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	1	5.8
Ancillary Nursing Personnel	2	9	6.7	Physical Therapy Assistants/Aides	0	5	2.6
Medical Assistants	2	1	3.0	Recreational Therapists	0	1	0.3
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	2	1.1
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	1	2	2.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	25	26	40.8
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	4	15	13.3				
				<b>Total</b>	<b>89</b>	<b>127</b>	<b>163.5</b>

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Waupaca, WI 54981			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	\$39,759,414	57.9%	45.7%	1.27	47.1%	1.23	49.2%	1.18	50.2%	1.15	
Medical Assistance	\$6,434,301	9.4%	14.0%	0.67	10.7%	0.88	11.3%	0.83	12.2%	0.77	
Commercial	\$20,894,699	30.4%	35.8%	0.85	39.9%	0.76	36.3%	0.84	34.0%	0.89	
All Other	\$1,545,441	2.3%	4.5%	0.50	2.3%	0.99	3.2%	0.71	3.5%	0.64	
Deductions as % of Total Gross Patient Revenue											
Medicare	\$22,189,591	32.3%	34.1%	0.95	33.7%	0.96	35.5%	0.91	24.1%	1.34	
Medical Assistance	\$3,745,511	5.5%	10.6%	0.52	7.8%	0.70	8.4%	0.65	7.3%	0.75	
Commercial	\$4,342,196	6.3%	14.7%	0.43	13.1%	0.48	13.1%	0.48	10.5%	0.60	
Charity Care	\$265,922	0.4%	1.0%	0.40	0.6%	0.62	1.3%	0.31	0.6%	0.67	
Bad Debt	\$1,101,366	1.6%	1.1%	1.50	1.3%	1.22	1.4%	1.16	3.4%	0.48	
All Other	\$660,182	1.0%	2.0%	0.49	1.4%	0.70	1.1%	0.91	1.7%	0.56	
Total Deductions	\$32,304,768	47.1%	63.3%	0.74	57.9%	0.81	60.7%	0.78	47.6%	0.99	
Other Revenue & Net Gains or Losses											
Other Revenue as % of Total Revenue		1.7%	5.5%	0.30	1.7%	0.98	3.5%	0.48	2.6%	0.63	
Net Gains/Losses as % of Net Income		N/A	2.6%	N/A	3.3%	N/A	18.6%	N/A	61.5%	N/A	
Expenses as % of Total Expenses											
Salary/Fringe Benefits	\$16,549,931	52.2%	44.1%	1.18	41.1%	1.27	44.5%	1.17	62.3%	0.84	
Supplies & Services	\$13,170,860	41.6%	49.0%	0.85	51.9%	0.80	46.9%	0.89	30.3%	1.37	
Capital Component	\$1,964,033	6.2%	6.9%	0.90	7.0%	0.88	8.5%	0.73	7.4%	0.83	
Fiscal Statistics											
Operating Margin (%)		14.2%	8.4%	1.70	11.1%	1.28	4.8%	2.97	3.6%	3.96	
Total Hospital Net Income (%)		12.5%	8.6%	1.46	11.5%	1.09	5.8%	2.14	8.8%	1.41	
Return on Equity (%)		10.5%	6.3%	1.66	10.9%	0.96	3.7%	2.84	6.6%	1.59	
Current Ratio		10.9	5.9	1.85	6.8	1.60	5.5	1.97	21.1	0.52	
Days in Net Patient Accounts Receivable		52.8	51.6	1.02	56.0	0.94	49.4	1.07	51.7	1.02	
Average Payment Period		22.2	38.5	0.58	21.7	1.02	40.4	0.55	12.2	1.82	
Equity Financing (%)		95.8%	75.1%	1.27	78.3%	1.22	75.7%	1.26	92.5%	1.04	
Long-Term Debt to Equity Ratio		0.0	0.2	N/A	0.1	N/A	0.2	N/A	0.1	N/A	
Times Interest Earned		1,229.0	13.4	91.90	32.7	37.60	6.3	196.60	22.3	55.19	
Total Asset Turnover		0.9	0.7	1.17	1.0	0.91	0.6	1.37	0.7	1.22	
Average Age of Plant (Years)		21.1	9.9	2.15	10.8	1.96	9.1	2.32	19.4	1.09	
Increase (Decrease) Total Net Patient Revenue		23.6%	5.4%	4.34	6.7%	3.52	7.2%	3.28	-11.8%	N/A	
Outpatient Gross Revenue (% of Total GPR)		87.2%	61.9%	1.41	69.3%	1.26	72.7%	1.20	86.0%	1.01	
Net Revenue Statistics											
Inpatient Net Revenue per Discharge	\$6,047		\$15,830	0.38	\$12,540	0.48	\$11,444	0.53	\$6,911	0.87	
Inpatient Net Revenue per Day	\$1,922		\$3,538	0.54	\$3,195	0.60	\$3,344	0.57	\$2,236	0.86	
Outpatient Net Revenue per Visit	\$502		\$686	0.73	\$574	0.87	\$740	0.68	\$527	0.95	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$68,633,855	Cash & Cash Equivalents	\$13,669,437	Current Liabilities	\$1,820,248
Less Deductions	\$32,304,768	Net Patient Receivables	\$5,252,386	Long-Term Debt	\$0
Net Patient Revenue	\$36,329,087	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$614,250			Subtotal	\$1,820,248
Total Revenue	\$36,943,337	Land, Buildings & Equipment (Net)	\$22,922,802	Unrestricted Fund Balance	\$41,019,391
Less Expenses	\$31,684,824	Other Assets	\$995,014	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$747,990			Total Liabilities & Fund Balance	\$42,839,639
Net Income	\$4,510,523	Total Assets	\$42,839,639		