715-258-1000         Control:         Other Not-For-Profit         Volume Group         FY 2018 vs. 20           Selected Utilization Statistics         FY 2018         Value         Ratio         Value         Ratio         Value         Ratio         FY 2018 vs. 20           Occupancy Rate (%) Adult Medical-Surgical         29.9%         55.7%         0.54         44.0%         0.68         39.8%         0.75         27.5%           Obstetrics         33.4%         41.5%         0.80         31.5%         0.02         28.9%         1.16         34.5%           Pediatrics         0.0%         52.8%         N/A         83.4%         0.75         27.5%           Adult Medical-Surgical         30.9%         57.5%         0.54         44.2%         0.67         42.4%         0.73         25.8%           Adult Medical-Surgical         5.7         26.4         0.22         20.6         0.28         10.7         0.53         5.2           Obstetrics         0.0         1.4         N/A         0.3         N/A         0.0         N/A         0.0         N/A         0.0         1.00         2.7           Adult Medical-Surgical         0.0         3.5         N/A         2.8         0.4 <td< th=""><th colspan="3">142 ThedaCare Medical Center - Waupaca 800 Riverside Drive</th><th>Fiscal Type:</th><th>G</th><th>/01 to 12/31 MS</th><th></th><th colspan="4">County: Waupaca Analysis Area: Lake Winnebago (3)</th></td<>	142 ThedaCare Medical Center - Waupaca 800 Riverside Drive			Fiscal Type:	G	/01 to 12/31 MS		County: Waupaca Analysis Area: Lake Winnebago (3)				
All GMS Hospitals         Analysis Area 3         Volume Group 4         FY 2018 vs. 20           Selected Utilization Statistics         FY 2018         Value         Ratio         Value         Ratio         FY 2017           Occupancy Rate (%) Adult Medical-Surgical Obstetrics         29.9% 33.4%         55.7% 41.5%         0.54         44.0% 40.88         0.88         39.8% 0.75         0.75% 22.8%         77.% NA         NA         0.6% 44.5%         0.6% 0.82         39.8% 0.77         0.76         27.5% 0.054         0.28.9% 44.5%         0.0% 0.28.9%         0.76         22.8%         NA         0.7% 0.7%         NA         0.0% 0.28.9%         0.77         5.4         40.22         20.6         0.28         10.7         6.5.3         5.2           Adult Medical-Surgical         0.7         5.6         0.12         4.4         0.15         2.0         0.34         0.7           Pediatrics         0.0         1.4         N/A         0.3         NA         0.0         NA         0.0         NA         0.0         7.7           Adult Medical-Surgical         0.7         4.4         0.16         35.5         0.22         1.66         0.47         6.4           Adult Medical-Surgical         0.0         3.0         3.9	Waupaca, WI 54981						•	Volume G	roup: 4			
Selected Utilization Statistics         FY 2018         Value         Ratio         Value	715-258-1000			Contro	ol: Ot	her Not-For-Pro	ofit		<u> </u>			
Selected Utilization Statistics         FY 2018         Value         Ratio         Value         Ratio         Value         Ratio         FY 2017           Occupancy Rate (%) Adult Medical-Surgical Obstetrics         29.9% (33.4%         55.7% (33.4%         0.54         44.0% (34.6%         0.68         39.8% (34.6%         0.75         27.5% (34.6%         1.16         34.5% (34.6%         0.02         29.9% (34.6%         1.16         34.5% (34.6%         0.02         29.9% (34.6%         1.16         34.5% (34.6%         0.02         29.9% (34.6%         1.16         34.5% (34.6%         0.02         29.9% (34.6%         0.07         25.8% (34.6%         0.07         20.8% (35.6%         0.03         0.77         25.8% (35.6%         0.03         0.77         25.8% (35.6%         0.03         0.77         35.5         0.22         1.07         0.53         5.2           Adult Medical-Surgical Obstetrics         2.4         2.5         0.94         2.4         0.99         2.2         1.07         2.5         0.6         0.45         0.88			All GMS Hospit		vitals Analysis Area			Volume Group		vs. 2017		
Occupancy Rate (%) Aduit Medical-Surgical         29.9% 33.4%         55.7% 41.5%         0.54 44.0%         44.0% 0.68         39.9% 28.9%         0.75 34.5%           Obstetrics         0.0%         52.8%         N/A         83.4%         N/A         7.7%         N/A         0.0%           Pediatrics         0.0%         52.8%         N/A         83.4%         N/A         7.7%         N/A         0.0%           Aduit Medical-Surgical         5.7         26.4         0.22         20.6         0.28         10.7         0.53         5.2           Obstetrics         0.7         5.6         0.12         4.4         0.15         2.0         0.34         0.7           Pediatrics         0.0         1.4         N/A         0.3         N/A         0.0         N/A         0.0           Aduit Medical-Surgical         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Aduit Medical-Surgical         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Aduit Medical-Surgical         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7     <												
Adult Medical-Surgical         29.9%         55.7%         0.54         44.0%         0.68         39.8%         0.75         27.5%           Obstetrics         33.4%         41.5%         0.80         31.5%         0.02         28.9%         1.16         34.5%           Pediatrics         0.0%         52.8%         N/A         83.4%         N/A         7.7%         N/A         0.0%           Adult Medical-Surgical         30.9%         57.5%         0.54         46.2%         0.67         42.4%         0.73         25.8%           Adult Medical-Surgical         0.7         5.6         0.22         20.6         0.28         10.7         0.53         5.2           Obstetrics         0.0         1.4         N/A         0.3         N/A         0.0         N/A         0.0         1.4         N/A         0.3         1.00         2.7           Adult Medical-Surgical         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Adult Medical-Surgical         0.0         3.5         N/A         2.8         N/A         1.9         N/A         0.0           Total Hospital         2.9         4.4         0.65	Selected Utilization Statistics		FY 2018	Value	Ratio	Value	Ratio	Value	Ratio	FY 2017	Ratio	
Adult Medical-Surgical         29.9%         55.7%         0.54         44.0%         0.68         39.8%         0.75         27.5%           Obstetrics         33.4%         41.5%         0.80         31.5%         0.02         28.9%         1.16         34.5%           Pediatrics         0.0%         52.8%         N/A         83.4%         N/A         7.7%         N/A         0.0%           Average Census (Patients)         5.7         26.4         0.22         20.6         0.28         10.7         0.53         5.2           Adult Medical-Surgical         0.7         5.6         0.12         4.4         0.15         2.0         0.34         0.7           Pediatrics         0.0         1.4         N/A         0.3         N/A         0.0         N/A         0.0         N/A         0.0         1.00         2.7           Adult Medical-Surgical         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Adult Medical-Surgical         2.9         4.4         0.65         3.8         0.75         3.3         0.88         2.7           Surgical Operations         10.39         0.09         1.243         0.	Occupancy Rate (%)											
Pediatrics         0.0%         52.8%         N/A         83.4%         N/A         7.7%         N/A         0.0%           Average Cansus (Patients)         57.5%         0.54         46.2%         0.67         42.4%         0.73         25.8%           Adult Medical-Surgical         57         26.4         0.22         20.6         0.28         10.7         0.53         5.2           Obsterios         0.0         1.4         N/A         0.3         N/A         0.0         N/A         0.0           Total Hospital         7.7         49.4         0.16         35.5         0.22         10.7         0.53         5.2           Adult Medical-Surgical         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Adult Medical-Surgical         3.0         3.9         0.77         3.5         0.87         3.3         0.88         2.7           Obsterics         2.4         2.5         0.94         2.4         0.99         2.22         1.07         2.1           Obsterics         0.0         3.5         N/A         2.8         N/A         2.4         0.96         3.3         0.88         2.7     <			29.9%	55.7%	0.54	44.0%	0.68	39.8%	0.75	27.5%	1.09	
Total Hospital         30.9%         57.5%         0.54         46.2%         0.67         42.4%         0.73         25.8%           Average Cansus (Patients)         5.7         26.4         0.22         20.6         0.28         10.7         0.53         5.2           Obstetrics         0.7         5.6         0.12         4.4         0.15         2.0         0.34         0.7           Pediatrics         0.0         1.4         N/A         0.3         N/A         0.0         N/A         0.0           Aduit Medical-Surgical         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Aduit Medical-Surgical         0.0         3.5         N/A         2.8         N/A         1.9         N/A         0.0           Total Hospital         2.9         4.4         0.65         3.8         0.75         3.3         0.88         2.7           Surgical Operations         1.396         0.09         1.243         0.10         484         0.25         106           Outpatient         1.899         4.206         0.45         6.046         0.31         2.045         0.33         1.757           Inpat	Obstetrics		33.4%	41.5%	0.80	31.5%	0.02	28.9%	1.16	34.5%	0.97	
Average Census (Patients)         5.7         26.4         0.22         20.6         0.28         10.7         0.53         5.2           Adult Medical-Surgical         0.7         5.6         0.12         4.4         0.15         2.0         0.34         0.7           Pediatrics         0.0         1.4         N/A         0.3         N/A         0.0         N/A         0.0           Total Hospital         7.7         49.4         0.16         35.5         0.22         1.06         0.47         6.4           Average Length of Stay (Days)         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Adult Medical-Surgical         0.0         3.5         N/A         2.8         N/A         1.9         N/A         0.0           Total Hospital         2.9         4.4         0.65         3.8         0.75         3.3         0.88         2.7           Surgical Operations         1.23         1.396         0.09         1.243         0.10         484         0.25         106           Outpatient         1.899         4.206         0.45         6.046         0.31         2.045         0.83         1.777	Pediatrics		0.0%	52.8%	N/A	83.4%	N/A	7.7%	N/A	0.0%	N/A	
Aduit Medical-Surgical       5.7       26.4       0.22       20.6       0.28       10.7       0.53       5.2         Obstetrics       0.7       5.6       0.12       4.4       0.15       2.0       0.34       0.7         Pediatrics       0.0       1.4       N/A       0.3       N/A       0.0       N/A       0.0         Total Hospital       7.7       49.4       0.16       35.5       0.22       16.6       0.47       6.4         Average Length of Stay (Days)       3.0       3.9       0.77       3.5       0.87       3.0       1.00       2.7         Obstetrics       2.4       2.5       0.94       2.4       0.99       2.2       1.07       2.1         Pediatrics       0.0       3.5       N/A       2.8       N/A       1.9       N/A       0.0         Total Hospital       2.9       4.4       0.65       3.8       0.75       3.3       0.88       2.7         Surgical Operations       1.899       4.206       0.45       6.046       0.31       2.045       0.93       1.757         Inpatient s% of All Surgeries       6.1,455       136,074       0.38       126,761       0.41       63.	Total Hospital		30.9%	57.5%	0.54	46.2%	0.67	42.4%	0.73	25.8%	1.20	
Obstatifies         0.7         5.6         0.12         4.4         0.15         2.0         0.34         0.7           Pediatrics         0.0         1.4         N/A         0.3         N/A         0.0         N/A         0.0           Total Hospital         7.7         4.94         0.16         35.5         0.22         16.6         0.47         6.4           Average Length of Stay (Days)         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Adult Medical-Surgical         0.0         3.5         N/A         2.8         N/A         1.9         N/A         0.0           Total Hospital         2.9         4.4         0.65         3.8         0.75         3.3         0.88         2.7           Surgical Operations         1         1.396         0.09         1.243         0.10         484         0.25         106           Outpatient         1.899         4.206         0.45         6.046         0.31         2.045         0.93         1.757           Outpatient State         51.455         136.074         0.38         126.761         0.41         63.222         0.81         36.009	Average Census (Patients)											
Declarities         0.0         1.4         N/A         0.3         N/A         0.0         N/A         0.0           Total Hospital         7.7         49.4         0.16         35.5         0.22         16.6         0.47         6.4           Average Length of Stay (Days)         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Obstetrics         2.4         2.5         0.94         2.4         0.99         2.2         1.07         2.1           Pediatrics         0.0         3.5         N/A         2.8         N/A         1.9         N/A         0.0           Total Hospital         2.9         4.4         0.65         3.8         0.75         3.3         0.88         2.7           Surgical Operations         1.396         0.09         1.243         0.10         484         0.25         106           Outpatient Visits         6.1%         2.4.9%         0.24         17.1%         0.36         19.2%         0.32         5.7%           Outpatient Visits         51.455         136.074         0.38         126.761         0.41         63.222         0.81         36.009           Iny	Adult Medical-Surgical										1.09	
Total Hospital         7.7         49.4         0.16         35.5         0.22         16.6         0.47         6.4           Average Length of Stay (Days) Adult Medical-Surgical         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Obstetrics         2.4         2.5         0.94         2.4         0.99         2.2         1.07         2.1           Pediatrics         0.00         3.5         N/A         2.8         N/A         1.9         N/A         0.0           Surgical Operations         1.94         0.05         3.8         0.75         3.3         0.88         2.7           Outpatient         1.899         4.206         0.45         6.046         0.31         2.045         0.93         1.757           Inpatient as % of All Surgeries         51.455         136.074         0.38         126.761         0.41         63.222         0.84         36.009           Contpatient Wisits         51.455         136.074         0.38         126.761         0.41         63.222         0.84         36.009           Mures, Licensed         45.4         23.9.2         0.19         179.4         0.25         104.4         0	Obstetrics										0.97	
Average Length of Stay (Days)         3.0         3.9         0.77         3.5         0.87         3.0         1.00         2.7           Adult Medical-Surgical         0.0         3.5         0.94         2.4         0.99         2.2         1.07         2.1           Pediatrics         0.0         3.5         N/A         2.8         N/A         1.9         N/A         0.0           Total Hospital         2.9         4.4         0.65         3.8         0.75         3.3         0.88         2.7           Surgical Operations         1.989         4.206         0.45         6.046         0.31         2.045         0.93         1.757           Inpatient         1.899         4.24.9%         0.24         17.1%         0.36         19.2%         0.32         5.7%           Outpatient Visits         51.455         136.074         0.38         126.761         0.41         63.222         0.81         36.009           Emergency Visits         51.455         136.074         0.38         126.761         0.41         63.222         0.81         11.047           Full-Time Equivalents (FTEs)         10.0         19.3         0.52         17.4         0.57         10.48	Pediatrics										N/A	
Aduit Medical-Surgical       3.0       3.9       0.77       3.5       0.87       3.0       1.00       2.7         Obstetrics       2.4       2.5       0.94       2.4       0.99       2.2       1.07       2.1         Pediatrics       0.0       3.5       N/A       2.8       0.99       2.2       1.07       2.1         Surgical Operations       2.9       4.4       0.65       3.8       0.75       3.3       0.88       2.7         Surgical Operations       1.396       0.09       1.243       0.10       484       0.25       106         Outpatient       1.899       4.206       0.45       6.046       0.31       2.045       0.93       1.757         Outpatient Visits       6.1%       24.9%       0.24       17.1%       0.36       19.2%       0.32       5.7%         Outpatient Visits       51.455       136.074       0.38       126.761       0.41       63.222       0.81       36.009         Nurses, Licensed       45.4       239.2       0.19       179.4       0.57       10.6       0.95       14.5         Administrators       10.0       19.3       0.52       17.4       0.57       10.6	Total Hospital		7.7	49.4	0.16	35.5	0.22	16.6	0.47	6.4	1.20	
Obstetrics         2.4         2.5         0.94         2.4         0.99         2.2         1.07         2.1           Pediatrics         0.0         3.5         N/A         2.8         N/A         1.9         N/A         0.0           Surgical Operations         1.94         0.65         3.8         0.75         3.3         0.88         2.7           Surgical Operations         1.396         0.09         1.243         0.10         484         0.25         106           Outpatient         1.899         4.206         0.45         6.046         0.31         2.045         0.93         1.757           Inpatient Visits         51.455         136.074         0.38         126.761         0.41         63.222         0.81         36.009           Emergency Visits         10.736         18.688         0.57         15.547         0.69         12.717         0.84         11.047           Administrators         10.0         19.3         0.52         17.4         0.57         10.6         0.95         14.5           Nurses, Licensed         45.4         239.2         0.19         179.4         0.22         2.0.9         0.61         13.4         0.47         15.	Average Length of Stay (Days)	)										
Pediatrics         0.0         3.5         N/A         2.8         N/A         1.9         N/A         0.0           Total Hospital         2.9         4.4         0.65         3.8         0.75         3.3         0.88         2.7           Inpatient         123         1,396         0.09         1.243         0.10         484         0.25         106           Outpatient         1,899         4,206         0.45         6.046         0.31         2.045         0.93         1,757           Outpatient as % of All Surgeries         6.1%         24.9%         0.24         17.1%         0.36         19.2%         0.32         5.7%           Outpatient Visits         51.455         136.074         0.38         126.761         0.41         63.222         0.81         36.009           12.717         0.84         10.04         19.3         0.52         17.4         0.57         10.6         0.95         14.5           Nurses, Licensed         45.4         239.2         0.19         179.4         0.25         104.8         0.43         47.7           Ancillary Nursing Personnel         6.7         40.0         0.17         31.1         0.22         22.9         <	Adult Medical-Surgical				0.77						1.10	
Total Hospital         2.9         4.4         0.65         3.8         0.75         3.3         0.88         2.7           Surgical Operations Inpatient Outpatient         123         1.396         0.09         1.243         0.10         484         0.25         106           Outpatient Inpatient as % of All Surgeries         6.1%         24.9%         0.24         17.1%         0.36         19.2%         0.32         5.7%           Outpatient Visits Non-Emergency Visits         51.455         136.074         0.38         126.761         0.41         63.222         0.81         36.009           Emergency Visits         51.455         136.074         0.38         126.761         0.41         63.222         0.81         36.009           Full-Time Equivalents (FTEs) Administrators         10.0         19.3         0.52         17.4         0.57         10.6         0.95         14.5           Nurses, Licensed         45.4         239.2         0.19         179.4         0.25         104.8         0.43         47.7           Actility Nursing Personnel         10.1         480.4         0.21         293.7         0.35         217.2         0.47         115.8           Total Postient Census (Adjusted)         16.5 </td <td>Obstetrics</td> <td></td> <td></td> <td></td> <td>0.94</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>1.16</td>	Obstetrics				0.94						1.16	
Surgical Operations         123         1,396         0.09         1,243         0.10         484         0.25         106           Outpatient         1,899         4,206         0.45         6,046         0.31         2,045         0.93         1,757           Inpatient as % of All Surgeries         6,1%         24.9%         0.24         17.1%         0.36         19.2%         0.32         5.7%           Outpatient Visits         51,455         136,074         0.38         126,761         0.41         63,222         0.81         36,009           Non-Emergency Visits         51,455         136,074         0.38         126,761         0.41         63,222         0.81         36,009           Administrators         10.0         19.3         0.52         17.4         0.57         10.6         0.95         14.5           Ancillary Nursing Personnel         6.7         40.0         0.17         31.1         0.22         22.9         0.29         6.1           All Other Personnel         101.3         480.4         0.21         521.5         0.31         355.5         0.46         184.1           Murses, Licensed         75.1         183.7         0.41         152.4         0.49	Pediatrics		0.0	3.5	N/A				N/A	0.0	N/A	
Inpatient         123         1,396         0.09         1,243         0.10         484         0.25         106           Outpatient         1,899         4,206         0.45         6,046         0.31         2,045         0.93         1,757           Outpatient as % of All Surgeries         6,1%         24.9%         0.24         17.1%         0.36         19.2%         0.32         5.7%           Outpatient Visits         51,455         136,074         0.38         126,761         0.41         63,222         0.81         36,009           Mon-Emergency Visits         10,736         18,688         0.57         15,547         0.69         12,717         0.84         11,047           Full-Time Equivalents (FTEs)         Administrators         10.0         19.3         0.52         17.4         0.57         10.6         0.95         14.5           Nurses, Licensed         45.4         239.2         0.19         179.4         0.25         104.8         0.43         47.7           Administrators         101.3         480.4         0.21         293.7         0.35         217.2         0.47         115.8           Total FTEs         163.5         14.9         1.11         14.8	Total Hospital		2.9	4.4	0.65	3.8	0.75	3.3	0.88	2.7	1.06	
Outpatient         1,89         4,206         0.45         6,046         0.31         2,045         0.93         1,757           Inpatient as % of All Surgeries         6.1%         24.9%         0.24         17.1%         0.36         19.2%         0.32         5.7%           Outpatient Visits         Non-Emergency Visits         51,455         136,074         0.38         126,761         0.41         63,222         0.81         36,009           Emergency Visits         10,736         18,688         0.57         15,547         0.69         12,717         0.84         11,047           Full-Time Equivalents (FTEs)         10,0         19.3         0.52         17.4         0.57         10.6         0.95         14.5           Nurses, Licensed         45.4         239.2         0.19         179.4         0.25         104.8         0.43         47.7           Ancillary Nursing Personnel         101.3         480.4         0.21         293.7         0.35         217.2         0.47         115.8           Total FTEs         163.5         779.0         0.21         521.5         0.31         355.5         0.46         184.1           Murses, Licensed         75.1         183.7         0.41<	Surgical Operations											
Inpatient as % of All Surgeries         6.1%         24.9%         0.24         17.1%         0.36         19.2%         0.32         5.7%           Outpatient Visits         51.455         136.074         0.38         126.761         0.41         63.222         0.81         36.009           Emergency Visits         10.736         18.688         0.57         15.547         0.69         12.717         0.84         11.047           Full-Time Equivalents (FTEs)         Administrators         10.0         19.3         0.52         17.4         0.57         10.6         0.95         14.5           Nurses, Licensed         45.4         239.2         0.19         179.4         0.25         104.8         0.43         47.7           Ancillary Nursing Personnel         6.7         40.0         0.17         31.1         0.22         22.9         0.47         15.84           Total FTEs         163.5         779.0         0.21         521.5         0.31         355.5         0.46         184.1           FTEs per 100 Patient Census (Adjusted)         16.5         14.9         1.11         14.8         1.12         17.1         0.97         31.6           Nurses, Licensed         75.1         183.7	Inpatient				0.09						1.16	
Outpatient Visits Non-Emergency Visits         51,455         136,074         0.38         126,761         0.41         63,222         0.81         36,009           Emergency Visits         10,736         18,688         0.57         15,547         0.69         12,717         0.84         11,047           Full-Time Equivalents (FTEs) Administrators         10.0         19.3         0.52         17.4         0.57         10.6         0.95         14.5           Nurses, Licensed         45.4         239.2         0.19         179.4         0.25         104.8         0.43         47.7           Ancillary Nursing Personnel         6.7         40.0         0.17         31.1         0.22         22.9         0.29         6.1           All Other Personnel         101.3         480.4         0.21         293.7         0.35         217.2         0.47         115.8           Total FTEs         163.5         779.0         0.21         521.5         0.31         355.5         0.46         184.1           FTEs per 100 Patient Census (Adjusted)         11.1         14.8         1.12         17.1         0.97         31.6           Nurses, Licensed         75.1         183.7         0.41         152.4 <td< td=""><td>Outpatient</td><td></td><td>1,899</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>1.08</td></td<>	Outpatient		1,899								1.08	
Non-Emergency Visits         51,455         136,074         0.38         126,761         0.41         63,222         0.81         36,009           Emergency Visits         10,736         18,688         0.57         15,547         0.69         12,717         0.84         11,047           Full-Time Equivalents (FTEs)         Administrators         10.0         19.3         0.52         17.4         0.57         10.6         0.95         14.5           Nurses, Licensed         45.4         239.2         0.19         179.4         0.25         104.8         0.43         47.7           Ancillary Nursing Personnel         6.7         40.0         0.17         31.1         0.22         22.9         0.29         6.1           All Other Personnel         101.3         480.4         0.21         293.7         0.35         217.2         0.47         115.8           Total FTEs         163.5         779.0         0.21         521.5         0.31         355.5         0.46         184.1           FTEs per 100 Patient Census (Adjusted)         16.5         14.9         1.11         14.8         1.12         17.1         0.97         31.6           Nurses, Licensed         75.1         183.7         0	Inpatient as % of All Surgerie	s	6.1%	24.9%	0.24	17.1%	0.36	19.2%	0.32	5.7%	1.07	
Instruction largency Visits         10,736         10,736         10,637         10,577         0.69         12,717         0.84         11,047           Full-Time Equivalents (FTEs) Administrators         10.0         19.3         0.52         17.4         0.57         10.6         0.95         14.5           Nurses, Licensed         45.4         239.2         0.19         179.4         0.25         104.8         0.43         47.7           Ancillary Nursing Personnel         6.7         40.0         0.17         31.1         0.22         22.9         0.29         6.1           All Other Personnel         101.3         480.4         0.21         293.7         0.35         217.2         0.47         115.8           Total FTEs         163.5         779.0         0.21         2521.5         0.31         355.5         0.46         184.1           FTEs per 100 Patient Census (Adjusted)         40.4         1.11         14.8         1.12         17.1         0.97         31.6           Ancillary Nursing Personnel         11.1         30.8         0.36         26.4         0.42         37.0         0.30         13.4           All Other Personnel         16.7         16.7         369.0         0.45 </td <td></td>												
Full-Time Equivalents (FTEs) Administrators       10.0       19.3       0.52       17.4       0.57       10.6       0.95       14.5         Nurses, Licensed       45.4       239.2       0.19       179.4       0.25       104.8       0.43       47.7         Ancillary Nursing Personnel       6.7       40.0       0.17       31.1       0.22       22.9       0.29       6.1         All Other Personnel       101.3       480.4       0.21       293.7       0.35       217.2       0.47       115.8         Total FTEs       165.5       779.0       0.21       521.5       0.31       355.5       0.46       184.1         FTEs per 100 Patient Census (Adjusted)       Administrators       16.5       14.9       1.11       14.8       1.12       17.1       0.97       31.6         Nurses, Licensed       75.1       183.7       0.41       152.4       0.49       169.2       0.44       104.1         Ancillary Nursing Personnel       11.1       30.8       0.36       26.4       0.42       37.0       0.30       13.4         All Other Personnel       167.7       369.0       0.45       249.4       0.67       350.8       0.48       252.6											1.43	
Administrators       10.0       19.3       0.52       17.4       0.57       10.6       0.95       14.5         Nurses, Licensed       45.4       239.2       0.19       179.4       0.25       104.8       0.43       47.7         Ancillary Nursing Personnel       6.7       40.0       0.17       31.1       0.22       22.9       0.29       6.1         All Other Personnel       101.3       480.4       0.21       293.7       0.35       217.2       0.47       115.8         Total FTEs       163.5       779.0       0.21       521.5       0.31       355.5       0.46       184.1         FTEs per 100 Patient Census (Adjusted)        11.1       14.8       1.12       17.1       0.97       31.6         Nurses, Licensed       75.1       183.7       0.41       152.4       0.49       169.2       0.44       104.1         Ancillary Nursing Personnel       11.1       30.8       0.36       26.4       0.42       37.0       0.30       13.4         All Other Personnel       167.7       369.0       0.45       249.4       0.67       350.8       0.48       252.6         Total FTEs       270.5       598.3       0.45	Emergency Visits		10,736	18,688	0.57	15,547	0.69	12,717	0.84	11,047	0.97	
Nurses, Licensed       45.4       239.2       0.19       179.4       0.25       104.8       0.43       47.7         Ancillary Nursing Personnel       6.7       40.0       0.17       31.1       0.22       22.9       0.29       6.1         All Other Personnel       101.3       480.4       0.21       293.7       0.35       217.2       0.47       115.8         Total FTEs       163.5       779.0       0.21       521.5       0.31       355.5       0.46       184.1         FTEs per 100 Patient Census (Adjusted)       Administrators       16.5       14.9       1.11       14.8       1.12       17.1       0.97       31.6         Nurses, Licensed       75.1       183.7       0.41       152.4       0.49       169.2       0.44       104.1         Ancillary Nursing Personnel       11.1       30.8       0.36       26.4       0.42       37.0       0.30       13.4         All Other Personnel       167.7       369.0       0.45       249.4       0.67       350.8       0.48       252.6         Total FTEs       270.5       598.3       0.45       443.0       0.61       574.1       0.47       401.7         Beds Set Up & Staffed </td <td></td>												
Ancillary Nursing Personnel       6.7       40.0       0.17       31.1       0.22       22.9       0.29       6.1         Ancillary Nursing Personnel       101.3       480.4       0.21       293.7       0.35       217.2       0.47       115.8         Total FTEs       163.5       779.0       0.21       521.5       0.31       355.5       0.46       184.1         FTEs per 100 Patient Census (Adjusted)       Administrators       16.5       14.9       1.11       14.8       1.12       17.1       0.97       31.6         Nurses, Licensed       75.1       183.7       0.41       152.4       0.49       169.2       0.44       104.1         Ancillary Nursing Personnel       11.1       30.8       0.36       26.4       0.42       37.0       0.30       13.4         All Other Personnel       167.7       369.0       0.45       249.4       0.67       350.8       0.48       252.6         Total FTEs       270.5       598.3       0.45       443.0       0.61       574.1       0.47       401.7         Beds Set Up & Staffed       25       Health Maintenance       Yes       Average Beds Used       1       Bassinets       4         Discharges											0.69	
All Other Personnel       101.3       480.4       0.21       293.7       0.35       217.2       0.47       115.8         Total FTEs       163.5       779.0       0.21       521.5       0.31       355.5       0.46       184.1         FTEs per 100 Patient Census (Adjusted)       Administrators       16.5       14.9       1.11       14.8       1.12       17.1       0.97       31.6         Nurses, Licensed       75.1       183.7       0.41       152.4       0.49       169.2       0.44       104.1         Ancillary Nursing Personnel       11.1       30.8       0.36       26.4       0.42       37.0       0.30       13.4         All Other Personnel       167.7       369.0       0.45       249.4       0.67       350.8       0.48       252.6         Total FTEs       270.5       598.3       0.45       443.0       0.61       574.1       0.47       401.7         Total Hospital:       Contract with:       Medicare-certified Swing Beds:       Newborn Nursery:       Bassinets       4         Discharges       985       Organization (HMO)       Yes       Discharges       26       Total Births       103	,										0.95	
Total FTEs       163.5       779.0       0.21       521.5       0.31       355.5       0.46       184.1         FTEs per 100 Patient Census (Adjusted)       163.5       14.9       1.11       14.8       1.12       17.1       0.97       31.6         Administrators       165.5       14.9       1.11       14.8       1.12       17.1       0.97       31.6         Nurses, Licensed       75.1       183.7       0.41       152.4       0.49       169.2       0.44       104.1         Ancillary Nursing Personnel       11.1       30.8       0.36       26.4       0.42       37.0       0.30       13.4         All Other Personnel       167.7       369.0       0.45       249.4       0.67       350.8       0.48       252.6         Total FTEs       270.5       598.3       0.45       443.0       0.61       574.1       0.47       401.7         Total Hospital:       Contract with:       Medicare-certified Swing Beds:       Newborn Nursery:         Beds Set Up & Staffed       25       Health Maintenance       Average Beds Used       1       Bassinets       4         Discharges       985       Organization (HMO)       Yes       Discharges       26											1.10	
FTEs per 100 Patient Census (Adjusted) Administrators       16.5       14.9       1.11       14.8       1.12       17.1       0.97       31.6         Nurses, Licensed       75.1       183.7       0.41       152.4       0.49       169.2       0.44       104.1         Ancillary Nursing Personnel       11.1       30.8       0.36       26.4       0.42       37.0       0.30       13.4         All Other Personnel       167.7       369.0       0.45       249.4       0.67       350.8       0.48       252.6         Total FTEs       270.5       598.3       0.45       443.0       0.61       574.1       0.47       401.7         Medicare-certified Swing Beds:         Beds Set Up & Staffed       25       Health Maintenance       Average Beds Used       1       Bassinets       4         Discharges       985       Organization (HMO)       Yes       Discharges       26       Total Births       113											0.88	
Administrators       16.5       14.9       1.11       14.8       1.12       17.1       0.97       31.6         Nurses, Licensed       75.1       183.7       0.41       152.4       0.49       169.2       0.44       104.1         Ancillary Nursing Personnel       11.1       30.8       0.36       26.4       0.42       37.0       0.30       13.4         All Other Personnel       167.7       369.0       0.45       249.4       0.67       350.8       0.48       252.6         Total FTEs       270.5       598.3       0.45       443.0       0.61       574.1       0.47       401.7         Medicare-certified Swing Beds:         Beds Set Up & Staffed       25       Health Maintenance       Average Beds Used       1       Bassinets       4         Discharges       985       Organization (HMO)       Yes       Discharges       26       Total Births       113			163.5	779.0	0.21	521.5	0.31	355.5	0.46	184.1	0.89	
Nurses, Licensed         75.1         183.7         0.41         152.4         0.49         169.2         0.44         104.1           Ancillary Nursing Personnel         11.1         30.8         0.36         26.4         0.42         37.0         0.30         13.4           All Other Personnel         167.7         369.0         0.45         249.4         0.67         350.8         0.48         252.6           Total FTEs         270.5         598.3         0.45         443.0         0.61         574.1         0.47         401.7           Medicare-certified Swing Beds:           Beds Set Up & Staffed         25         Health Maintenance         Average Beds Used         1         Bassinets         4           Discharges         985         Organization (HMO)         Yes         Discharges         26         Total Births         113		(Adjusted)	10.5				4.40		0.07			
Ancillary Nursing Personnel         11.1         30.8         0.36         26.4         0.42         37.0         0.30         13.4           All Other Personnel         167.7         369.0         0.45         249.4         0.67         350.8         0.48         252.6           Total FTEs         270.5         598.3         0.45         443.0         0.61         574.1         0.47         401.7           Total Hospital:         Contract with:         Medicare-certified Swing Beds:         Newborn Nursery:           Beds Set Up & Staffed         25         Health Maintenance         Average Beds Used         1         Bassinets         4           Discharges         985         Organization (HMO)         Yes         Discharges         26         Total Births         113.4											0.52	
All Other Personnel       167.7       369.0       0.45       249.4       0.67       350.8       0.48       252.6         Total FTEs       270.5       598.3       0.45       443.0       0.61       574.1       0.47       401.7         Total Hospital:       Contract with:       Medicare-certified Swing Beds:       Newborn Nursery:         Beds Set Up & Staffed       25       Health Maintenance       Average Beds Used       1       Bassinets       4         Discharges       985       Organization (HMO)       Yes       Discharges       26       Total Births       113											0.72	
Total FTEs270.5598.30.45443.00.61574.10.47401.7Total Hospital:Contract with:Medicare-certified Swing Beds:Newborn Nursery:Beds Set Up & Staffed25Health MaintenanceAverage Beds Used1Bassinets4Discharges985Organization (HMO)YesDischarges26Total Births113Instrinct Davis0.000.000.000.010.010.010.010.01	, 0										0.83	
Total Hospital:Contract with:Medicare-certified Swing Beds:Newborn Nursery:Beds Set Up & Staffed25Health MaintenanceAverage Beds Used1Bassinets4Discharges985Organization (HMO)YesDischarges26Total Births113Insertiert Davis000Discharges000000000000000											0.66	
Beds Set Up & Staffed25Health MaintenanceAverage Beds Used1Bassinets4Discharges985Organization (HMO)YesDischarges26Total Births113Insertiert Davie0.0000.000Discharges0.010New Pare0.000				598.3				574.1			0.67	
Discharges 985 Organization (HMO) Yes Discharges 26 Total Births 113							•		-			
Institutes and Organization (HMO) Distributes 20 Total Dirth and Distributes 20 Total Dirth and Distributes 20	•			. Yes		-						
Innational David Montheast David Montheast David Montheast David Montheast David Montheast David Montheast David			Organization (HMO)	163								
	Inpatient Days 2,820		Preferred Provider		Inpatient Days			321	Newbo	orn Days	225	
Organization (PPO) Yes			Organization (PPO)	Yes								

## 142 ThedaCare Medical Center - Waupaca

Waupaca, WI 54981

	Level of	Beds Set Up & Staffed	Discharges &	Patient Days	Occupancy	Average Census	Average Length of Stay	
npatient Service Area	Service*	12/31/2018	Transfers**	of Care	Rate (%)	(Patients)	(Days)	
General Medical-Surgical								
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	
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0	
Obstetrics	1	2	102	244	33.4%	0.7	2.4	
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	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	
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

	Number	Number	Number			Number	Number	Number
Occupation	Full-Time	Part-Time	FTE	Occupation		Full-Time	Part-Time	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		Total	89	127	163.5
Clinical Laboratory Personnel	4	15	13.3					

## 142 ThedaCare Medical Center - Waupaca

142 ThedaCare Medical Center	- Waupaca										
Waupaca, WI 54981			All GMS Ho	spitals		Analysis Area		Volume Group		FY 2018 vs. 2017	
Selected Financial Statistics	Selected Financial Statistics		Value	Ratio	3 Value	Ratio	4 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 Gro	ss 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 of											
Other Revenue as % of Tota	al Revenue	1.7%	5.5%	0.30	1.7%	0.98	3.5%	0.48	2.6%	0.63	
Net Gains/Losses as % of N	let Income	N/A	2.6%	N/A	3.3%	N/A	18.6%	N/A	61.5%	N/A	
Expenses as % of Total Expe	nses										
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 R	atio	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	3)	21.1	9.9	2.15	10.8	1.96	9.1	2.32	19.4	1.09	
Increase (Decrease) Total N		23.6%	5.4%	4.34	6.7%	3.52	7.2%	3.28	-11.8%	N/A	
Outpatient Gross Revenue (		87.2%	61.9%	1.41	69.3%	1.26	72.7%	1.20	86.0%	1.01	
Net Revenue Statistics					00.070			1.20			
Inpatient Net Revenue per I	Discharge	\$6,047	\$15,830	0.38	\$12,540	0.48	\$11,444	0.53	\$6,911	0.87	
Inpatient Net Revenue per [		\$1,922	\$3,538	0.54	\$3,195	0.60	\$3,344	0.57	\$2,236	0.86	
Outpatient Net Revenue per		\$502	\$686	0.73	\$574	0.87	\$740	0.68	\$527	0.95	
		÷			φ0/ 1	;				0.00	
Income Stat Gross Patient Revenue (GPR)	sement \$68,633,855	Cach & Ca		ssets	¢12 660 427	Curro		ities & Fun		1 020 240	
			Cash Equivalents nt Receivables		\$13,669,437		nt Liabilities	<b>\$</b>	820,248,1		
					\$5,252,386		Term Debt	\$0 \$0			
		Other Rece	IVADIES				Other Liabilities Subtotal		\$0 \$1 820 248		
	\$614,250 \$26,042,227			at (Nat)	¢00.000.000	Sub	lotal		\$	,820,248	
			ings & Equipmer	it (Net)	\$22,922,802 \$995,014	1.1	triate of Europe D	··· · · · · · · · · · · · · · · · · ·			
Less Expenses \$31,684,824		Uther Asse	Other Assets			Unrestricted Fund Balance			\$41,019,391		
Non-Operating Gains/Losses	-\$747,990	T-4-1 A	_		¢ 40,000,000	Restricted Fund Balance		\$0			
Net Income	\$4,510,523	Total Asset	6		\$42,839,639	Iotal	Liabilities & Fu	nd Balance	\$42	2,839,639	