

308 Marshfield Medical Center-Weston
 3400 Ministry Parkway
 Weston, WI 54476
 715-393-3000

Fiscal Year: 07/01 to 06/30
 Type: GMS
 General Medical & Surgical
 Control: Religious Organization

County: Marathon
 Analysis Area: North Central (6)
 Volume Group: 4

Selected Utilization Statistics	FY 2019	All GMS Hospitals		Analysis Area 6		Volume Group 4		FY 2019 vs. 2018	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	91.2%	55.2%	1.65	59.6%	1.53	40.9%	2.23	78.1%	1.17
Obstetrics	53.3%	38.0%	1.40	37.4%	0.09	25.8%	2.07	169.2%	0.31
Pediatrics	0.0%	51.3%	N/A	109.4%	N/A	1.1%	N/A	0.0%	N/A
Total Hospital	96.7%	57.4%	1.68	63.9%	1.51	41.6%	2.32	111.6%	0.87
Average Census (Patients)									
Adult Medical-Surgical	19.2	26.0	0.74	21.4	0.90	10.2	1.87	30.5	0.63
Obstetrics	3.2	4.9	0.65	3.6	0.88	1.8	1.76	3.4	0.94
Pediatrics	0.0	1.3	N/A	0.8	N/A	0.0	N/A	0.0	N/A
Total Hospital	47.4	49.0	0.97	39.1	1.21	17.6	2.68	53.6	0.88
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.1	0.81	3.8	0.86	3.1	1.07	3.4	0.96
Obstetrics	2.2	2.6	0.86	2.6	0.84	2.2	1.00	2.2	1.00
Pediatrics	0.0	3.3	N/A	2.9	N/A	2.2	N/A	0.0	N/A
Total Hospital	3.7	4.5	0.82	4.2	0.88	3.3	1.11	3.7	0.99
Surgical Operations									
Inpatient	1,476	1,426	1.04	1,304	1.13	479	3.08	1,543	0.96
Outpatient	1,234	4,581	0.27	3,131	0.39	1,923	0.64	1,005	1.23
Inpatient as % of All Surgeries	54.5%	23.7%	2.29	29.4%	1.85	19.9%	2.73	60.6%	0.90
Outpatient Visits									
Non-Emergency Visits	11,898	144,376	0.08	109,429	0.11	67,442	0.18	10,760	1.11
Emergency Visits	12,631	17,768	0.71	12,684	1.00	12,660	1.00	13,153	0.96
Full-Time Equivalents (FTEs)									
Administrators	9.0	23.0	0.39	33.8	0.27	12.7	0.71	2.0	4.50
Nurses, Licensed	163.9	251.3	0.65	182.8	0.90	102.4	1.60	171.5	0.96
Ancillary Nursing Personnel	13.2	39.7	0.33	28.6	0.46	17.0	0.78	25.9	0.51
All Other Personnel	112.9	509.3	0.22	375.9	0.30	220.5	0.51	113.4	1.00
Total FTEs	299.0	823.3	0.36	621.2	0.48	352.5	0.85	312.8	0.96
FTEs per 100 Patient Census (Adjusted)									
Administrators	10.4	17.0	0.61	29.6	0.35	19.4	0.54	2.2	4.77
Nurses, Licensed	190.1	185.7	1.02	160.0	1.19	155.7	1.22	187.7	1.01
Ancillary Nursing Personnel	15.3	29.3	0.52	25.1	0.61	25.8	0.59	28.4	0.54
All Other Personnel	131.0	376.3	0.35	329.2	0.40	335.3	0.39	124.1	1.06
Total FTEs	346.9	608.3	0.57	543.8	0.64	536.2	0.65	342.4	1.01

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	49	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	2
Discharges	4,680	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	447
Inpatient Days	17,287			Inpatient Days	0	Newborn Days	875

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 06/30/2019	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	21	2,126	6,991	91.2%	19.2	3.3
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	3	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	3	0	0	0	0.0%	0.0	0.0
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	6	530	1,167	53.3%	3.2	2.2
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	3	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	3	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	5	327	2,714	148.7%	7.4	8.3
Step-Down (Special Care)	1	17	1,697	6,415	103.4%	17.6	3.8
Neonatal Intensive/Intermediate Care	3	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
Subacute care	3	0	0	0	0.0%	0.0	0.0
Other inpatient	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

** Transfers, which may be estimated, refer only to those between units.

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	9	0	9.0	Surgical Personnel	14	2	15.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	0	0	0.0
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	13	0	13.0
Registered Nurses	145	71	163.9	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	0	0	0.0
Ancillary Nursing Personnel	8	18	13.2	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	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	54	41	57.0
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	7	8	9.2
Pharmacy Personnel	18	1	18.3	Total	268	141	299.0
Clinical Laboratory Personnel	0	0	0.0				

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Selected Financial Statistics	FY 2019	All GMS Hospitals		Analysis Area		Volume Group		FY 2019 vs. 2018		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2018	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$153,938,050	60.6%	46.3%	1.31	50.7%	1.20	49.1%	1.23	60.5%	1.00
Medical Assistance	\$27,791,354	10.9%	13.6%	0.80	13.1%	0.83	10.9%	1.00	10.7%	1.02
Commercial	\$59,077,200	23.2%	35.3%	0.66	32.1%	0.72	36.4%	0.64	24.1%	0.97
All Other	\$13,356,932	5.3%	4.8%	1.10	4.1%	1.28	3.5%	1.48	4.7%	1.12
Deductions as % of Total Gross Patient Revenue										
Medicare	\$105,154,789	41.4%	34.9%	1.18	36.8%	1.12	35.9%	1.15	42.9%	0.97
Medical Assistance	\$18,856,450	7.4%	10.4%	0.72	10.1%	0.74	8.3%	0.90	5.0%	1.48
Commercial	\$11,885,966	4.7%	14.7%	0.32	8.8%	0.53	14.2%	0.33	4.3%	1.08
Charity Care	\$1,475,836	0.6%	1.0%	0.60	0.8%	0.76	1.3%	0.44	1.0%	0.58
Bad Debt	\$4,465,393	1.8%	1.1%	1.65	1.0%	1.84	1.2%	1.43	2.0%	0.89
All Other	\$9,363,627	3.7%	2.2%	1.70	2.0%	1.81	1.3%	2.78	2.4%	1.54
Total Deductions	\$151,202,061	59.5%	64.2%	0.93	59.3%	1.00	62.3%	0.96	57.6%	1.03
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	1.9%	5.5%	0.34	3.1%	0.61	3.2%	0.59	-1.5%	N/A	
Net Gains/Losses as % of Net Income	0.3%	13.2%	0.03	18.4%	0.02	29.1%	0.01	0.0%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$32,670,443	25.3%	44.0%	0.57	42.1%	0.60	44.1%	0.57	25.1%	1.00
Supplies & Services	\$86,408,321	66.8%	49.2%	1.36	52.0%	1.28	47.4%	1.41	70.3%	0.95
Capital Component	\$10,225,734	7.9%	6.8%	1.16	5.9%	1.33	8.5%	0.93	4.6%	1.72
Fiscal Statistics										
Operating Margin (%)	-23.2%	9.1%	N/A	5.2%	N/A	5.4%	N/A	-36.7%	0.63	
Total Hospital Net Income (%)	-23.3%	10.3%	N/A	6.3%	N/A	7.4%	N/A	-36.7%	0.64	
Return on Equity (%)	-18.2%	6.0%	N/A	3.2%	N/A	4.7%	N/A	-29.1%	0.63	
Current Ratio	1.6	4.7	0.34	2.6	0.61	4.8	0.34	1.3	1.23	
Days in Net Patient Accounts Receivable	59.4	64.0	0.93	77.6	0.76	49.3	1.20	57.1	1.04	
Average Payment Period	51.8	56.5	0.92	74.6	0.69	48.1	1.08	49.4	1.05	
Equity Financing (%)	75.8%	69.2%	1.09	55.8%	1.36	74.4%	1.02	74.0%	1.02	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.5	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	-142.8	13.4	N/A	15.9	N/A	7.5	N/A	0.0	N/A	
Total Asset Turnover	0.8	0.6	1.36	0.5	1.57	0.6	1.25	0.8	0.99	
Average Age of Plant (Years)	3.9	12.6	0.31	13.7	0.29	10.2	0.39	4.9	0.80	
Increase (Decrease) Total Net Patient Revenue	-5.5%	7.3%	N/A	25.3%	N/A	4.2%	N/A	-2.7%	2.06	
Outpatient Gross Revenue (% of Total GPR)	45.2%	63.3%	0.71	65.8%	0.69	72.8%	0.62	41.4%	1.09	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$11,489	\$16,906	0.68	\$14,935	0.77	\$11,314	1.02	\$12,879	0.89	
Inpatient Net Revenue per Day	\$3,121	\$3,675	0.85	\$3,551	0.88	\$3,281	0.95	\$3,446	0.91	
Outpatient Net Revenue per Visit	\$2,188	\$703	3.11	\$810	2.70	\$705	3.10	\$1,950	1.12	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$254,163,536	Cash & Cash Equivalents	\$2,200	Current Liabilities	\$17,003,487
Less Deductions	\$151,202,061	Net Patient Receivables	\$16,750,744	Long-Term Debt	\$0
Net Patient Revenue	\$102,961,475	Other Receivables	\$4,181,454	Other Liabilities	\$15,492,425
Plus Other Revenue	\$1,996,364			Subtotal	\$32,495,912
Total Revenue	\$104,957,840	Land, Buildings & Equipment (Net)	\$99,155,500	Unrestricted Fund Balance	\$101,668,630
Less Expenses	\$129,304,497	Other Assets	\$14,074,643	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$84,588	Total Assets	\$134,164,541	Total Liabilities & Fund Balance	\$134,164,541
Net Income	-\$24,431,245				