

**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**

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	62.2%	52.4%	1.19	46.3%	1.34	64.6%	0.96	63.9%	0.97
Obstetrics	20.8%	36.2%	0.57	29.1%	0.16	49.9%	0.42	25.7%	0.81
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	38.2%	N/A	0.0%	N/A
Total Hospital	53.2%	53.9%	0.99	45.8%	1.16	63.5%	0.84	55.8%	0.95
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	69.0	25.5	2.70	21.6	3.19	106.5	0.65	70.9	0.97
Obstetrics	4.8	4.7	1.01	4.5	1.05	14.6	0.33	5.9	0.81
Pediatrics	0.0	1.1	N/A	0.3	N/A	3.2	N/A	0.0	N/A
Total Hospital	83.0	47.4	1.75	35.1	2.36	204.5	0.41	87.0	0.95
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.0	4.3	0.92	3.8	1.03	4.8	0.83	3.5	1.13
Obstetrics	1.9	2.4	0.78	2.3	0.82	2.6	0.70	2.1	0.89
Pediatrics	0.0	3.5	N/A	2.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.0	4.7	0.86	4.1	0.96	5.2	0.77	3.6	1.10
<b>Surgical Operations</b>									
Inpatient	2,872	1,280	2.24	1,093	2.63	5,196	0.55	3,074	0.93
Outpatient	16,098	4,115	3.91	4,901	3.28	15,397	1.05	17,902	0.90
Inpatient as % of All Surgeries	15.1%	23.7%	0.64	18.2%	0.83	25.2%	0.60	14.7%	1.03
<b>Outpatient Visits</b>									
Non-Emergency Visits	100,505	127,898	0.79	75,740	1.33	396,336	0.25	162,968	0.62
Emergency Visits	28,129	15,799	1.78	13,956	2.02	41,684	0.67	32,233	0.87
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	65.0	20.3	3.21	15.8	4.12	64.4	1.01	65.0	1.00
Nurses, Licensed	401.4	255.1	1.57	188.9	2.12	945.5	0.42	401.4	1.00
Ancillary Nursing Personnel	24.1	42.6	0.57	18.4	1.31	159.2	0.15	24.1	1.00
All Other Personnel	636.9	501.2	1.27	307.4	2.07	1,851.4	0.34	636.9	1.00
Total FTEs	1,127.3	819.2	1.38	530.5	2.13	3,020.5	0.37	1,127.3	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	24.8	15.7	1.58	14.2	1.75	13.4	1.85	24.0	1.04
Nurses, Licensed	153.2	197.1	0.78	169.9	0.90	197.1	0.78	147.9	1.04
Ancillary Nursing Personnel	9.2	33.0	0.28	16.5	0.56	33.2	0.28	8.9	1.04
All Other Personnel	243.1	387.2	0.63	276.5	0.88	386.0	0.63	234.7	1.04
Total FTEs	430.4	633.0	0.68	477.2	0.90	629.7	0.68	415.5	1.04

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	156	Health Maintenance		Average Beds Used	0	Bassinets	18
Discharges	7,590	Organization (HMO)	Yes	Discharges	0	Total Births	919
Inpatient Days	30,383	Preferred Provider		Inpatient Days	0	Newborn Days	1,515
		Organization (PPO)	Yes				

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2020	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	6,366	25,259	62.2%	69.0	4.0
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	941	1,748	20.8%	4.8	1.9
<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	283	3,376	41.9%	9.2	11.9
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.

\* 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	65	0	65.0	Surgical Personnel	23	33	43.5
Physicians & Dentists	23	3	25.2	Radiological Services Personnel	38	53	68.4
Medical & Dental Residents	0	0	0.0	Sonographers	1	7	6.6
Dental Hygienists	0	0	0.0	Respiratory Therapists	9	19	17.5
Registered Nurses	181	307	366.6	Occupational Therapists	0	1	0.6
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	10	25	24.1	Physical Therapists	4	4	5.8
Ancillary Nursing Personnel	7	53	24.1	Physical Therapy Assistants/Aides	9	15	14.8
Medical Assistants	8	11	15.4	Recreational Therapists	0	0	0.0
Physician Assistants	9	0	9.0	Dietitians & Nutritionists	8	15	17.0
Nurse Practitioners	10	0	10.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	4	4.3
Clinical Nurse Specialists	0	2	0.7	All Other Health Professionals	18	21	26.7
Health Info Mgmt-Administrators/Technicians	29	4	31.2	All Other Personnel	217	133	290.4
Pharmacy Personnel	25	12	32.0				
Clinical Laboratory Personnel	22	10	28.7				
				<b>Total</b>	<b>717</b>	<b>732</b>	<b>1,127.3</b>

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area		Volume Group		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$390,775,488	52.3%	46.6%	1.12	49.0%	1.07	46.9%	1.11	52.2%	1.00
Medical Assistance	\$53,902,535	7.2%	13.8%	0.52	10.8%	0.67	12.7%	0.57	6.6%	1.09
Commercial	\$292,238,313	39.1%	34.5%	1.13	37.1%	1.05	34.7%	1.13	39.5%	0.99
All Other	\$10,602,704	1.4%	5.1%	0.28	3.1%	0.46	5.7%	0.25	1.7%	0.84
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$269,590,422	36.1%	35.0%	1.03	34.7%	1.04	36.0%	1.00	35.5%	1.02
Medical Assistance	\$40,969,141	5.5%	10.4%	0.53	8.0%	0.68	9.8%	0.56	5.1%	1.08
Commercial	\$120,130,743	16.1%	14.5%	1.10	14.1%	1.14	15.7%	1.02	13.9%	1.15
Charity Care	\$3,088,487	0.4%	1.0%	0.43	0.7%	0.61	1.0%	0.43	0.5%	0.87
Bad Debt	\$8,487,875	1.1%	1.2%	0.97	1.5%	0.75	1.0%	1.12	0.7%	1.67
All Other	\$4,358,465	0.6%	2.6%	0.23	2.0%	0.29	2.7%	0.22	1.4%	0.42
Total Deductions	\$446,625,133	59.7%	64.6%	0.92	60.9%	0.98	66.2%	0.90	57.0%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.7%	8.4%	0.55	5.8%	0.80	8.0%	0.58	0.4%	11.88
Net Gains/Losses as % of Net Income		0.1%	13.8%	0.01	15.0%	0.01	13.7%	0.01	0.0%	2.59
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$95,747,615	36.9%	43.5%	0.85	40.0%	0.92	42.2%	0.88	37.0%	1.00
Supplies & Services	\$148,504,457	57.3%	49.9%	1.15	52.8%	1.08	52.0%	1.10	58.2%	0.98
Capital Component	\$15,100,582	5.8%	6.6%	0.89	7.2%	0.81	5.8%	1.00	4.9%	1.20
<b>Fiscal Statistics</b>										
Operating Margin (%)		17.8%	7.5%	2.37	11.9%	1.50	8.5%	2.10	23.2%	0.77
Total Hospital Net Income (%)		17.8%	8.6%	2.07	13.7%	1.30	9.7%	1.84	23.2%	0.77
Return on Equity (%)		26.0%	4.1%	6.31	11.6%	2.23	6.1%	4.24	31.8%	0.82
Current Ratio		101.8	3.9	26.22	5.7	17.84	4.7	21.68	12.8	7.96
Days in Net Patient Accounts Receivable		51.5	71.5	0.72	57.0	0.90	56.5	0.91	45.6	1.13
Average Payment Period		1.8	90.1	0.02	36.6	0.05	66.2	0.03	15.3	0.11
Equity Financing (%)		99.4%	63.6%	1.56	86.7%	1.15	67.7%	1.47	95.7%	1.04
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.01	0.2	0.00	0.0	0.74
Times Interest Earned		3,370.6	12.2	275.22	28.5	118.11	16.4	205.42	4,382.9	0.77
Total Asset Turnover		1.5	0.5	3.09	0.8	1.75	0.6	2.34	1.4	1.07
Average Age of Plant (Years)		8.3	14.1	0.59	6.8	1.22	12.4	0.67	18.2	0.45
Increase (Decrease) Total Net Patient Revenue		-4.1%	-2.2%	1.86	-4.6%	0.89	-0.7%	6.23	8.4%	N/A
Outpatient Gross Revenue (% of Total GPR)		68.3%	63.0%	1.08	68.8%	0.99	57.1%	1.20	67.9%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$11,830	\$17,652	0.67	\$12,208	0.97	\$20,210	0.59	\$12,659	0.93	
Inpatient Net Revenue per Day	\$2,955	\$3,704	0.80	\$2,930	1.01	\$3,871	0.76	\$3,490	0.85	
Outpatient Net Revenue per Visit	\$1,707	\$780	2.19	\$917	1.86	\$898	1.90	\$1,066	1.60	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$747,519,040	Cash & Cash Equivalents	\$72,284,619	Current Liabilities	\$1,180,676
Less Deductions	\$446,625,133	Net Patient Receivables	\$42,331,357	Long-Term Debt	\$161,475
Net Patient Revenue	\$300,893,907	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$14,719,787			Subtotal	\$1,342,151
Total Revenue	\$315,613,694	Land, Buildings & Equipment (Net)	\$95,570,145	Unrestricted Fund Balance	\$215,063,464
Less Expenses	\$259,352,654	Other Assets	\$6,219,495	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$64,990			Total Liabilities & Fund Balance	\$216,405,615
Net Income	\$56,326,030	Total Assets	\$216,405,616		