

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

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.9%	52.4%	1.10	46.3%	1.25	51.7%	1.12	63.5%	0.91
Obstetrics	33.7%	36.2%	0.93	29.1%	0.33	29.4%	1.15	41.9%	0.81
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	6.1%	N/A	0.0%	N/A
Total Hospital	55.3%	53.9%	1.03	45.8%	1.21	48.2%	1.15	65.9%	0.84
Average Census (Patients)									
Adult Medical-Surgical	43.4	25.5	1.70	21.6	2.01	30.8	1.41	47.6	0.91
Obstetrics	9.4	4.7	2.01	4.5	2.08	5.1	1.84	11.7	0.81
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	90.7	47.4	1.92	35.1	2.58	57.5	1.58	108.0	0.84
Average Length of Stay (Days)									
Adult Medical-Surgical	4.0	4.3	0.93	3.8	1.04	4.2	0.94	3.9	1.03
Obstetrics	2.5	2.4	1.03	2.3	1.09	2.1	1.16	2.9	0.86
Pediatrics	0.0	3.5	N/A	2.6	N/A	1.9	N/A	0.0	N/A
Total Hospital	4.3	4.7	0.92	4.1	1.03	4.3	1.01	4.6	0.93
Surgical Operations									
Inpatient	3,110	1,280	2.43	1,093	2.85	1,247	2.49	2,898	1.07
Outpatient	10,208	4,115	2.48	4,901	2.08	4,177	2.44	11,766	0.87
Inpatient as % of All Surgeries	23.4%	23.7%	0.98	18.2%	1.28	23.0%	1.02	19.8%	1.18
Outpatient Visits									
Non-Emergency Visits	62,285	127,898	0.49	75,740	0.82	195,436	0.32	96,664	0.64
Emergency Visits	20,747	15,799	1.31	13,956	1.49	26,485	0.78	24,290	0.85
Full-Time Equivalents (FTEs)									
Administrators	48.8	20.3	2.41	15.8	3.09	24.9	1.96	48.8	1.00
Nurses, Licensed	356.2	255.1	1.40	188.9	1.89	338.1	1.05	356.2	1.00
Ancillary Nursing Personnel	18.0	42.6	0.42	18.4	0.98	60.0	0.30	18.0	1.00
All Other Personnel	468.9	501.2	0.94	307.4	1.53	661.2	0.71	468.9	1.00
Total FTEs	891.9	819.2	1.09	530.5	1.68	1,084.2	0.82	891.9	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	22.9	15.7	1.46	14.2	1.61	12.8	1.78	19.3	1.19
Nurses, Licensed	167.2	197.1	0.85	169.9	0.98	174.4	0.96	141.0	1.19
Ancillary Nursing Personnel	8.4	33.0	0.26	16.5	0.51	31.0	0.27	7.1	1.19
All Other Personnel	220.1	387.2	0.57	276.5	0.80	341.1	0.65	185.7	1.19
Total FTEs	418.7	633.0	0.66	477.2	0.88	559.3	0.75	353.2	1.19

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	164	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	22
Discharges	7,750	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,408
Inpatient Days	33,212			Inpatient Days	0	Newborn Days	2,508

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	75	3,957	15,884	57.9%	43.4	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	226	2,459	56.0%	6.7	10.9
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	1,406	3,457	33.7%	9.4	2.5
Psychiatric	1	19	1,000	4,893	70.4%	13.4	4.9
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	223	2,341	45.7%	6.4	10.5
Step-Down (Special Care)	1	16	938	4,178	71.3%	11.4	4.5
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	48	1	48.8	Surgical Personnel	14	37	36.9
Physicians & Dentists	12	4	14.3	Radiological Services Personnel	42	33	60.5
Medical & Dental Residents	0	0	0.0	Sonographers	4	4	6.8
Dental Hygienists	0	0	0.0	Respiratory Therapists	7	13	14.3
Registered Nurses	175	268	333.3	Occupational Therapists	5	6	8.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	2	1.6
Licensed Practical Nurses	5	19	14.9	Physical Therapists	4	4	5.8
Ancillary Nursing Personnel	14	67	18.0	Physical Therapy Assistants/Aides	2	3	3.2
Medical Assistants	5	10	11.9	Recreational Therapists	0	1	0.5
Physician Assistants	6	1	6.1	Dietitians & Nutritionists	0	4	2.8
Nurse Practitioners	8	0	8.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	11	3.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	21	46	44.3
Health Info Mgmt-Administrators/Technicians	13	6	16.8	All Other Personnel	131	81	169.5
Pharmacy Personnel	25	7	29.5				
Clinical Laboratory Personnel	24	15	32.5				
				Total	566	643	891.9

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$211,064,713	40.0%	46.6%	0.86	49.0%	0.82	47.1%	0.85	39.9%	1.00
Medical Assistance	\$65,218,699	12.4%	13.8%	0.90	10.8%	1.14	15.8%	0.78	11.7%	1.06
Commercial	\$233,796,885	44.3%	34.5%	1.29	37.1%	1.19	32.3%	1.37	45.5%	0.97
All Other	\$17,814,177	3.4%	5.1%	0.66	3.1%	1.10	4.8%	0.70	2.9%	1.16
Deductions as % of Total Gross Patient Revenue										
Medicare	\$143,705,171	27.2%	35.0%	0.78	34.7%	0.78	36.7%	0.74	26.6%	1.02
Medical Assistance	\$49,804,765	9.4%	10.4%	0.91	8.0%	1.18	12.3%	0.77	8.9%	1.06
Commercial	\$92,811,219	17.6%	14.5%	1.21	14.1%	1.25	13.5%	1.30	13.9%	1.26
Charity Care	\$2,739,613	0.5%	1.0%	0.54	0.7%	0.77	1.1%	0.49	0.6%	0.90
Bad Debt	\$10,042,294	1.9%	1.2%	1.62	1.5%	1.26	1.4%	1.39	1.3%	1.42
All Other	\$7,071,761	1.3%	2.6%	0.52	2.0%	0.68	2.6%	0.52	2.4%	0.55
Total Deductions	\$306,174,823	58.0%	64.6%	0.90	60.9%	0.95	67.4%	0.86	53.8%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		7.3%	8.4%	0.87	5.8%	1.25	10.8%	0.68	1.4%	5.07
Net Gains/Losses as % of Net Income		0.5%	13.8%	0.03	15.0%	0.03	21.2%	0.02	0.9%	0.50
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$84,132,100	40.0%	43.5%	0.92	40.0%	1.00	45.0%	0.89	42.7%	0.94
Supplies & Services	\$112,725,225	53.6%	49.9%	1.07	52.8%	1.01	48.5%	1.11	51.5%	1.04
Capital Component	\$13,600,381	6.5%	6.6%	0.98	7.2%	0.90	6.6%	0.98	5.8%	1.11
Fiscal Statistics										
Operating Margin (%)		12.0%	7.5%	1.59	11.9%	1.01	6.5%	1.85	22.5%	0.53
Total Hospital Net Income (%)		12.1%	8.6%	1.40	13.7%	0.88	8.1%	1.49	22.7%	0.53
Return on Equity (%)		18.6%	4.1%	4.52	11.6%	1.60	2.9%	6.36	31.8%	0.59
Current Ratio		14.6	3.9	3.76	5.7	2.56	3.6	4.01	11.6	1.26
Days in Net Patient Accounts Receivable		56.9	71.5	0.80	57.0	1.00	95.9	0.59	50.4	1.13
Average Payment Period		10.9	90.1	0.12	36.6	0.30	121.9	0.09	17.4	0.63
Equity Financing (%)		96.1%	63.6%	1.51	86.7%	1.11	60.0%	1.60	95.0%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	0.00	0.1	0.00	0.4	0.00	0.0	0.30
Times Interest Earned		3,969.7	12.2	324.14	28.5	139.10	10.0	398.10	5,060.9	0.78
Total Asset Turnover		1.5	0.5	3.27	0.8	1.86	0.4	4.34	1.4	1.10
Average Age of Plant (Years)		9.2	14.1	0.65	6.8	1.35	17.7	0.52	19.4	0.47
Increase (Decrease) Total Net Patient Revenue		-8.9%	-2.2%	4.02	-4.6%	1.93	-3.7%	2.42	6.6%	N/A
Outpatient Gross Revenue (% of Total GPR)		57.4%	63.0%	0.91	68.8%	0.83	69.7%	0.82	57.2%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$11,846	\$17,652	0.67	\$12,208	0.97	\$13,747	0.86	\$12,948	0.91
Inpatient Net Revenue per Day		\$2,764	\$3,704	0.75	\$2,930	0.94	\$3,163	0.87	\$2,825	0.98
Outpatient Net Revenue per Visit		\$1,686	\$780	2.16	\$917	1.84	\$688	2.45	\$1,150	1.47

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$527,894,475	Cash & Cash Equivalents	\$46,271,285	Current Liabilities	\$5,928,687
Less Deductions	\$306,174,823	Net Patient Receivables	\$34,483,020	Long-Term Debt	\$39,682
Net Patient Revenue	\$221,719,652	Other Receivables	\$2,215,486	Other Liabilities	\$0
Plus Other Revenue	\$17,465,232			Subtotal	\$5,968,369
Total Revenue	\$239,184,883	Land, Buildings & Equipment (Net)	\$68,165,751	Unrestricted Fund Balance	\$148,808,210
Less Expenses	\$210,457,706	Other Assets	\$3,641,036	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$133,396			Total Liabilities & Fund Balance	\$154,776,579
Net Income	\$28,860,573	Total Assets	\$154,776,578		