

**094 ThedaCare Medical Center - New London**  
 1405 Mill Street, PO Box 307  
 New London, WI 54961  
 920-982-5330

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

County: Outagamie  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 3

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	14.9%	52.4%	0.28	46.3%	0.32	32.9%	0.45	23.9%	0.62
Obstetrics	0.0%	36.2%	N/A	29.1%	N/A	19.7%	N/A	11.4%	0.00
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	14.9%	53.9%	0.28	45.8%	0.33	33.0%	0.45	21.9%	0.68
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.7	25.5	0.15	21.6	0.17	6.4	0.58	5.0	0.74
Obstetrics	0.0	4.7	N/A	4.5	N/A	0.9	N/A	0.5	0.00
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.7	47.4	0.08	35.1	0.11	8.6	0.43	5.5	0.68
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.7	4.3	0.63	3.8	0.71	3.0	0.92	2.7	1.00
Obstetrics	0.0	2.4	N/A	2.3	N/A	2.0	N/A	2.4	0.00
Pediatrics	0.0	3.5	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	2.7	4.7	0.59	4.1	0.66	3.2	0.86	2.7	1.01
<b>Surgical Operations</b>									
Inpatient	118	1,280	0.09	1,093	0.11	247	0.48	182	0.65
Outpatient	1,839	4,115	0.45	4,901	0.38	1,277	1.44	2,004	0.92
Inpatient as % of All Surgeries	6.0%	23.7%	0.25	18.2%	0.33	16.2%	0.37	8.3%	0.72
<b>Outpatient Visits</b>									
Non-Emergency Visits	35,571	127,898	0.28	75,740	0.47	57,441	0.62	33,712	1.06
Emergency Visits	7,922	15,799	0.50	13,956	0.57	8,355	0.95	9,070	0.87
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	20.3	0.35	15.8	0.44	11.6	0.61	7.0	1.00
Nurses, Licensed	38.8	255.1	0.15	188.9	0.21	84.6	0.46	38.8	1.00
Ancillary Nursing Personnel	3.7	42.6	0.09	18.4	0.20	14.7	0.25	3.7	1.00
All Other Personnel	97.3	501.2	0.19	307.4	0.32	194.6	0.50	97.3	1.00
Total FTEs	146.8	819.2	0.18	530.5	0.28	305.5	0.48	146.8	1.00
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	27.2	15.7	1.74	14.2	1.91	28.7	0.95	24.3	1.12
Nurses, Licensed	150.4	197.1	0.76	169.9	0.89	210.0	0.72	134.8	1.12
Ancillary Nursing Personnel	14.4	33.0	0.44	16.5	0.87	36.4	0.39	12.9	1.12
All Other Personnel	377.8	387.2	0.98	276.5	1.37	483.0	0.78	338.4	1.12
Total FTEs	569.8	633.0	0.90	477.2	1.19	758.1	0.75	510.5	1.12

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	4	Bassinets	0
Discharges	500	Preferred Provider Organization (PPO)	Yes	Discharges	122	Total Births	0
Inpatient Days	1,363			Inpatient Days	1,309	Newborn Days	0

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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	25	500	1,363	14.9%	3.7	2.7
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>	3	0	0	0	0.0%	0.0	0.0
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	3	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	7	0	7.0	Surgical Personnel	0	9	3.6
Physicians & Dentists	5	0	5.0	Radiological Services Personnel	2	7	6.3
Medical & Dental Residents	0	0	0.0	Sonographers	1	2	2.3
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	2	2.7
Registered Nurses	10	43	34.5	Occupational Therapists	1	1	1.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	4	2.2	Physical Therapists	2	3	3.4
Ancillary Nursing Personnel	0	8	3.7	Physical Therapy Assistants/Aides	4	0	4.0
Medical Assistants	0	5	3.2	Recreational Therapists	0	0	0.0
Physician Assistants	1	0	1.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	1	0	1.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	1	1.1	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	4	4.5
Health Info Mgmt-Administrators/Technicians	3	1	3.8	All Other Personnel	20	41	45.2
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	5	5	8.3				
				<b>Total</b>	<b>71</b>	<b>136</b>	<b>146.8</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	\$36,575,273	49.9%	46.6%	1.07	49.0%	1.02	47.5%	1.05	45.6%	1.10
Medical Assistance	\$6,476,852	8.8%	13.8%	0.64	10.8%	0.82	12.8%	0.69	9.9%	0.89
Commercial	\$28,371,863	38.7%	34.5%	1.12	37.1%	1.04	35.0%	1.11	41.7%	0.93
All Other	\$1,824,726	2.5%	5.1%	0.49	3.1%	0.81	4.8%	0.52	2.8%	0.89
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$23,009,077	31.4%	35.0%	0.90	34.7%	0.90	30.4%	1.03	23.8%	1.32
Medical Assistance	\$4,826,128	6.6%	10.4%	0.63	8.0%	0.82	8.9%	0.74	6.2%	1.06
Commercial	\$9,541,310	13.0%	14.5%	0.90	14.1%	0.93	12.0%	1.08	18.2%	0.72
Charity Care	\$397,119	0.5%	1.0%	0.56	0.7%	0.81	0.9%	0.57	0.6%	0.89
Bad Debt	\$2,174,651	3.0%	1.2%	2.53	1.5%	1.96	2.0%	1.50	2.4%	1.21
All Other	\$613,646	0.8%	2.6%	0.33	2.0%	0.42	2.3%	0.37	1.4%	0.59
Total Deductions	\$40,561,931	55.4%	64.6%	0.86	60.9%	0.91	56.5%	0.98	52.7%	1.05
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	10.5%	8.4%	1.25	5.8%	1.80	10.2%	1.03	2.1%	5.10	
Net Gains/Losses as % of Net Income	0.7%	13.8%	0.05	15.0%	0.05	22.7%	0.03	0.2%	2.87	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$14,543,587	47.5%	43.5%	1.09	40.0%	1.19	51.7%	0.92	46.4%	1.02
Supplies & Services	\$14,143,324	46.2%	49.9%	0.93	52.8%	0.87	40.6%	1.14	47.8%	0.97
Capital Component	\$1,941,531	6.3%	6.6%	0.96	7.2%	0.88	7.7%	0.82	5.8%	1.09
<b>Fiscal Statistics</b>										
Operating Margin (%)	16.2%	7.5%	2.14	11.9%	1.36	7.4%	2.20	19.4%	0.83	
Total Hospital Net Income (%)	16.2%	8.6%	1.88	13.7%	1.18	9.3%	1.75	19.5%	0.83	
Return on Equity (%)	18.6%	4.1%	4.52	11.6%	1.60	7.6%	2.44	20.2%	0.92	
Current Ratio	18.4	3.9	4.74	5.7	3.22	4.8	3.85	8.7	2.10	
Days in Net Patient Accounts Receivable	46.0	71.5	0.64	57.0	0.81	49.1	0.94	46.8	0.98	
Average Payment Period	10.5	90.1	0.12	36.6	0.29	46.4	0.23	24.0	0.44	
Equity Financing (%)	97.6%	63.6%	1.54	86.7%	1.13	79.0%	1.24	94.8%	1.03	
Long-Term Debt to Equity Ratio	0.0	0.3	N/A	0.1	N/A	0.2	N/A	0.0	N/A	
Times Interest Earned	0.0	12.2	N/A	28.5	N/A	13.2	N/A	0.0	N/A	
Total Asset Turnover	1.1	0.5	2.43	0.8	1.38	0.8	1.43	1.0	1.11	
Average Age of Plant (Years)	11.6	14.1	0.82	6.8	1.71	8.8	1.31	19.0	0.61	
Increase (Decrease) Total Net Patient Revenue	-1.2%	-2.2%	0.56	-4.6%	0.27	-1.2%	1.06	11.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	85.5%	63.0%	1.36	68.8%	1.24	78.9%	1.08	81.0%	1.06	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,143	\$17,652	0.40	\$12,208	0.59	\$14,147	0.50	\$10,354	0.69	
Inpatient Net Revenue per Day	\$1,499	\$3,704	0.40	\$2,930	0.51	\$4,080	0.37	\$2,695	0.56	
Outpatient Net Revenue per Visit	\$695	\$780	0.89	\$917	0.76	\$677	1.03	\$613	1.13	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$73,248,713	Cash & Cash Equivalents	\$10,000,000	Current Liabilities	\$829,073
Less Deductions	\$40,561,931	Net Patient Receivables	\$4,105,396	Long-Term Debt	-\$64,102
Net Patient Revenue	\$32,686,782	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,841,535			Subtotal	\$764,971
Total Revenue	\$36,528,318	Land, Buildings & Equipment (Net)	\$16,633,881	Unrestricted Fund Balance	\$31,109,397
Less Expenses	\$30,628,442	Other Assets	\$1,135,091	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$42,034			Total Liabilities & Fund Balance	\$31,874,368
Net Income	\$5,941,910	Total Assets	\$31,874,368		