

123 ThedaCare Medical Center - Shawano
 100 County Road B
 Shawano, WI 54166
 715-526-2111

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

County: Shawano
 Analysis Area: Northeastern (4)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 4		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	57.6%	52.4%	1.10	50.1%	1.15	40.5%	1.42	58.5%	0.99
Obstetrics	34.0%	36.2%	0.94	30.3%	0.04	24.6%	1.38	41.7%	0.82
Pediatrics	0.0%	53.2%	N/A	19.9%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	53.3%	53.9%	0.99	46.7%	1.14	42.0%	1.27	55.4%	0.96
Average Census (Patients)									
Adult Medical-Surgical	10.4	25.5	0.41	23.5	0.44	10.2	1.02	10.5	0.99
Obstetrics	1.4	4.7	0.29	3.8	0.36	1.7	0.80	1.7	0.82
Pediatrics	0.0	1.1	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.7	47.4	0.25	41.3	0.28	17.9	0.65	12.2	0.96
Average Length of Stay (Days)									
Adult Medical-Surgical	3.4	4.3	0.79	4.0	0.85	3.3	1.03	3.0	1.14
Obstetrics	2.2	2.4	0.91	2.2	0.98	2.2	1.01	2.5	0.87
Pediatrics	0.0	3.5	N/A	3.0	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.2	4.7	0.69	4.1	0.79	3.5	0.92	2.9	1.09
Surgical Operations									
Inpatient	207	1,280	0.16	912	0.23	482	0.43	272	0.76
Outpatient	1,814	4,115	0.44	4,561	0.40	1,905	0.95	2,768	0.66
Inpatient as % of All Surgeries	10.2%	23.7%	0.43	16.7%	0.61	20.2%	0.51	8.9%	1.14
Outpatient Visits									
Non-Emergency Visits	39,008	127,898	0.30	178,054	0.22	69,880	0.56	60,158	0.65
Emergency Visits	17,613	15,799	1.11	16,398	1.07	11,349	1.55	20,898	0.84
Full-Time Equivalents (FTEs)									
Administrators	8.0	20.3	0.39	15.2	0.53	14.9	0.54	8.0	1.00
Nurses, Licensed	76.5	255.1	0.30	279.4	0.27	112.6	0.68	76.5	1.00
Ancillary Nursing Personnel	12.7	42.6	0.30	41.9	0.30	19.7	0.64	12.7	1.00
All Other Personnel	141.6	501.2	0.28	501.4	0.28	239.6	0.59	141.6	1.00
Total FTEs	238.8	819.2	0.29	837.9	0.29	386.8	0.62	238.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.0	15.7	0.76	9.9	1.21	21.9	0.55	11.1	1.07
Nurses, Licensed	114.3	197.1	0.58	181.6	0.63	165.1	0.69	106.5	1.07
Ancillary Nursing Personnel	19.0	33.0	0.58	27.2	0.70	28.9	0.66	17.7	1.07
All Other Personnel	211.6	387.2	0.55	325.9	0.65	351.3	0.60	197.2	1.07
Total FTEs	356.8	633.0	0.56	544.7	0.65	567.2	0.63	332.5	1.07

Total Hospital:
 Beds Set Up & Staffed 22
 Discharges 1,343
 Inpatient Days 4,295

Contract with:
 Health Maintenance Organization (HMO) Yes
 Preferred Provider Organization (PPO) Yes

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 4
 Inpatient Days 17

Newborn Nursery:
 Bassinets 7
 Total Births 249
 Newborn Days 465

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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	18	1,115	3,797	57.6%	10.4	3.4
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	4	228	498	34.0%	1.4	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	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	5	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	2	0	0	0	0.0%	0.0	0.0
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.

* 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	8	0	8.0	Surgical Personnel	5	2	5.9
Physicians & Dentists	2	2	3.2	Radiological Services Personnel	6	9	12.5
Medical & Dental Residents	0	0	0.0	Sonographers	0	4	3.2
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	10	6.9
Registered Nurses	20	77	67.5	Occupational Therapists	1	1	1.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	3	2.1	Physical Therapists	1	5	4.7
Ancillary Nursing Personnel	5	17	12.7	Physical Therapy Assistants/Aides	5	6	6.7
Medical Assistants	0	1	0.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	4	4	5.9	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	1	0	1.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	2	12	8.4
Health Info Mgmt-Administrators/Technicians	6	3	8.1	All Other Personnel	39	52	71.5
Pharmacy Personnel	4	2	5.3				
Clinical Laboratory Personnel	1	3	2.7				
				Total	111	213	238.8

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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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$60,979,461	47.4%	46.6%	1.02	47.2%	1.00	49.5%	0.96	47.1%	1.01
Medical Assistance	\$20,957,065	16.3%	13.8%	1.18	11.7%	1.40	11.6%	1.41	15.6%	1.04
Commercial	\$43,633,852	33.9%	34.5%	0.98	36.7%	0.92	34.7%	0.98	34.2%	0.99
All Other	\$3,034,923	2.4%	5.1%	0.46	4.4%	0.53	4.2%	0.56	3.1%	0.77
Deductions as % of Total Gross Patient Revenue										
Medicare	\$43,907,429	34.1%	35.0%	0.97	36.0%	0.95	36.2%	0.94	26.9%	1.27
Medical Assistance	\$14,611,396	11.4%	10.4%	1.09	9.0%	1.26	8.8%	1.29	9.4%	1.21
Commercial	\$13,803,546	10.7%	14.5%	0.74	15.2%	0.71	13.9%	0.77	13.8%	0.78
Charity Care	\$528,612	0.4%	1.0%	0.43	0.8%	0.54	0.9%	0.47	0.5%	0.80
Bad Debt	\$3,133,826	2.4%	1.2%	2.08	1.1%	2.22	1.5%	1.66	2.7%	0.89
All Other	\$960,097	0.7%	2.6%	0.29	2.7%	0.28	2.2%	0.34	1.5%	0.51
Total Deductions	\$76,944,906	59.8%	64.6%	0.93	64.6%	0.93	63.5%	0.94	54.8%	1.09
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	7.8%	8.4%	0.93	6.6%	1.18	7.3%	1.07	0.6%	11.99	
Net Gains/Losses as % of Net Income	N/A	13.8%	N/A	12.8%	N/A	12.9%	N/A	0.2%	N/A	
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$22,324,538	44.6%	43.5%	1.02	45.2%	0.99	45.1%	0.99	51.8%	0.86
Supplies & Services	\$24,004,914	47.9%	49.9%	0.96	47.8%	1.00	46.8%	1.02	39.9%	1.20
Capital Component	\$3,753,425	7.5%	6.6%	1.14	7.0%	1.07	8.1%	0.93	8.3%	0.90
Fiscal Statistics										
Operating Margin (%)	10.6%	7.5%	1.41	7.5%	1.42	3.1%	3.45	25.2%	0.42	
Total Hospital Net Income (%)	9.6%	8.6%	1.11	8.5%	1.13	3.5%	2.72	25.3%	0.38	
Return on Equity (%)	7.6%	4.1%	1.85	5.4%	1.41	2.0%	3.87	21.2%	0.36	
Current Ratio	10.7	3.9	2.77	3.5	3.08	4.6	2.35	5.9	1.83	
Days in Net Patient Accounts Receivable	73.4	71.5	1.03	54.3	1.35	47.2	1.55	45.2	1.62	
Average Payment Period	21.6	90.1	0.24	79.8	0.27	73.5	0.29	38.0	0.57	
Equity Financing (%)	91.8%	63.6%	1.44	71.2%	1.29	66.1%	1.39	89.6%	1.02	
Long-Term Debt to Equity Ratio	0.0	0.3	0.16	0.2	0.29	0.2	0.23	0.1	0.94	
Times Interest Earned	1,979.3	12.2	161.61	11.3	175.73	4.2	470.62	5,374.3	0.37	
Total Asset Turnover	0.8	0.5	1.72	0.6	1.28	0.6	1.45	0.8	0.97	
Average Age of Plant (Years)	6.7	14.1	0.48	10.9	0.62	10.5	0.64	9.5	0.71	
Increase (Decrease) Total Net Patient Revenue	-8.5%	-2.2%	3.83	-1.9%	4.52	-6.0%	1.41	21.5%	N/A	
Outpatient Gross Revenue (% of Total GPR)	82.5%	63.0%	1.31	72.6%	1.14	72.9%	1.13	83.0%	0.99	
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,252	\$17,652	0.35	\$14,359	0.44	\$11,149	0.56	\$8,641	0.72	
Inpatient Net Revenue per Day	\$1,948	\$3,704	0.53	\$3,457	0.56	\$3,062	0.64	\$2,949	0.66	
Outpatient Net Revenue per Visit	\$819	\$780	1.05	\$649	1.26	\$705	1.16	\$576	1.42	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$128,605,300	Cash & Cash Equivalents	\$17,587,348	Current Liabilities	\$2,720,521
Less Deductions	\$76,944,906	Net Patient Receivables	\$10,364,081	Long-Term Debt	\$2,979,923
Net Patient Revenue	\$51,660,394	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,358,934			Subtotal	\$5,700,444
Total Revenue	\$56,019,328	Land, Buildings & Equipment (Net)	\$40,001,380	Unrestricted Fund Balance	\$63,505,122
Less Expenses	\$50,082,877	Other Assets	\$1,252,757	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$642,554	Total Assets	\$69,205,566	Total Liabilities & Fund Balance	\$69,205,566
Net Income	\$5,293,897				