

142 ThedaCare Medical Center - Waupaca
 800 Riverside Drive
 Waupaca, WI 54981
 715-258-1000

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

County: Waupaca
 Analysis Area: Lake Winnebago (3)
 Volume Group: 4

Selected Utilization Statistics	FY 2020	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2020 vs. 2019	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	26.1%	52.4%	0.50	46.3%	0.56	40.5%	0.65	26.3%	0.99
Obstetrics	29.6%	36.2%	0.82	29.1%	0.02	24.6%	1.21	39.2%	0.76
Pediatrics	0.0%	53.2%	N/A	14.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	28.5%	53.9%	0.53	45.8%	0.62	42.0%	0.68	27.6%	1.03
Average Census (Patients)									
Adult Medical-Surgical	5.0	25.5	0.19	21.6	0.23	10.2	0.49	5.0	0.99
Obstetrics	0.6	4.7	0.13	4.5	0.13	1.7	0.35	0.8	0.76
Pediatrics	0.0	1.1	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	7.1	47.4	0.15	35.1	0.20	17.9	0.40	6.9	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	2.9	4.3	0.68	3.8	0.76	3.3	0.88	2.6	1.12
Obstetrics	1.9	2.4	0.81	2.3	0.86	2.2	0.89	2.2	0.87
Pediatrics	0.0	3.5	N/A	2.6	N/A	2.4	N/A	0.0	N/A
Total Hospital	3.0	4.7	0.63	4.1	0.71	3.5	0.85	2.6	1.15
Surgical Operations									
Inpatient	93	1,280	0.07	1,093	0.09	482	0.19	86	1.08
Outpatient	1,577	4,115	0.38	4,901	0.32	1,905	0.83	1,905	0.83
Inpatient as % of All Surgeries	5.6%	23.7%	0.23	18.2%	0.31	20.2%	0.28	4.3%	1.29
Outpatient Visits									
Non-Emergency Visits	46,240	127,898	0.36	75,740	0.61	69,880	0.66	59,605	0.78
Emergency Visits	10,027	15,799	0.63	13,956	0.72	11,349	0.88	11,481	0.87
Full-Time Equivalents (FTEs)									
Administrators	9.0	20.3	0.44	15.8	0.57	14.9	0.60	9.0	1.00
Nurses, Licensed	50.8	255.1	0.20	188.9	0.27	112.6	0.45	50.8	1.00
Ancillary Nursing Personnel	3.1	42.6	0.07	18.4	0.17	19.7	0.16	3.1	1.00
All Other Personnel	126.0	501.2	0.25	307.4	0.41	239.6	0.53	126.0	1.00
Total FTEs	188.8	819.2	0.23	530.5	0.36	386.8	0.49	188.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	17.4	15.7	1.11	14.2	1.22	21.9	0.79	16.5	1.05
Nurses, Licensed	98.0	197.1	0.50	169.9	0.58	165.1	0.59	93.2	1.05
Ancillary Nursing Personnel	6.0	33.0	0.18	16.5	0.36	28.9	0.21	5.7	1.05
All Other Personnel	243.3	387.2	0.63	276.5	0.88	351.3	0.69	231.4	1.05
Total FTEs	364.7	633.0	0.58	477.2	0.76	567.2	0.64	346.9	1.05

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	4
Discharges	882	Preferred Provider Organization (PPO)	Yes	Discharges	25	Total Births	114
Inpatient Days	2,604			Inpatient Days	236	Newborn Days	192

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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	19	625	1,818	26.1%	5.0	2.9
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	2	112	217	29.6%	0.6	1.9
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	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	4	145	569	38.9%	1.6	3.9
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	9	0	9.0	Surgical Personnel	2	3	4.1
Physicians & Dentists	4	0	4.0	Radiological Services Personnel	7	9	12.3
Medical & Dental Residents	0	0	0.0	Sonographers	1	3	2.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	6	0	6.0
Registered Nurses	17	48	47.8	Occupational Therapists	0	1	0.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	4	1	4.8
Ancillary Nursing Personnel	0	7	3.1	Physical Therapy Assistants/Aides	2	4	3.6
Medical Assistants	2	1	2.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	1	0	1.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	3	0	3.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	3	7	7.9
Health Info Mgmt-Administrators/Technicians	5	1	5.8	All Other Personnel	38	38	58.9
Pharmacy Personnel	4	0	4.0				
Clinical Laboratory Personnel	4	7	7.6				
				Total	112	130	188.8

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Selected Financial Statistics	FY 2020	All GMS Hospitals		Analysis Area ³		Volume Group ⁴		FY 2020 vs. 2019		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2019	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$51,626,226	53.1%	46.6%	1.14	49.0%	1.08	49.5%	1.07	53.6%	0.99
Medical Assistance	\$9,812,980	10.1%	13.8%	0.73	10.8%	0.93	11.6%	0.87	8.8%	1.15
Commercial	\$33,407,641	34.4%	34.5%	1.00	37.1%	0.93	34.7%	0.99	35.2%	0.98
All Other	\$2,331,529	2.4%	5.1%	0.47	3.1%	0.78	4.2%	0.57	2.4%	1.00
Deductions as % of Total Gross Patient Revenue										
Medicare	\$31,383,738	32.3%	35.0%	0.92	34.7%	0.93	36.2%	0.89	29.0%	1.12
Medical Assistance	\$6,468,338	6.7%	10.4%	0.64	8.0%	0.83	8.8%	0.75	5.4%	1.22
Commercial	\$11,928,574	12.3%	14.5%	0.84	14.1%	0.87	13.9%	0.88	12.8%	0.96
Charity Care	\$352,342	0.4%	1.0%	0.38	0.7%	0.54	0.9%	0.42	0.5%	0.77
Bad Debt	\$2,088,602	2.1%	1.2%	1.83	1.5%	1.42	1.5%	1.46	1.9%	1.14
All Other	\$832,500	0.9%	2.6%	0.34	2.0%	0.43	2.2%	0.39	1.2%	0.74
Total Deductions	\$53,054,094	54.6%	64.6%	0.84	60.9%	0.90	63.5%	0.86	50.8%	1.08
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.6%	8.4%	0.19	5.8%	0.27	7.3%	0.22	1.5%	1.02
Net Gains/Losses as % of Net Income		17.9%	13.8%	1.29	15.0%	1.19	12.9%	1.38	16.4%	1.09
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,143,187	46.3%	43.5%	1.06	40.0%	1.16	45.1%	1.03	48.0%	0.96
Supplies & Services	\$18,809,401	48.0%	49.9%	0.96	52.8%	0.91	46.8%	1.03	46.5%	1.03
Capital Component	\$2,243,157	5.7%	6.6%	0.87	7.2%	0.79	8.1%	0.71	5.5%	1.04
Fiscal Statistics										
Operating Margin (%)		12.6%	7.5%	1.67	11.9%	1.05	3.1%	4.09	23.4%	0.54
Total Hospital Net Income (%)		14.9%	8.6%	1.72	13.7%	1.08	3.5%	4.24	26.7%	0.56
Return on Equity (%)		16.2%	4.1%	3.93	11.6%	1.39	2.0%	8.22	31.0%	0.52
Current Ratio		28.0	3.9	7.22	5.7	4.91	4.6	6.15	8.8	3.19
Days in Net Patient Accounts Receivable		48.7	71.5	0.68	57.0	0.85	47.2	1.03	43.7	1.11
Average Payment Period		7.7	90.1	0.09	36.6	0.21	73.5	0.10	22.8	0.34
Equity Financing (%)		98.3%	63.6%	1.55	86.7%	1.13	66.1%	1.49	95.0%	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		2,657.5	12.2	216.99	28.5	93.12	4.2	631.87	4,724.7	0.56
Total Asset Turnover		1.1	0.5	2.25	0.8	1.28	0.6	1.90	1.1	0.96
Average Age of Plant (Years)		11.7	14.1	0.83	6.8	1.72	10.5	1.11	22.8	0.51
Increase (Decrease) Total Net Patient Revenue		2.8%	-2.2%	N/A	-4.6%	N/A	-6.0%	N/A	18.1%	0.15
Outpatient Gross Revenue (% of Total GPR)		86.3%	63.0%	1.37	68.8%	1.25	72.9%	1.18	87.3%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge		\$6,516	\$17,652	0.37	\$12,208	0.53	\$11,149	0.58	\$7,409	0.88
Inpatient Net Revenue per Day		\$2,058	\$3,704	0.56	\$2,930	0.70	\$3,062	0.67	\$2,653	0.78
Outpatient Net Revenue per Visit		\$716	\$780	0.92	\$917	0.78	\$705	1.02	\$522	1.37

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$97,178,376	Cash & Cash Equivalents	\$14,636,750	Current Liabilities	\$775,569
Less Deductions	\$53,054,094	Net Patient Receivables	\$5,876,083	Long-Term Debt	-\$53,450
Net Patient Revenue	\$44,124,282	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$701,174			Subtotal	\$722,119
Total Revenue	\$44,825,458	Land, Buildings & Equipment (Net)	\$20,488,542	Unrestricted Fund Balance	\$41,501,350
Less Expenses	\$39,195,745	Other Assets	\$1,222,094	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,224,032			Total Liabilities & Fund Balance	\$42,223,469
Net Income	\$6,853,745	Total Assets	\$42,223,469		