

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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	64.1%	57.9%	1.11	50.0%	1.28	72.0%	0.89	62.2%	1.03
Obstetrics	20.7%	36.8%	0.56	28.9%	0.16	46.8%	0.44	20.8%	1.00
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	51.3%	N/A	0.0%	N/A
Total Hospital	55.0%	58.7%	0.94	50.4%	1.09	68.8%	0.80	53.2%	1.03
Average Census (Patients)									
Adult Medical-Surgical	71.2	26.8	2.65	23.2	3.06	108.1	0.66	69.0	1.03
Obstetrics	4.8	4.8	0.98	4.6	1.03	14.4	0.33	4.8	1.00
Pediatrics	0.0	1.5	N/A	0.3	N/A	5.0	N/A	0.0	N/A
Total Hospital	85.8	49.8	1.72	37.4	2.29	209.1	0.41	83.0	1.03
Average Length of Stay (Days)									
Adult Medical-Surgical	4.1	4.6	0.90	4.2	0.99	5.0	0.82	4.0	1.04
Obstetrics	2.0	2.4	0.81	2.3	0.87	2.6	0.77	1.9	1.07
Pediatrics	0.0	3.8	N/A	2.6	N/A	4.1	N/A	0.0	N/A
Total Hospital	4.1	4.9	0.85	4.4	0.94	5.3	0.78	4.0	1.03
Surgical Operations									
Inpatient	2,909	1,037	2.81	1,060	2.74	3,842	0.76	2,872	1.01
Outpatient	20,029	3,865	5.18	5,859	3.42	11,153	1.80	16,098	1.24
Inpatient as % of All Surgeries	12.7%	21.2%	0.60	15.3%	0.83	25.6%	0.49	15.1%	0.84
Outpatient Visits									
Non-Emergency Visits	162,953	145,246	1.12	100,098	1.63	450,554	0.36	100,505	1.62
Emergency Visits	31,738	16,058	1.98	15,000	2.12	40,709	0.78	28,129	1.13
Full-Time Equivalents (FTEs)									
Administrators	48.0	19.0	2.52	14.2	3.39	63.3	0.76	65.0	0.74
Nurses, Licensed	414.1	247.5	1.67	181.5	2.28	921.1	0.45	401.4	1.03
Ancillary Nursing Personnel	22.7	40.3	0.56	13.1	1.73	153.6	0.15	24.1	0.94
All Other Personnel	611.4	496.2	1.23	298.4	2.05	1,865.1	0.33	636.9	0.96
Total FTEs	1,096.1	803.0	1.36	507.2	2.16	3,003.0	0.37	1,127.3	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	16.8	13.0	1.29	11.3	1.49	11.7	1.43	24.8	0.68
Nurses, Licensed	144.6	168.4	0.86	144.6	1.00	170.7	0.85	153.2	0.94
Ancillary Nursing Personnel	7.9	27.4	0.29	10.4	0.76	28.5	0.28	9.2	0.86
All Other Personnel	213.6	337.6	0.63	237.6	0.90	345.6	0.62	243.1	0.88
Total FTEs	382.9	546.4	0.70	403.9	0.95	556.5	0.69	430.4	0.89

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	156	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	7,605	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	857
Inpatient Days	31,304			Inpatient Days	0	Newborn Days	1,489

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	111	6,321	25,984	64.1%	71.2	4.1
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	203	337	0.0%	0.9	1.7
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	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	876	1,736	20.7%	4.8	2.0
Psychiatric	3	0	0	0	0.0%	0.0	0.0
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	22	337	3,247	40.4%	8.9	9.6
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
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.

* 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	48	0	48.0	Surgical Personnel	37	11	40.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	59	21	66.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	18	8	19.2
Registered Nurses	328	194	397.0	Occupational Therapists	3	6	5.9
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	12	11	17.1	Physical Therapists	10	1	10.1
Ancillary Nursing Personnel	9	60	22.7	Physical Therapy Assistants/Aides	0	1	0.5
Medical Assistants	1	4	2.8	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	10	9	15.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	9	0	9.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	57	35	67.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	291	76	317.1
Pharmacy Personnel	27	8	30.7				
Clinical Laboratory Personnel	24	4	26.4				
				Total	943	449	1,096.1

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$434,476,625	50.8%	46.6%	1.09	48.5%	1.05	46.9%	1.08	52.3%	0.97
Medical Assistance	\$64,889,035	7.6%	14.4%	0.53	11.1%	0.68	13.3%	0.57	7.2%	1.05
Commercial	\$342,349,395	40.0%	33.9%	1.18	37.0%	1.08	34.1%	1.17	39.1%	1.02
All Other	\$13,482,734	1.6%	5.1%	0.31	3.4%	0.46	5.7%	0.27	1.4%	1.11
Deductions as % of Total Gross Patient Revenue										
Medicare	\$303,457,455	35.5%	35.2%	1.01	34.4%	1.03	36.2%	0.98	36.1%	0.98
Medical Assistance	\$49,097,927	5.7%	11.1%	0.52	8.5%	0.68	10.3%	0.56	5.5%	1.05
Commercial	\$145,091,016	17.0%	14.9%	1.14	14.3%	1.19	16.2%	1.05	16.1%	1.06
Charity Care	\$4,089,701	0.5%	0.7%	0.67	0.6%	0.75	0.7%	0.68	0.4%	1.16
Bad Debt	\$7,618,592	0.9%	1.0%	0.87	1.4%	0.64	0.8%	1.08	1.1%	0.78
All Other	\$5,714,115	0.7%	2.8%	0.24	2.5%	0.27	3.0%	0.22	0.6%	1.15
Total Deductions	\$515,068,806	60.2%	65.8%	0.92	61.6%	0.98	67.3%	0.90	59.7%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		2.9%	6.5%	0.44	2.9%	1.00	6.7%	0.43	4.7%	0.61
Net Gains/Losses as % of Net Income		N/A	29.4%	N/A	25.8%	N/A	30.5%	N/A	0.1%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$107,764,738	36.2%	42.4%	0.85	39.7%	0.91	41.3%	0.88	36.9%	0.98
Supplies & Services	\$174,013,055	58.5%	51.3%	1.14	53.8%	1.09	53.3%	1.10	57.3%	1.02
Capital Component	\$15,884,356	5.3%	6.2%	0.86	6.5%	0.82	5.4%	0.98	5.8%	0.92
Fiscal Statistics										
Operating Margin (%)		15.0%	10.4%	1.44	14.3%	1.05	9.3%	1.61	17.8%	0.84
Total Hospital Net Income (%)		15.0%	14.1%	1.06	18.3%	0.82	12.9%	1.17	17.8%	0.84
Return on Equity (%)		18.8%	6.3%	2.98	17.0%	1.11	8.9%	2.12	26.0%	0.72
Current Ratio		26.6	4.1	6.44	9.1	2.93	4.8	5.57	101.8	0.26
Days in Net Patient Accounts Receivable		48.8	87.5	0.56	53.2	0.92	61.8	0.79	51.5	0.95
Average Payment Period		8.8	89.9	0.10	32.2	0.27	62.8	0.14	1.8	5.00
Equity Financing (%)		94.7%	64.7%	1.46	109.2%	0.87	69.5%	1.36	99.4%	0.95
Long-Term Debt to Equity Ratio		0.0	0.3	0.09	-0.1	N/A	0.2	0.16	0.0	39.62
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	24.3	N/A	3,370.6	N/A
Total Asset Turnover		1.3	0.4	2.93	0.9	1.42	0.7	1.89	1.5	0.86
Average Age of Plant (Years)		7.6	17.1	0.45	7.7	0.99	13.3	0.57	8.3	0.92
Increase (Decrease) Total Net Patient Revenue		13.0%	12.7%	1.02	13.9%	0.94	11.2%	1.16	-4.1%	N/A
Outpatient Gross Revenue (% of Total GPR)		70.0%	64.9%	1.08	70.3%	1.00	59.3%	1.18	68.3%	1.03
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,684		\$18,658	0.68	\$13,612	0.93	\$21,058	0.60	\$11,830	1.07
Inpatient Net Revenue per Day	\$3,081		\$3,656	0.84	\$3,085	1.00	\$3,785	0.81	\$2,955	1.04
Outpatient Net Revenue per Visit	\$1,291		\$781	1.65	\$815	1.58	\$881	1.47	\$1,707	0.76

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$855,197,789	Cash & Cash Equivalents	\$129,917,391	Current Liabilities	\$6,825,269
Less Deductions	\$515,068,806	Net Patient Receivables	\$45,434,092	Long-Term Debt	\$7,851,622
Net Patient Revenue	\$340,128,983	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$10,030,250			Subtotal	\$14,676,891
Total Revenue	\$350,159,235	Land, Buildings & Equipment (Net)	\$95,486,339	Unrestricted Fund Balance	\$263,929,173
Less Expenses	\$297,662,149	Other Assets	\$7,768,242	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$2,899			Total Liabilities & Fund Balance	\$278,606,064
Net Income	\$52,494,187	Total Assets	\$278,606,064		