

**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 2021	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.0%	57.9%	0.98	50.0%	1.14	58.1%	0.98	57.9%	0.98
Obstetrics	36.2%	36.8%	0.98	28.9%	0.35	31.4%	1.15	33.7%	1.07
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	58.0%	58.7%	0.99	50.4%	1.15	55.7%	1.04	55.3%	1.05
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	42.7	26.8	1.59	23.2	1.84	31.3	1.36	43.4	0.98
Obstetrics	10.1	4.8	2.09	4.6	2.19	4.8	2.09	9.4	1.07
Pediatrics	0.0	1.5	N/A	0.3	N/A	4.0	N/A	0.0	N/A
Total Hospital	95.0	49.8	1.91	37.4	2.54	61.6	1.54	90.7	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.0	4.6	0.87	4.2	0.96	4.4	0.91	4.0	1.00
Obstetrics	2.4	2.4	0.98	2.3	1.06	2.4	1.01	2.5	0.98
Pediatrics	0.0	3.8	N/A	2.6	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.91	4.4	1.01	4.6	0.95	4.3	1.03
<b>Surgical Operations</b>									
Inpatient	3,195	1,037	3.08	1,060	3.01	1,302	2.45	3,110	1.03
Outpatient	12,738	3,865	3.30	5,859	2.17	5,418	2.35	10,208	1.25
Inpatient as % of All Surgeries	20.1%	21.2%	0.95	15.3%	1.31	19.4%	1.03	23.4%	0.86
<b>Outpatient Visits</b>									
Non-Emergency Visits	92,841	145,246	0.64	100,098	0.93	219,131	0.42	62,285	1.49
Emergency Visits	23,225	16,058	1.45	15,000	1.55	24,739	0.94	20,747	1.12
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	30.0	19.0	1.57	14.2	2.12	20.7	1.45	48.8	0.61
Nurses, Licensed	341.1	247.5	1.38	181.5	1.88	342.9	0.99	356.2	0.96
Ancillary Nursing Personnel	34.7	40.3	0.86	13.1	2.65	54.5	0.64	18.0	1.93
All Other Personnel	520.7	496.2	1.05	298.4	1.75	656.1	0.79	468.9	1.11
Total FTEs	926.5	803.0	1.15	507.2	1.83	1,074.1	0.86	891.9	1.04
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	12.8	13.0	0.98	11.3	1.13	10.1	1.26	22.9	0.56
Nurses, Licensed	145.1	168.4	0.86	144.6	1.00	168.5	0.86	167.2	0.87
Ancillary Nursing Personnel	14.8	27.4	0.54	10.4	1.41	26.8	0.55	8.4	1.75
All Other Personnel	221.5	337.6	0.66	237.6	0.93	322.3	0.69	220.1	1.01
Total FTEs	394.1	546.4	0.72	403.9	0.98	527.7	0.75	418.7	0.94

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	164	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	22
Discharges	7,872	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,564
Inpatient Days	34,692			Inpatient Days	0	Newborn Days	2,783

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	75	3,901	15,598	57.0%	42.7	4.0
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	240	2,709	61.8%	7.4	11.3
Hospice	2	0	169	326	0.0%	0.9	1.9
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
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	28	1,538	3,695	36.2%	10.1	2.4
<b>Psychiatric</b>	1	19	1,073	4,905	70.7%	13.4	4.6
<b>Alcoholism/chemical dependency</b>	2	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
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	238	3,038	59.5%	8.3	12.8
Step-Down (Special Care)	1	16	882	4,421	75.7%	12.1	5.0
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
<b>Subacute care</b>	3	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.

\* 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	30	0	30.0	Surgical Personnel	42	11	45.4
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	12	9	14.8
Registered Nurses	281	138	331.2	Occupational Therapists	8	2	8.4
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	1	1.5
Licensed Practical Nurses	9	5	9.9	Physical Therapists	5	4	6.8
Ancillary Nursing Personnel	20	58	34.7	Physical Therapy Assistants/Aides	1	1	1.1
Medical Assistants	0	3	1.4	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	2	1	2.6
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	6	1.6
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	48	38	59.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	230	75	257.9
Pharmacy Personnel	23	5	24.5	<b>Total</b>	<b>797</b>	<b>383</b>	<b>926.5</b>
Clinical Laboratory Personnel	26	5	28.8				

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$242,316,486	39.3%	46.6%	0.84	48.5%	0.81	43.4%	0.91	40.0%	0.98
Medical Assistance	\$77,902,044	12.6%	14.4%	0.88	11.1%	1.14	18.4%	0.69	12.4%	1.02
Commercial	\$272,905,199	44.3%	33.9%	1.31	37.0%	1.20	33.8%	1.31	44.3%	1.00
All Other	\$22,762,626	3.7%	5.1%	0.73	3.4%	1.08	4.3%	0.85	3.4%	1.10
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$166,849,522	27.1%	35.2%	0.77	34.4%	0.79	33.7%	0.80	27.2%	1.00
Medical Assistance	\$59,133,703	9.6%	11.1%	0.87	8.5%	1.14	14.1%	0.68	9.4%	1.02
Commercial	\$109,518,235	17.8%	14.9%	1.19	14.3%	1.24	13.7%	1.30	17.6%	1.01
Charity Care	\$4,325,294	0.7%	0.7%	0.98	0.6%	1.10	0.7%	1.07	0.5%	1.35
Bad Debt	\$9,835,079	1.6%	1.0%	1.57	1.4%	1.14	1.3%	1.28	1.9%	0.84
All Other	\$9,134,757	1.5%	2.8%	0.53	2.5%	0.60	2.7%	0.55	1.3%	1.11
Total Deductions	\$358,796,590	58.3%	65.8%	0.89	61.6%	0.95	66.0%	0.88	58.0%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		5.2%	6.5%	0.80	2.9%	1.80	6.7%	0.77	7.3%	0.71
Net Gains/Losses as % of Net Income		48.2%	29.4%	1.64	25.8%	1.87	20.9%	2.31	0.5%	104.20
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$96,553,680	42.4%	42.4%	1.00	39.7%	1.07	43.3%	0.98	40.0%	1.06
Supplies & Services	\$118,366,031	51.9%	51.3%	1.01	53.8%	0.97	49.2%	1.05	53.6%	0.97
Capital Component	\$13,018,658	5.7%	6.2%	0.92	6.5%	0.88	7.4%	0.77	6.5%	0.88
<b>Fiscal Statistics</b>										
Operating Margin (%)		15.9%	10.4%	1.53	14.3%	1.12	12.2%	1.30	12.0%	1.33
Total Hospital Net Income (%)		26.8%	14.1%	1.90	18.3%	1.46	15.0%	1.78	12.1%	2.22
Return on Equity (%)		18.2%	6.3%	2.89	17.0%	1.07	3.8%	4.86	18.6%	0.98
Current Ratio		232.4	4.1	56.40	9.1	25.62	4.0	57.84	14.6	15.91
Days in Net Patient Accounts Receivable		52.9	87.5	0.60	53.2	0.99	139.1	0.38	56.9	0.93
Average Payment Period		2.8	89.9	0.03	32.2	0.09	140.8	0.02	10.9	0.26
Equity Financing (%)		96.9%	64.7%	1.50	109.2%	0.89	62.1%	1.56	96.1%	1.01
Long-Term Debt to Equity Ratio		0.0	0.3	0.09	-0.1	N/A	0.4	0.07	0.0	106.98
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	15.1	N/A	3,969.7	N/A
Total Asset Turnover		0.6	0.4	1.39	0.9	0.67	0.2	2.45	1.5	0.38
Average Age of Plant (Years)		9.9	17.1	0.58	7.7	1.29	23.5	0.42	9.2	1.07
Increase (Decrease) Total Net Patient Revenue		16.0%	12.7%	1.25	13.9%	1.15	18.6%	0.86	-8.9%	N/A
Outpatient Gross Revenue (% of Total GPR)		59.6%	64.9%	0.92	70.3%	0.85	69.2%	0.86	57.4%	1.04
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge		\$13,042	\$18,658	0.70	\$13,612	0.96	\$18,023	0.72	\$11,846	1.10
Inpatient Net Revenue per Day		\$2,959	\$3,656	0.81	\$3,085	0.96	\$3,813	0.78	\$2,764	1.07
Outpatient Net Revenue per Visit		\$1,415	\$781	1.81	\$815	1.74	\$729	1.94	\$1,686	0.84

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$615,886,354	Cash & Cash Equivalents	\$348,528,536	Current Liabilities	\$1,686,088
Less Deductions	\$358,796,590	Net Patient Receivables	\$37,267,956	Long-Term Debt	\$12,616,643
Net Patient Revenue	\$257,089,764	Other Receivables	\$2,332,032	Other Liabilities	\$0
Plus Other Revenue	\$14,014,657			Subtotal	\$14,302,731
Total Revenue	\$271,104,421	Land, Buildings & Equipment (Net)	\$64,679,065	Unrestricted Fund Balance	\$442,273,040
Less Expenses	\$227,938,370	Other Assets	\$3,768,181	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$40,107,351			Total Liabilities & Fund Balance	\$456,575,771
Net Income	\$83,273,402	Total Assets	\$456,575,770		