

**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: 5

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	55.3%	57.9%	0.95	57.7%	0.96	54.3%	1.02	57.6%	0.96
Obstetrics	29.9%	36.8%	0.81	33.1%	0.04	31.5%	0.95	34.0%	0.88
Pediatrics	0.0%	59.6%	N/A	12.8%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	52.4%	58.7%	0.89	51.8%	1.01	55.3%	0.95	53.3%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.9	26.8	0.37	25.0	0.40	18.1	0.55	10.4	0.96
Obstetrics	1.2	4.8	0.25	3.9	0.31	3.1	0.39	1.4	0.88
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	11.5	49.8	0.23	44.3	0.26	37.4	0.31	11.7	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	4.6	0.80	4.2	0.87	4.1	0.90	3.4	1.08
Obstetrics	2.2	2.4	0.89	2.3	0.96	2.3	0.95	2.2	1.00
Pediatrics	0.0	3.8	N/A	2.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.73	4.4	0.80	4.4	0.81	3.2	1.11
<b>Surgical Operations</b>									
Inpatient	246	1,037	0.24	879	0.28	612	0.40	207	1.19
Outpatient	2,844	3,865	0.74	5,410	0.53	2,709	1.05	1,814	1.57
Inpatient as % of All Surgeries	8.0%	21.2%	0.38	14.0%	0.57	18.4%	0.43	10.2%	0.78
<b>Outpatient Visits</b>									
Non-Emergency Visits	79,612	145,246	0.55	191,881	0.41	120,713	0.66	39,008	2.04
Emergency Visits	20,351	16,058	1.27	17,038	1.19	16,865	1.21	17,613	1.16
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	10.0	19.0	0.52	15.5	0.64	17.0	0.59	8.0	1.25
Nurses, Licensed	73.0	247.5	0.29	286.5	0.25	164.3	0.44	76.5	0.95
Ancillary Nursing Personnel	10.3	40.3	0.26	43.7	0.24	24.6	0.42	12.7	0.81
All Other Personnel	164.1	496.2	0.33	497.2	0.33	297.6	0.55	141.6	1.16
Total FTEs	257.4	803.0	0.32	842.9	0.31	503.6	0.51	238.8	1.08
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	11.1	13.0	0.86	8.7	1.27	14.0	0.80	12.0	0.93
Nurses, Licensed	81.1	168.4	0.48	160.8	0.50	134.7	0.60	114.3	0.71
Ancillary Nursing Personnel	11.4	27.4	0.42	24.5	0.47	20.2	0.57	19.0	0.60
All Other Personnel	182.4	337.6	0.54	279.1	0.65	244.0	0.75	211.6	0.86
Total FTEs	286.1	546.4	0.52	473.2	0.60	412.8	0.69	356.8	0.80

**Total Hospital:**  
 Beds Set Up & Staffed 22  
 Discharges 1,190  
 Inpatient Days 4,206

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

**Medicare-certified Swing Beds:**  
 Average Beds Used 0  
 Discharges 5  
 Inpatient Days 33

**Newborn Nursery:**  
 Bassinets 7  
 Total Births 202  
 Newborn Days 379

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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	18	990	3,631	55.3%	9.9	3.7
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	53	138	0.0%	0.4	2.6
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>	1	4	200	437	29.9%	1.2	2.2
<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	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
<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.

\* 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	10	0	10.0	Surgical Personnel	5	1	5.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	19	7	20.4
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	6	6.7
Registered Nurses	55	38	70.4	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	1	2.6	Physical Therapists	3	2	4.4
Ancillary Nursing Personnel	9	7	10.3	Physical Therapy Assistants/Aides	3	0	3.0
Medical Assistants	0	0	0.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	0	0.0
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	12	7	13.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	86	34	97.5
Pharmacy Personnel	6	1	6.1				
Clinical Laboratory Personnel	4	1	4.6				
				<b>Total</b>	<b>220</b>	<b>105</b>	<b>257.4</b>

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$74,346,947	39.6%	46.6%	0.85	47.1%	0.84	49.9%	0.79	47.4%	0.84
Medical Assistance	\$26,847,376	14.3%	14.4%	0.99	12.3%	1.16	15.6%	0.92	16.3%	0.88
Commercial	\$83,337,800	44.4%	33.9%	1.31	36.3%	1.22	30.3%	1.46	33.9%	1.31
All Other	\$3,247,858	1.7%	5.1%	0.34	4.2%	0.41	4.2%	0.41	2.4%	0.73
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$63,024,295	33.6%	35.2%	0.95	35.4%	0.95	36.9%	0.91	34.1%	0.98
Medical Assistance	\$24,490,343	13.0%	11.1%	1.18	9.8%	1.33	11.4%	1.14	11.4%	1.15
Commercial	\$20,191,406	10.8%	14.9%	0.72	16.0%	0.67	11.8%	0.91	10.7%	1.00
Charity Care	\$1,126,614	0.6%	0.7%	0.84	0.7%	0.87	0.9%	0.64	0.4%	1.46
Bad Debt	\$2,288,616	1.2%	1.0%	1.20	1.1%	1.14	1.2%	1.04	2.4%	0.50
All Other	\$786,903	0.4%	2.8%	0.15	2.9%	0.14	2.5%	0.17	0.7%	0.56
Total Deductions	\$111,908,177	59.6%	65.8%	0.91	65.9%	0.90	64.7%	0.92	59.8%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.5%	6.5%	0.23		6.1%	0.25	4.5%	0.34	7.8%	0.19
Net Gains/Losses as % of Net Income	2.3%	29.4%	0.08		31.1%	0.07	43.7%	0.05	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$37,259,974	54.0%	42.4%	1.27	42.5%	1.27	38.8%	1.39	44.6%	1.21
Supplies & Services	\$27,069,323	39.2%	51.3%	0.76	50.9%	0.77	54.3%	0.72	47.9%	0.82
Capital Component	\$4,656,562	6.8%	6.2%	1.08	6.6%	1.02	6.9%	0.98	7.5%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)	10.4%	10.4%	1.00		15.9%	0.66	9.6%	1.09	10.6%	0.99
Total Hospital Net Income (%)	10.7%	14.1%	0.76		21.5%	0.50	15.9%	0.67	9.6%	1.12
Return on Equity (%)	10.1%	6.3%	1.59		15.0%	0.67	11.2%	0.90	7.6%	1.32
Current Ratio	10.1	4.1	2.44		3.7	2.73	3.9	2.57	10.7	0.94
Days in Net Patient Accounts Receivable	54.1	87.5	0.62		56.7	0.95	51.2	1.06	73.4	0.74
Average Payment Period	18.3	89.9	0.20		76.1	0.24	62.2	0.29	21.6	0.85
Equity Financing (%)	88.6%	64.7%	1.37		75.3%	1.18	78.3%	1.13	91.8%	0.97
Long-Term Debt to Equity Ratio	0.1	0.3	0.26		0.2	0.55	0.1	0.85	0.0	1.80
Times Interest Earned	41,173.7	21.0	1,958.1		32.4	1,269.0	21.6	1,909.0	1,979.3	20.80
Total Asset Turnover	0.9	0.4	2.20		0.7	1.44	0.7	1.44	0.8	1.16
Average Age of Plant (Years)	5.7	17.1	0.33		10.6	0.54	10.5	0.54	6.7	0.85
Increase (Decrease) Total Net Patient Revenue	46.9%	12.7%	3.68		10.0%	4.67	8.7%	5.39	-8.5%	N/A
Outpatient Gross Revenue (% of Total GPR)	87.6%	64.9%	1.35		74.4%	1.18	69.3%	1.27	82.5%	1.06
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,630	\$18,658	0.30		\$15,148	0.37	\$13,373	0.42	\$6,252	0.90
Inpatient Net Revenue per Day	\$1,640	\$3,656	0.45		\$3,286	0.50	\$3,024	0.54	\$1,948	0.84
Outpatient Net Revenue per Visit	\$715	\$781	0.91		\$699	1.02	\$626	1.14	\$819	0.87

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$187,779,982	Cash & Cash Equivalents	\$19,793,055	Current Liabilities	\$3,252,709
Less Deductions	\$111,908,177	Net Patient Receivables	\$11,235,297	Long-Term Debt	\$6,115,279
Net Patient Revenue	\$75,871,805	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,162,779			Subtotal	\$9,367,988
Total Revenue	\$77,034,582	Land, Buildings & Equipment (Net)	\$49,120,355		
Less Expenses	\$68,985,859	Other Assets	\$1,693,650	Unrestricted Fund Balance	\$72,474,369
Non-Operating Gains/Losses	\$185,819			Restricted Fund Balance	\$0
Net Income	\$8,234,542	Total Assets	\$81,842,357	Total Liabilities & Fund Balance	\$81,842,357