

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: 3

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	32.6%	57.9%	0.56	50.0%	0.65	36.8%	0.89	26.1%	1.25
Obstetrics	34.1%	36.8%	0.93	28.9%	0.02	23.3%	1.46	29.6%	1.15
Pediatrics	0.0%	59.6%	N/A	23.2%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	37.0%	58.7%	0.63	50.4%	0.73	42.9%	0.86	28.5%	1.30
Average Census (Patients)									
Adult Medical-Surgical	6.2	26.8	0.23	23.2	0.27	7.2	0.86	5.0	1.25
Obstetrics	0.7	4.8	0.14	4.6	0.15	0.9	0.74	0.6	1.15
Pediatrics	0.0	1.5	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.2	49.8	0.19	37.4	0.25	10.9	0.85	7.1	1.30
Average Length of Stay (Days)									
Adult Medical-Surgical	3.3	4.6	0.72	4.2	0.79	3.5	0.95	2.9	1.13
Obstetrics	2.2	2.4	0.90	2.3	0.97	2.1	1.07	1.9	1.14
Pediatrics	0.0	3.8	N/A	2.6	N/A	1.8	N/A	0.0	N/A
Total Hospital	3.5	4.9	0.72	4.4	0.81	3.8	0.94	3.0	1.19
Surgical Operations									
Inpatient	100	1,037	0.10	1,060	0.09	234	0.43	93	1.08
Outpatient	1,800	3,865	0.47	5,859	0.31	1,718	1.05	1,577	1.14
Inpatient as % of All Surgeries	5.3%	21.2%	0.25	15.3%	0.34	12.0%	0.44	5.6%	0.95
Outpatient Visits									
Non-Emergency Visits	63,645	145,246	0.44	100,098	0.64	77,301	0.82	46,240	1.38
Emergency Visits	11,566	16,058	0.72	15,000	0.77	9,586	1.21	10,027	1.15
Full-Time Equivalents (FTEs)									
Administrators	5.0	19.0	0.26	14.2	0.35	11.2	0.44	9.0	0.56
Nurses, Licensed	58.9	247.5	0.24	181.5	0.32	81.2	0.73	50.8	1.16
Ancillary Nursing Personnel	6.4	40.3	0.16	13.1	0.49	13.2	0.49	3.1	2.07
All Other Personnel	117.7	496.2	0.24	298.4	0.39	206.7	0.57	126.0	0.93
Total FTEs	188.0	803.0	0.23	507.2	0.37	312.3	0.60	188.8	1.00
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.3	13.0	0.64	11.3	0.74	20.5	0.41	17.4	0.48
Nurses, Licensed	98.3	168.4	0.58	144.6	0.68	148.3	0.66	98.0	1.00
Ancillary Nursing Personnel	10.7	27.4	0.39	10.4	1.03	24.2	0.44	6.0	1.79
All Other Personnel	196.4	337.6	0.58	237.6	0.83	377.6	0.52	243.3	0.81
Total FTEs	313.8	546.4	0.57	403.9	0.78	570.6	0.55	364.7	0.86

Total Hospital:
 Beds Set Up & Staffed 25
 Discharges 958
 Inpatient Days 3,374

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

Medicare-certified Swing Beds:
 Average Beds Used 1
 Discharges 17
 Inpatient Days 241

Newborn Nursery:
 Bassinets 4
 Total Births 114
 Newborn Days 206

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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	19	686	2,261	32.6%	6.2	3.3
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	45	276	0.0%	0.8	6.1
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	113	249	34.1%	0.7	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	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	159	588	40.3%	1.6	3.7
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	5	0	5.0	Surgical Personnel	5	1	5.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	4	15.4
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	2	3.7
Registered Nurses	52	22	58.9	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	5	0	5.0
Ancillary Nursing Personnel	3	8	6.4	Physical Therapy Assistants/Aides	0	0	0.0
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	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	8	7	9.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	54	31	64.9
Pharmacy Personnel	6	0	6.0				
Clinical Laboratory Personnel	7	1	7.1				
				Total	163	76	188.0

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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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$56,067,335	50.6%	46.6%	1.08	48.5%	1.04	47.0%	1.08	53.1%	0.95
Medical Assistance	\$11,659,956	10.5%	14.4%	0.73	11.1%	0.95	13.0%	0.81	10.1%	1.04
Commercial	\$40,615,972	36.6%	33.9%	1.08	37.0%	0.99	36.1%	1.01	34.4%	1.07
All Other	\$2,533,326	2.3%	5.1%	0.45	3.4%	0.67	3.8%	0.60	2.4%	0.95
Deductions as % of Total Gross Patient Revenue										
Medicare	\$36,036,146	32.5%	35.2%	0.92	34.4%	0.95	32.5%	1.00	32.3%	1.01
Medical Assistance	\$8,607,508	7.8%	11.1%	0.70	8.5%	0.92	9.9%	0.79	6.7%	1.17
Commercial	\$14,022,805	12.6%	14.9%	0.85	14.3%	0.89	14.1%	0.89	12.3%	1.03
Charity Care	\$734,388	0.7%	0.7%	0.93	0.6%	1.03	0.7%	1.00	0.4%	1.83
Bad Debt	\$1,527,849	1.4%	1.0%	1.35	1.4%	0.99	1.5%	0.92	2.1%	0.64
All Other	\$874,640	0.8%	2.8%	0.28	2.5%	0.32	1.8%	0.44	0.9%	0.92
Total Deductions	\$61,803,336	55.7%	65.8%	0.85	61.6%	0.90	60.4%	0.92	54.6%	1.02
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		1.7%	6.5%	0.26	2.9%	0.59	7.5%	0.22	1.6%	1.08
Net Gains/Losses as % of Net Income		18.7%	29.4%	0.64	25.8%	0.73	42.4%	0.44	17.9%	1.05
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$20,133,449	47.4%	42.4%	1.12	39.7%	1.20	50.4%	0.94	46.3%	1.02
Supplies & Services	\$20,130,902	47.4%	51.3%	0.92	53.8%	0.88	42.2%	1.12	48.0%	0.99
Capital Component	\$2,204,430	5.2%	6.2%	0.83	6.5%	0.80	7.5%	0.70	5.7%	0.91
Fiscal Statistics										
Operating Margin (%)		14.9%	10.4%	1.43	14.3%	1.05	8.9%	1.68	12.6%	1.19
Total Hospital Net Income (%)		17.7%	14.1%	1.26	18.3%	0.97	14.5%	1.22	14.9%	1.19
Return on Equity (%)		19.9%	6.3%	3.15	17.0%	1.17	11.3%	1.76	16.2%	1.23
Current Ratio		76.5	4.1	18.57	9.1	8.44	5.3	14.43	28.0	2.73
Days in Net Patient Accounts Receivable		46.8	87.5	0.54	53.2	0.88	49.1	0.95	48.7	0.96
Average Payment Period		3.1	89.9	0.03	32.2	0.10	43.7	0.07	7.7	0.41
Equity Financing (%)		96.6%	64.7%	1.49	109.2%	0.89	76.8%	1.26	98.3%	0.98
Long-Term Debt to Equity Ratio		0.0	0.3	0.08	-0.1	N/A	0.2	0.14	0.0	N/A
Times Interest Earned		0.0	21.0	N/A	32.4	N/A	19.8	N/A	2,657.5	N/A
Total Asset Turnover		1.1	0.4	2.53	0.9	1.23	0.7	1.48	1.1	1.02
Average Age of Plant (Years)		11.5	17.1	0.68	7.7	1.51	10.5	1.10	11.7	0.99
Increase (Decrease) Total Net Patient Revenue		11.2%	12.7%	0.88	13.9%	0.81	11.8%	0.95	2.8%	4.00
Outpatient Gross Revenue (% of Total GPR)		85.8%	64.9%	1.32	70.3%	1.22	79.7%	1.08	86.3%	1.00
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$6,768		\$18,658	0.36	\$13,612	0.50	\$14,182	0.48	\$6,516	1.04
Inpatient Net Revenue per Day	\$1,965		\$3,656	0.54	\$3,085	0.64	\$3,541	0.55	\$2,058	0.95
Outpatient Net Revenue per Visit	\$585		\$781	0.75	\$815	0.72	\$602	0.97	\$716	0.82

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$110,876,591	Cash & Cash Equivalents	\$18,619,455	Current Liabilities	\$345,055
Less Deductions	\$61,803,336	Net Patient Receivables	\$6,294,930	Long-Term Debt	\$1,196,613
Net Patient Revenue	\$49,073,255	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$840,800			Subtotal	\$1,541,668
Total Revenue	\$49,914,057	Land, Buildings & Equipment (Net)	\$19,595,150		
Less Expenses	\$42,468,781	Other Assets	\$1,495,295	Unrestricted Fund Balance	\$44,463,162
Non-Operating Gains/Losses	\$1,710,538			Restricted Fund Balance	\$0
Net Income	\$9,155,814	Total Assets	\$46,004,830	Total Liabilities & Fund Balance	\$46,004,830