

**308 Marshfield Medical Center-Weston**  
 3400 Ministry Parkway  
 Weston, WI 54476  
 715-393-3000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Marathon  
 Analysis Area: North Central (6)  
 Volume Group: 6

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	99.0%	57.9%	1.71	58.8%	1.68	58.1%	1.70	250.0%	0.40
Obstetrics	44.9%	36.8%	1.22	39.4%	0.06	31.4%	1.43	298.4%	0.15
Pediatrics	0.0%	59.6%	N/A	69.2%	N/A	77.0%	N/A	0.0%	N/A
Total Hospital	117.3%	58.7%	2.00	61.6%	1.90	55.7%	2.10	146.8%	0.80
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	16.8	26.8	0.63	17.6	0.95	31.3	0.54	12.5	1.35
Obstetrics	2.2	4.8	0.46	3.2	0.70	4.8	0.46	3.0	0.75
Pediatrics	0.0	1.5	N/A	2.9	N/A	4.0	N/A	0.0	N/A
Total Hospital	45.7	49.8	0.92	35.6	1.28	61.6	0.74	41.1	1.11
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.6	4.6	1.00	4.4	1.04	4.4	1.04	3.4	1.36
Obstetrics	2.1	2.4	0.85	2.2	0.94	2.4	0.87	2.2	0.94
Pediatrics	0.0	3.8	N/A	4.3	N/A	3.5	N/A	0.0	N/A
Total Hospital	4.4	4.9	0.90	4.7	0.93	4.6	0.94	3.7	1.17
<b>Surgical Operations</b>									
Inpatient	1,087	1,037	1.05	1,116	0.97	1,302	0.83	1,635	0.66
Outpatient	1,867	3,865	0.48	3,513	0.53	5,418	0.34	1,377	1.36
Inpatient as % of All Surgeries	36.8%	21.2%	1.74	24.1%	1.53	19.4%	1.90	54.3%	0.68
<b>Outpatient Visits</b>									
Non-Emergency Visits	124,993	145,246	0.86	131,878	0.95	219,131	0.57	10,118	12.35
Emergency Visits	12,837	16,058	0.80	11,093	1.16	24,739	0.52	12,245	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	19.0	0.21	20.4	0.20	20.7	0.19	5.0	0.80
Nurses, Licensed	220.1	247.5	0.89	172.5	1.28	342.9	0.64	140.5	1.57
Ancillary Nursing Personnel	14.7	40.3	0.36	24.7	0.59	54.5	0.27	12.8	1.15
All Other Personnel	397.9	496.2	0.80	457.0	0.87	656.1	0.61	62.5	6.36
Total FTEs	636.6	803.0	0.79	674.6	0.94	1,074.1	0.59	220.8	2.88
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	2.6	13.0	0.20	17.1	0.15	10.1	0.25	7.2	0.36
Nurses, Licensed	141.0	168.4	0.84	144.1	0.98	168.5	0.84	202.0	0.70
Ancillary Nursing Personnel	9.4	27.4	0.34	20.6	0.45	26.8	0.35	18.3	0.51
All Other Personnel	254.9	337.6	0.76	381.6	0.67	322.3	0.79	90.0	2.83
Total FTEs	407.9	546.4	0.75	563.4	0.72	527.7	0.77	317.5	1.28

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	39	Health Maintenance		Average Beds Used	0	Bassinets	1
Discharges	3,813	Organization (HMO)	Yes	Discharges	0	Total Births	366
Inpatient Days	16,695	Preferred Provider		Inpatient Days	0	Newborn Days	762
		Organization (PPO)	Yes				

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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	17	1,346	6,144	99.0%	16.8	4.6
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	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	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	5	396	819	44.9%	2.2	2.1
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	2	7	387	2,922	114.4%	8.0	7.6
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	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	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	1	10	1,644	6,810	186.6%	18.7	4.1
Neonatal Intensive/Intermediate Care	3	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	4	0	4.0	Surgical Personnel	8	3	9.9
Physicians & Dentists	44	12	49.8	Radiological Services Personnel	17	2	18.4
Medical & Dental Residents	0	0	0.0	Sonographers	8	1	8.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	13	1	13.0
Registered Nurses	161	82	198.7	Occupational Therapists	1	0	1.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	2	0	2.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	2	4	4.3
Ancillary Nursing Personnel	9	15	14.7	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	25	6	29.8	Recreational Therapists	0	0	0.0
Physician Assistants	12	2	12.8	Dietitians & Nutritionists	0	2	1.5
Nurse Practitioners	10	1	10.6	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	10	1	10.8	Social Workers	2	1	2.7
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	132	44	149.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	60	7	63.3
Pharmacy Personnel	19	3	19.1				
Clinical Laboratory Personnel	11	2	12.0				
				<b>Total</b>	<b>550</b>	<b>189</b>	<b>636.6</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	\$285,014,248	57.9%	46.6%	1.24	51.2%	1.13	43.4%	1.33	61.1%	0.95
Medical Assistance	\$52,136,487	10.6%	14.4%	0.73	13.3%	0.80	18.4%	0.58	10.8%	0.98
Commercial	\$129,340,100	26.3%	33.9%	0.78	29.9%	0.88	33.8%	0.78	20.1%	1.31
All Other	\$25,457,580	5.2%	5.1%	1.02	5.7%	0.92	4.3%	1.19	8.0%	0.65
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$198,800,456	40.4%	35.2%	1.15	36.0%	1.12	33.7%	1.20	42.8%	0.94
Medical Assistance	\$40,285,630	8.2%	11.1%	0.74	10.1%	0.81	14.1%	0.58	7.1%	1.16
Commercial	\$41,041,693	8.3%	14.9%	0.56	9.2%	0.90	13.7%	0.61	3.4%	2.44
Charity Care	\$3,039,420	0.6%	0.7%	0.87	0.8%	0.81	0.7%	0.94	1.0%	0.61
Bad Debt	\$6,368,394	1.3%	1.0%	1.27	0.8%	1.59	1.3%	1.03	1.3%	1.02
All Other	\$13,667,847	2.8%	2.8%	0.99	3.5%	0.79	2.7%	1.04	6.1%	0.46
Total Deductions	\$303,203,440	61.6%	65.8%	0.94	60.4%	1.02	66.0%	0.93	61.7%	1.00
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.3%	6.5%	0.05	4.2%	0.08	6.7%	0.05	1.2%	0.29
Net Gains/Losses as % of Net Income		0.0%	29.4%	N/A	32.5%	N/A	20.9%	N/A	41.9%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$61,321,291	40.8%	42.4%	0.96	42.4%	0.96	43.3%	0.94	24.9%	1.64
Supplies & Services	\$81,557,917	54.2%	51.3%	1.06	52.7%	1.03	49.2%	1.10	70.1%	0.77
Capital Component	\$7,476,394	5.0%	6.2%	0.80	4.9%	1.01	7.4%	0.67	5.0%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)		20.6%	10.4%	1.98	9.6%	2.14	12.2%	1.68	-26.4%	N/A
Total Hospital Net Income (%)		20.6%	14.1%	1.46	13.6%	1.51	15.0%	1.37	-56.1%	N/A
Return on Equity (%)		1.2%	6.3%	0.19	3.3%	0.37	3.8%	0.33	-37.4%	N/A
Current Ratio		2.8	4.1	0.68	2.8	0.98	4.0	0.69	9.1	0.31
Days in Net Patient Accounts Receivable		624.6	87.5	7.14	167.5	3.73	139.1	4.49	44.6	14.02
Average Payment Period		715.7	89.9	7.96	165.5	4.33	140.8	5.08	40.2	17.81
Equity Financing (%)		47.4%	64.7%	0.73	50.9%	0.93	62.1%	0.76	77.6%	0.61
Long-Term Debt to Equity Ratio		0.8	0.3	2.55	0.7	1.20	0.4	2.01	0.0	N/A
Times Interest Earned		28,790.8	21.0	1,369.2	48.7	590.67	15.1	1,912.8	-312.2	N/A
Total Asset Turnover		0.1	0.4	0.14	0.2	0.26	0.2	0.24	0.8	0.07
Average Age of Plant (Years)		121.5	17.1	7.12	33.5	3.62	23.5	5.17	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		0.0%	12.7%	N/A	25.1%	N/A	18.6%	N/A	-17.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		73.1%	64.9%	1.13	70.5%	1.04	69.2%	1.06	41.3%	1.77
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$14,411		\$18,658	0.77	\$16,540	0.87	\$18,023	0.80	\$11,327	1.27
Inpatient Net Revenue per Day	\$3,586		\$3,656	0.98	\$3,511	1.02	\$3,813	0.94	\$3,048	1.18
Outpatient Net Revenue per Visit	\$1,017		\$781	1.30	\$799	1.27	\$729	1.39	\$1,876	0.54

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$491,948,415	Cash & Cash Equivalents	\$99,648,000	Current Liabilities	\$280,428,000
Less Deductions	\$303,203,440	Net Patient Receivables	\$322,991,000	Long-Term Debt	\$1,268,807,000
Net Patient Revenue	\$188,744,975	Other Receivables	\$205,942,000	Other Liabilities	\$134,673,000
Plus Other Revenue	\$649,569			Subtotal	\$1,683,908,000
Total Revenue	\$189,394,549	Land, Buildings & Equipment (Net)	\$1,077,713,000	Unrestricted Fund Balance	\$1,515,971,000
Less Expenses	\$150,355,602	Other Assets	\$1,493,585,000	Restricted Fund Balance	\$130,865,000
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$3,199,879,000
Net Income	\$39,038,947	Total Assets	\$3,199,879,000		