

**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 2022	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2022 vs. 2021	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	56.2%	60.7%	0.93	54.5%	1.03	74.8%	0.75	64.1%	0.88
Obstetrics	20.7%	37.3%	0.55	24.1%	0.20	51.0%	0.40	20.7%	1.00
Pediatrics	0.0%	67.4%	N/A	27.0%	N/A	58.9%	N/A	0.0%	N/A
Total Hospital	48.8%	61.9%	0.79	49.9%	0.98	73.0%	0.67	55.0%	0.89
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	62.4	27.3	2.29	24.1	2.59	108.7	0.57	71.2	0.88
Obstetrics	4.8	4.7	1.00	3.8	1.24	14.4	0.33	4.8	1.00
Pediatrics	0.0	1.7	N/A	0.4	N/A	5.5	N/A	0.0	N/A
Total Hospital	76.2	50.5	1.51	36.8	2.07	214.4	0.36	85.8	0.89
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	4.0	4.9	0.81	4.4	0.91	5.4	0.75	4.1	0.97
Obstetrics	2.1	2.4	0.86	2.2	0.92	2.5	0.82	2.0	1.04
Pediatrics	0.0	4.0	N/A	2.5	N/A	4.6	N/A	0.0	N/A
Total Hospital	4.0	5.3	0.75	4.5	0.88	5.8	0.68	4.1	0.96
<b>Surgical Operations</b>									
Inpatient	2,701	990	2.73	983	2.75	3,804	0.71	2,909	0.93
Outpatient	19,663	4,017	4.90	5,820	3.38	11,772	1.67	20,029	0.98
Inpatient as % of All Surgeries	12.1%	19.8%	0.61	14.4%	0.84	24.4%	0.49	12.7%	0.95
<b>Outpatient Visits</b>									
Non-Emergency Visits	157,923	141,022	1.12	100,022	1.58	460,116	0.34	162,953	0.97
Emergency Visits	32,639	17,305	1.89	15,835	2.06	43,288	0.75	31,738	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	37.0	18.9	1.96	12.5	2.96	61.8	0.60	48.0	0.77
Nurses, Licensed	362.9	234.4	1.55	175.4	2.07	855.9	0.42	414.1	0.88
Ancillary Nursing Personnel	14.4	38.1	0.38	8.4	1.72	143.5	0.10	22.7	0.64
All Other Personnel	566.9	466.6	1.21	288.1	1.97	1,747.7	0.32	611.4	0.93
Total FTEs	981.2	758.0	1.29	484.4	2.03	2,808.9	0.35	1,096.1	0.90
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	14.3	12.6	1.13	9.6	1.48	11.2	1.27	16.8	0.85
Nurses, Licensed	140.1	156.2	0.90	135.1	1.04	155.4	0.90	144.6	0.97
Ancillary Nursing Personnel	5.6	25.4	0.22	6.4	0.86	26.1	0.21	7.9	0.70
All Other Personnel	218.8	310.9	0.70	221.8	0.99	317.4	0.69	213.6	1.02
Total FTEs	378.7	505.0	0.75	372.9	1.02	510.1	0.74	382.9	0.99

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	156	Health Maintenance		Average Beds Used	0	Bassinets	18
Discharges	7,036	Organization (HMO)	Yes	Discharges	0	Total Births	815
Inpatient Days	27,813	Preferred Provider		Inpatient Days	0	Newborn Days	1,461
		Organization (PPO)	Yes				

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2022	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	111	5,708	22,767	56.2%	62.4	4.0
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	141	253	0.0%	0.7	1.8
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>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	23	838	1,734	20.7%	4.8	2.1
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<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	22	349	3,059	38.1%	8.4	8.8
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
<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	37	0	37.0	Surgical Personnel	40	9	42.9
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	63	14	67.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	21	4	21.5
Registered Nurses	285	157	343.0	Occupational Therapists	2	4	4.3
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	16	9	19.9	Physical Therapists	9	1	9.1
Ancillary Nursing Personnel	5	47	14.4	Physical Therapy Assistants/Aides	0	1	0.5
Medical Assistants	1	1	1.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	12	7	15.3
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	8	0	8.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	89	38	99.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	214	65	237.1
Pharmacy Personnel	30	12	34.4				
Clinical Laboratory Personnel	22	4	24.4				
				<b>Total</b>	<b>854</b>	<b>373</b>	<b>981.2</b>

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Selected Financial Statistics	FY 2022	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2022 vs. 2021		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$445,300,186	51.3%	47.3%	1.09	49.2%	1.04	47.4%	1.08	50.8%	1.01
Medical Assistance	\$66,823,917	7.7%	14.4%	0.54	11.5%	0.67	13.1%	0.59	7.6%	1.01
Commercial	\$341,766,813	39.4%	32.9%	1.20	35.7%	1.10	33.3%	1.18	40.0%	0.98
All Other	\$13,840,271	1.6%	5.4%	0.29	3.6%	0.44	6.2%	0.26	1.6%	1.01
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$319,185,789	36.8%	36.1%	1.02	35.4%	1.04	37.0%	0.99	35.5%	1.04
Medical Assistance	\$53,744,914	6.2%	11.3%	0.55	9.0%	0.69	10.4%	0.59	5.7%	1.08
Commercial	\$149,438,109	17.2%	14.8%	1.17	14.6%	1.18	15.9%	1.08	17.0%	1.02
Charity Care	\$5,604,941	0.6%	0.7%	0.89	0.6%	1.01	0.7%	0.86	0.5%	1.35
Bad Debt	\$8,345,695	1.0%	0.9%	1.10	1.3%	0.74	0.8%	1.27	0.9%	1.08
All Other	\$6,051,681	0.7%	3.0%	0.23	2.4%	0.30	3.3%	0.21	0.7%	1.04
Total Deductions	\$542,371,129	62.5%	66.8%	0.94	63.4%	0.99	68.2%	0.92	60.2%	1.04
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.5%	5.7%	0.44	2.8%	0.90	6.3%	0.40	2.9%	0.87
Net Gains/Losses as % of Net Income		0.0%	N/A	N/A	12.3%	0.00	N/A	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$98,820,471	33.6%	41.8%	0.80	36.0%	0.93	40.1%	0.84	36.2%	0.93
Supplies & Services	\$178,831,230	60.8%	52.2%	1.16	57.6%	1.06	54.5%	1.12	58.5%	1.04
Capital Component	\$16,631,144	5.7%	6.0%	0.94	6.4%	0.88	5.4%	1.05	5.3%	1.06
<b>Fiscal Statistics</b>										
Operating Margin (%)		11.8%	5.7%	2.07	13.7%	0.86	4.7%	2.52	15.0%	0.79
Total Hospital Net Income (%)		11.8%	3.5%	3.38	15.3%	0.77	2.5%	4.78	15.0%	0.79
Return on Equity (%)		11.7%	1.4%	8.26	10.4%	1.13	1.7%	6.91	18.8%	0.62
Current Ratio		31.6	3.9	8.12	21.6	1.46	5.3	5.97	26.6	1.19
Days in Net Patient Accounts Receivable		55.0	91.7	0.60	51.2	1.07	59.1	0.93	48.8	1.13
Average Payment Period		6.9	91.7	0.08	20.4	0.34	47.4	0.15	8.8	0.78
Equity Financing (%)		98.3%	59.1%	1.66	86.3%	1.14	68.4%	1.44	94.7%	1.04
Long-Term Debt to Equity Ratio		0.0	0.4	0.00	0.1	0.02	0.2	0.00	0.0	0.04
Times Interest Earned		0.0	5.7	N/A	38.3	N/A	5.2	N/A	0.0	N/A
Total Asset Turnover		1.0	0.4	2.38	0.7	1.50	0.7	1.41	1.3	0.79
Average Age of Plant (Years)		8.3	18.1	0.46	8.4	0.99	13.2	0.63	7.6	1.10
Increase (Decrease) Total Net Patient Revenue		-4.3%	3.5%	N/A	0.5%	N/A	4.6%	N/A	13.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		70.8%	66.2%	1.07	71.7%	0.99	61.1%	1.16	70.0%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,825		\$19,849	0.65	\$13,523	0.95	\$23,038	0.56	\$12,684	1.01
Inpatient Net Revenue per Day	\$3,266		\$3,697	0.88	\$2,966	1.10	\$3,969	0.82	\$3,081	1.06
Outpatient Net Revenue per Visit	\$1,278		\$819	1.56	\$832	1.54	\$910	1.40	\$1,291	0.99

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$867,731,188	Cash & Cash Equivalents	\$111,461,373	Current Liabilities	\$5,287,996
Less Deductions	\$542,371,129	Net Patient Receivables	\$48,995,575	Long-Term Debt	\$366,528
Net Patient Revenue	\$325,360,059	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$8,343,694			Subtotal	\$5,654,524
Total Revenue	\$333,703,752	Land, Buildings & Equipment (Net)	\$166,627,731		
Less Expenses	\$294,282,845	Other Assets	\$8,496,314	Unrestricted Fund Balance	\$329,926,469
Non-Operating Gains/Losses	\$2,935			Restricted Fund Balance	\$0
Net Income	\$39,423,842	Total Assets	\$335,580,993	Total Liabilities & Fund Balance	\$335,580,993