

**094 ThedaCare Medical Center - New London**  
 1405 Mill Street, PO Box 307  
 New London, WI 54961  
 920-982-5330

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Outagamie  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 3

Selected Utilization Statistics	FY 2022	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2022 vs. 2021	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	14.6%	60.7%	0.24	54.5%	0.27	37.9%	0.38	12.4%	1.17
Obstetrics	0.0%	37.3%	N/A	24.1%	N/A	18.2%	N/A	0.0%	N/A
Pediatrics	0.0%	67.4%	N/A	27.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	16.3%	61.9%	0.26	49.9%	0.33	39.7%	0.41	13.6%	1.20
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	3.6	27.3	0.13	24.1	0.15	6.8	0.54	3.1	1.17
Obstetrics	0.0	4.7	N/A	3.8	N/A	0.9	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	4.1	50.5	0.08	36.8	0.11	9.8	0.42	3.4	1.20
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.1	4.9	0.64	4.4	0.71	3.7	0.84	2.8	1.10
Obstetrics	0.0	2.4	N/A	2.2	N/A	2.1	N/A	0.0	N/A
Pediatrics	0.0	4.0	N/A	2.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	5.3	0.63	4.5	0.74	4.0	0.84	3.1	1.06
<b>Surgical Operations</b>									
Inpatient	46	990	0.05	983	0.05	203	0.23	57	0.81
Outpatient	2,107	4,017	0.52	5,820	0.36	1,593	1.32	2,284	0.92
Inpatient as % of All Surgeries	2.1%	19.8%	0.11	14.4%	0.15	11.3%	0.19	2.4%	0.88
<b>Outpatient Visits</b>									
Non-Emergency Visits	48,312	141,022	0.34	100,022	0.48	64,671	0.75	48,248	1.00
Emergency Visits	8,921	17,305	0.52	15,835	0.56	8,798	1.01	8,832	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	5.0	18.9	0.26	12.5	0.40	12.5	0.40	5.0	1.00
Nurses, Licensed	42.6	234.4	0.18	175.4	0.24	81.9	0.52	41.7	1.02
Ancillary Nursing Personnel	0.0	38.1	N/A	8.4	N/A	11.6	N/A	1.7	0.00
All Other Personnel	95.9	466.6	0.21	288.1	0.33	180.7	0.53	100.6	0.95
Total FTEs	143.5	758.0	0.19	484.4	0.30	286.7	0.50	149.0	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	12.4	12.6	0.98	9.6	1.28	23.7	0.52	14.9	0.83
Nurses, Licensed	105.3	156.2	0.67	135.1	0.78	155.9	0.68	124.1	0.85
Ancillary Nursing Personnel	0.0	25.4	N/A	6.4	N/A	22.0	N/A	5.1	0.00
All Other Personnel	237.2	310.9	0.76	221.8	1.07	344.0	0.69	299.4	0.79
Total FTEs	354.9	505.0	0.70	372.9	0.95	545.6	0.65	443.4	0.80

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	25	Health Maintenance Organization (HMO)	Yes	Average Beds Used	3	Bassinets	0
Discharges	451	Preferred Provider Organization (PPO)	Yes	Discharges	86	Total Births	0
Inpatient Days	1,491			Inpatient Days	1,196	Newborn Days	0

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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	25	423	1,328	14.6%	3.6	3.1
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	23	163	0.0%	0.4	7.1
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
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	3	0	0	0	0.0%	0.0	0.0
<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	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	3	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	0	0	0	0.0%	0.0	0.0
Burn Care	4	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
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.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

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	3	2	3.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	8	6	10.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	0	2.0
Registered Nurses	35	10	38.7	Occupational Therapists	1	2	1.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	2	3	3.9	Physical Therapists	3	1	3.2
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
Medical Assistants	0	3	1.5	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	12	11	15.3
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	39	21	46.8
Pharmacy Personnel	3	0	3.0				
Clinical Laboratory Personnel	8	0	8.0				
				<b>Total</b>	<b>122</b>	<b>59</b>	<b>143.5</b>

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Selected Financial Statistics	FY 2022	All GMS Hospitals		Analysis Area		Volume Group		FY 2022 vs. 2021		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$44,226,358	49.7%	47.3%	1.05	49.2%	1.01	48.7%	1.02	50.9%	0.98
Medical Assistance	\$9,400,340	10.6%	14.4%	0.73	11.5%	0.92	12.5%	0.85	9.9%	1.06
Commercial	\$33,815,806	38.0%	32.9%	1.15	35.7%	1.06	35.0%	1.09	37.1%	1.02
All Other	\$1,527,019	1.7%	5.4%	0.32	3.6%	0.47	3.9%	0.44	2.0%	0.85
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$28,495,451	32.0%	36.1%	0.89	35.4%	0.90	31.8%	1.01	33.0%	0.97
Medical Assistance	\$7,374,818	8.3%	11.3%	0.74	9.0%	0.92	9.0%	0.93	8.5%	0.97
Commercial	\$12,115,978	13.6%	14.8%	0.92	14.6%	0.93	14.1%	0.97	12.6%	1.08
Charity Care	\$757,447	0.9%	0.7%	1.17	0.6%	1.33	0.7%	1.25	0.5%	1.57
Bad Debt	\$2,094,550	2.4%	0.9%	2.69	1.3%	1.82	1.2%	1.94	1.1%	2.19
All Other	\$547,121	0.6%	3.0%	0.20	2.4%	0.26	2.5%	0.25	0.7%	0.90
Total Deductions	\$51,385,365	57.8%	66.8%	0.86	63.4%	0.91	59.2%	0.98	56.5%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	3.5%	5.7%	0.61	2.8%	1.26	6.5%	0.54	1.3%	2.69	
Net Gains/Losses as % of Net Income	N/A	N/A	N/A	12.3%	N/A	N/A	N/A	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$16,799,391	49.2%	41.8%	1.18	36.0%	1.37	49.3%	1.00	50.4%	0.98
Supplies & Services	\$15,517,895	45.5%	52.2%	0.87	57.6%	0.79	43.7%	1.04	43.6%	1.04
Capital Component	\$1,799,493	5.3%	6.0%	0.88	6.4%	0.82	7.0%	0.76	5.9%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)	12.4%	5.7%	2.17	13.7%	0.91	5.9%	2.11	13.9%	0.89	
Total Hospital Net Income (%)	12.4%	3.5%	3.54	15.3%	0.81	2.8%	4.49	13.9%	0.89	
Return on Equity (%)	15.3%	1.4%	10.77	10.4%	1.48	0.7%	21.29	16.4%	0.94	
Current Ratio	-54.2	3.9	N/A	21.6	N/A	2.6	N/A	35.6	N/A	
Days in Net Patient Accounts Receivable	47.9	91.7	0.52	51.2	0.94	148.9	0.32	48.5	0.99	
Average Payment Period	-3.4	91.7	N/A	20.4	N/A	167.7	N/A	5.4	N/A	
Equity Financing (%)	101.2%	59.1%	1.71	86.3%	1.17	55.3%	1.83	98.8%	1.02	
Long-Term Debt to Equity Ratio	0.0	0.4	N/A	0.1	N/A	0.6	N/A	0.0	0.98	
Times Interest Earned	0.0	5.7	N/A	38.3	N/A	5.2	N/A	0.0	N/A	
Total Asset Turnover	1.2	0.4	2.97	0.7	1.86	0.3	4.59	1.2	1.05	
Average Age of Plant (Years)	13.5	18.1	0.75	8.4	1.61	22.7	0.60	11.7	1.16	
Increase (Decrease) Total Net Patient Revenue	2.2%	3.5%	0.61	0.5%	4.41	5.0%	0.43	12.5%	0.17	
Outpatient Gross Revenue (% of Total GPR)	90.0%	66.2%	1.36	71.7%	1.26	81.3%	1.11	90.8%	0.99	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,260	\$19,849	0.32	\$13,523	0.46	\$15,118	0.41	\$6,088	1.03	
Inpatient Net Revenue per Day	\$1,166	\$3,697	0.32	\$2,966	0.39	\$3,557	0.33	\$1,292	0.90	
Outpatient Net Revenue per Visit	\$633	\$819	0.77	\$832	0.76	\$717	0.88	\$606	1.05	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$88,969,525	Cash & Cash Equivalents	\$10,000,000	Current Liabilities	-\$299,920
Less Deductions	\$51,385,365	Net Patient Receivables	\$4,929,804	Long-Term Debt	-\$67,662
Net Patient Revenue	\$37,584,160	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,356,143			Subtotal	-\$367,582
Total Revenue	\$38,940,302	Land, Buildings & Equipment (Net)	\$15,169,332	Unrestricted Fund Balance	\$31,788,559
Less Expenses	\$34,116,779	Other Assets	\$1,321,841	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$10,073	Total Assets	\$31,420,977	Total Liabilities & Fund Balance	\$31,420,977
Net Income	\$4,813,450				