

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 2022	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2022 vs. 2021	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	59.6%	60.7%	0.98	62.0%	0.96	58.7%	1.02	55.3%	1.08
Obstetrics	31.6%	37.3%	0.85	34.4%	0.04	29.8%	1.06	29.9%	1.05
Pediatrics	0.0%	67.4%	N/A	14.3%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	55.0%	61.9%	0.89	56.6%	0.97	59.2%	0.93	52.4%	1.05
Average Census (Patients)									
Adult Medical-Surgical	10.7	27.3	0.39	27.3	0.39	18.7	0.57	9.9	1.08
Obstetrics	1.3	4.7	0.27	3.8	0.33	2.5	0.50	1.2	1.05
Pediatrics	0.0	1.7	N/A	0.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	12.1	50.5	0.24	46.9	0.26	35.1	0.34	11.5	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.5	4.9	0.72	4.6	0.77	4.5	0.79	3.7	0.96
Obstetrics	2.1	2.4	0.89	2.3	0.93	2.2	0.97	2.2	0.98
Pediatrics	0.0	4.0	N/A	2.6	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.3	5.3	0.62	4.8	0.69	4.6	0.71	3.5	0.93
Surgical Operations									
Inpatient	255	990	0.26	796	0.32	526	0.48	246	1.04
Outpatient	2,915	4,017	0.73	5,614	0.52	3,165	0.92	2,844	1.02
Inpatient as % of All Surgeries	8.0%	19.8%	0.41	12.4%	0.65	14.3%	0.56	8.0%	1.01
Outpatient Visits									
Non-Emergency Visits	77,650	141,022	0.55	209,631	0.37	102,926	0.75	79,612	0.98
Emergency Visits	20,561	17,305	1.19	18,500	1.11	18,037	1.14	20,351	1.01
Full-Time Equivalents (FTEs)									
Administrators	8.0	18.9	0.42	21.3	0.38	17.9	0.45	10.0	0.80
Nurses, Licensed	78.7	234.4	0.34	265.2	0.30	148.0	0.53	73.0	1.08
Ancillary Nursing Personnel	7.5	38.1	0.20	40.3	0.19	25.5	0.29	10.3	0.73
All Other Personnel	166.3	466.6	0.36	448.1	0.37	271.6	0.61	164.1	1.01
Total FTEs	260.5	758.0	0.34	775.0	0.34	463.0	0.56	257.4	1.01
FTEs per 100 Patient Census (Adjusted)									
Administrators	8.6	12.6	0.68	11.2	0.77	13.6	0.63	11.1	0.77
Nurses, Licensed	84.4	156.2	0.54	139.6	0.60	112.9	0.75	81.1	1.04
Ancillary Nursing Personnel	8.1	25.4	0.32	21.2	0.38	19.5	0.41	11.4	0.70
All Other Personnel	178.5	310.9	0.57	235.8	0.76	207.1	0.86	182.4	0.98
Total FTEs	279.6	505.0	0.55	407.8	0.69	353.1	0.79	286.1	0.98

Total Hospital:
 Beds Set Up & Staffed 22
 Discharges 1,348
 Inpatient Days 4,416

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

Medicare-certified Swing Beds:
 Average Beds Used 0
 Discharges 3
 Inpatient Days 48

Newborn Nursery:
 Bassinets 7
 Total Births 226
 Newborn Days 418

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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)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	18	1,110	3,917	59.6%	10.7	3.5
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	22	38	0.0%	0.1	1.7
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	4	216	461	31.6%	1.3	2.1
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	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
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	8	0	8.0	Surgical Personnel	7	0	7.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	19	4	20.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	4	5.5
Registered Nurses	61	35	76.8	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	2	1.9	Physical Therapists	3	2	4.4
Ancillary Nursing Personnel	6	8	7.5	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	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	28	14	31.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	66	27	78.4
Pharmacy Personnel	9	0	9.0				
Clinical Laboratory Personnel	5	1	5.6				
				Total	222	97	260.5

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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	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$83,136,090	39.2%	47.3%	0.83	47.8%	0.82	50.2%	0.78	39.6%	0.99
Medical Assistance	\$31,213,865	14.7%	14.4%	1.02	12.4%	1.19	14.7%	1.00	14.3%	1.03
Commercial	\$94,490,048	44.6%	32.9%	1.35	34.5%	1.29	30.7%	1.45	44.4%	1.01
All Other	\$2,999,065	1.4%	5.4%	0.26	5.3%	0.27	4.4%	0.32	1.7%	0.82
Deductions as % of Total Gross Patient Revenue										
Medicare	\$68,001,236	32.1%	36.1%	0.89	36.7%	0.87	37.5%	0.86	33.6%	0.96
Medical Assistance	\$27,894,639	13.2%	11.3%	1.17	9.9%	1.33	11.2%	1.18	13.0%	1.01
Commercial	\$26,219,406	12.4%	14.8%	0.84	15.4%	0.80	12.7%	0.98	10.8%	1.15
Charity Care	\$1,417,725	0.7%	0.7%	0.92	0.8%	0.89	0.8%	0.81	0.6%	1.12
Bad Debt	\$2,706,064	1.3%	0.9%	1.46	0.9%	1.44	1.0%	1.28	1.2%	1.05
All Other	\$832,190	0.4%	3.0%	0.13	3.5%	0.11	2.8%	0.14	0.4%	0.94
Total Deductions	\$127,071,260	60.0%	66.8%	0.90	67.1%	0.89	66.0%	0.91	59.6%	1.01
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue	5.1%	5.7%	0.89		3.6%	1.43	3.3%	1.54	1.5%	3.38
Net Gains/Losses as % of Net Income	0.0%	N/A	N/A		N/A	N/A	14,078.6%	N/A	2.3%	0.00
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$39,745,161	52.3%	41.8%	1.25	43.8%	1.19	41.0%	1.28	54.0%	0.97
Supplies & Services	\$31,652,136	41.6%	52.2%	0.80	50.3%	0.83	52.7%	0.79	39.2%	1.06
Capital Component	\$4,604,972	6.1%	6.0%	1.01	5.9%	1.02	6.3%	0.97	6.8%	0.90
Fiscal Statistics										
Operating Margin (%)	14.9%	5.7%	2.62		6.7%	2.22	2.9%	5.17	10.4%	1.43
Total Hospital Net Income (%)	14.9%	3.5%	4.27		4.5%	3.34	0.0%	N/A	10.7%	1.40
Return on Equity (%)	15.4%	1.4%	10.85		2.9%	5.24	0.0%	N/A	10.1%	1.53
Current Ratio	-82.3	3.9	N/A		5.4	N/A	3.2	N/A	10.1	N/A
Days in Net Patient Accounts Receivable	45.9	91.7	0.50		52.8	0.87	88.3	0.52	54.1	0.85
Average Payment Period	-2.3	91.7	N/A		47.9	N/A	85.8	N/A	18.3	N/A
Equity Financing (%)	97.1%	59.1%	1.64		77.7%	1.25	60.3%	1.61	88.6%	1.10
Long-Term Debt to Equity Ratio	0.0	0.4	0.09		0.1	0.27	0.4	0.09	0.1	0.42
Times Interest Earned	0.0	5.7	N/A		6.8	N/A	1.0	N/A	41,173.7	N/A
Total Asset Turnover	1.0	0.4	2.48		0.7	1.53	0.4	2.35	0.9	1.10
Average Age of Plant (Years)	6.3	18.1	0.35		10.8	0.58	16.0	0.39	5.7	1.10
Increase (Decrease) Total Net Patient Revenue	11.7%	3.5%	3.31		3.1%	3.79	3.7%	3.14	46.9%	0.25
Outpatient Gross Revenue (% of Total GPR)	87.0%	66.2%	1.31		74.8%	1.16	73.1%	1.19	87.6%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$5,867	\$19,849	0.30		\$15,277	0.38	\$13,245	0.44	\$5,630	1.04
Inpatient Net Revenue per Day	\$1,771	\$3,697	0.48		\$3,088	0.57	\$2,825	0.63	\$1,640	1.08
Outpatient Net Revenue per Visit	\$810	\$819	0.99		\$666	1.22	\$766	1.06	\$715	1.13

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$211,839,067	Cash & Cash Equivalents	\$24,932,582	Current Liabilities	-\$458,487
Less Deductions	\$127,071,260	Net Patient Receivables	\$10,662,310	Long-Term Debt	\$2,990,543
Net Patient Revenue	\$84,767,807	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$4,555,924			Subtotal	\$2,532,056
Total Revenue	\$89,323,729	Land, Buildings & Equipment (Net)	\$48,553,673	Unrestricted Fund Balance	\$83,738,446
Less Expenses	\$76,002,269	Other Assets	\$2,121,937	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,000			Total Liabilities & Fund Balance	\$86,270,502
Net Income	\$13,322,460	Total Assets	\$86,270,502		