

**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: 4

Selected Utilization Statistics	FY 2022	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2022 vs. 2021	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	28.8%	60.7%	0.47	54.5%	0.53	42.3%	0.68	32.6%	0.88
Obstetrics	26.3%	37.3%	0.70	24.1%	0.02	19.5%	1.35	34.1%	0.77
Pediatrics	0.0%	67.4%	N/A	27.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	33.2%	61.9%	0.54	49.9%	0.66	42.5%	0.78	37.0%	0.90
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.5	27.3	0.20	24.1	0.23	10.3	0.53	6.2	0.88
Obstetrics	0.5	4.7	0.11	3.8	0.14	1.2	0.43	0.7	0.77
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.3	50.5	0.16	36.8	0.23	16.0	0.52	9.2	0.90
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.4	4.9	0.69	4.4	0.78	4.0	0.85	3.3	1.04
Obstetrics	2.2	2.4	0.89	2.2	0.96	2.0	1.07	2.2	0.98
Pediatrics	0.0	4.0	N/A	2.5	N/A	1.9	N/A	0.0	N/A
Total Hospital	3.7	5.3	0.70	4.5	0.82	4.2	0.88	3.5	1.05
<b>Surgical Operations</b>									
Inpatient	59	990	0.06	983	0.06	203	0.29	100	0.59
Outpatient	1,766	4,017	0.44	5,820	0.30	2,140	0.83	1,800	0.98
Inpatient as % of All Surgeries	3.2%	19.8%	0.16	14.4%	0.22	8.7%	0.37	5.3%	0.61
<b>Outpatient Visits</b>									
Non-Emergency Visits	63,433	141,022	0.45	100,022	0.63	62,243	1.02	63,645	1.00
Emergency Visits	11,655	17,305	0.67	15,835	0.74	12,695	0.92	11,566	1.01
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	3.0	18.9	0.16	12.5	0.24	8.5	0.35	5.0	0.60
Nurses, Licensed	57.0	234.4	0.24	175.4	0.32	102.2	0.56	58.9	0.97
Ancillary Nursing Personnel	2.9	38.1	0.08	8.4	0.35	19.1	0.15	6.4	0.45
All Other Personnel	118.0	466.6	0.25	288.1	0.41	204.1	0.58	117.7	1.00
Total FTEs	180.9	758.0	0.24	484.4	0.37	333.9	0.54	188.0	0.96
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	4.6	12.6	0.36	9.6	0.47	10.5	0.43	8.3	0.55
Nurses, Licensed	86.8	156.2	0.56	135.1	0.64	126.3	0.69	98.3	0.88
Ancillary Nursing Personnel	4.4	25.4	0.17	6.4	0.69	23.6	0.19	10.7	0.41
All Other Personnel	179.6	310.9	0.58	221.8	0.81	252.2	0.71	196.4	0.91
Total FTEs	275.3	505.0	0.55	372.9	0.74	412.6	0.67	313.8	0.88

<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	1	Bassinets	4
Discharges	822	Preferred Provider Organization (PPO)	Yes	Discharges	17	Total Births	97
Inpatient Days	3,027			Inpatient Days	243	Newborn Days	166

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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	19	585	1,997	28.8%	5.5	3.4
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	30	338	0.0%	0.9	11.3
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>	1	2	89	192	26.3%	0.5	2.2
<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	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	118	500	34.2%	1.4	4.2
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
<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	3	0	3.0	Surgical Personnel	2	4	3.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	16	4	16.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	2	5.1
Registered Nurses	47	28	56.4	Occupational Therapists	1	1	1.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	1	0.6	Physical Therapists	2	0	2.0
Ancillary Nursing Personnel	2	5	2.9	Physical Therapy Assistants/Aides	1	0	1.0
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	11	6	13.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	49	24	58.8
Pharmacy Personnel	8	0	8.0				
Clinical Laboratory Personnel	8	2	8.2				
				<b>Total</b>	<b>154</b>	<b>77</b>	<b>180.9</b>

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Selected Financial Statistics	FY 2022	All GMS Hospitals		Analysis Area <sup>3</sup>		Volume Group <sup>4</sup>		FY 2022 vs. 2021		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2021	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$61,159,738	51.0%	47.3%	1.08	49.2%	1.04	49.6%	1.03	50.6%	1.01
Medical Assistance	\$14,092,726	11.7%	14.4%	0.82	11.5%	1.02	14.0%	0.84	10.5%	1.12
Commercial	\$42,500,415	35.4%	32.9%	1.08	35.7%	0.99	32.3%	1.10	36.6%	0.97
All Other	\$2,210,351	1.8%	5.4%	0.34	3.6%	0.51	4.2%	0.44	2.3%	0.81
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$39,201,133	32.7%	36.1%	0.90	35.4%	0.92	35.7%	0.91	32.5%	1.01
Medical Assistance	\$10,176,229	8.5%	11.3%	0.75	9.0%	0.94	10.9%	0.78	7.8%	1.09
Commercial	\$18,561,252	15.5%	14.8%	1.05	14.6%	1.06	12.5%	1.23	12.6%	1.22
Charity Care	\$774,232	0.6%	0.7%	0.89	0.6%	1.01	0.8%	0.80	0.7%	0.97
Bad Debt	\$2,597,246	2.2%	0.9%	2.47	1.3%	1.68	1.2%	1.76	1.4%	1.57
All Other	\$965,328	0.8%	3.0%	0.26	2.4%	0.34	2.4%	0.33	0.8%	1.02
Total Deductions	\$72,275,420	60.2%	66.8%	0.90	63.4%	0.95	63.6%	0.95	55.7%	1.08
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		4.3%	5.7%	0.75	2.8%	1.56	3.6%	1.21	1.7%	2.56
Net Gains/Losses as % of Net Income		N/A	N/A	N/A	12.3%	N/A	N/A	N/A	18.7%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$19,755,227	43.1%	41.8%	1.03	36.0%	1.20	45.9%	0.94	47.4%	0.91
Supplies & Services	\$23,955,268	52.2%	52.2%	1.00	57.6%	0.91	47.4%	1.10	47.4%	1.10
Capital Component	\$2,142,003	4.7%	6.0%	0.78	6.4%	0.73	6.6%	0.71	5.2%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)		8.0%	5.7%	1.40	13.7%	0.58	9.4%	0.85	14.9%	0.54
Total Hospital Net Income (%)		4.3%	3.5%	1.23	15.3%	0.28	6.9%	0.63	17.7%	0.24
Return on Equity (%)		4.4%	1.4%	3.06	10.4%	0.42	3.4%	1.29	19.9%	0.22
Current Ratio		-414.4	3.9	N/A	21.6	N/A	12.0	N/A	76.5	N/A
Days in Net Patient Accounts Receivable		42.0	91.7	0.46	51.2	0.82	51.1	0.82	46.8	0.90
Average Payment Period		-0.6	91.7	N/A	20.4	N/A	42.5	N/A	3.1	N/A
Equity Financing (%)		100.3%	59.1%	1.70	86.3%	1.16	70.3%	1.43	96.6%	1.04
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.1	N/A	0.1	N/A	0.0	N/A
Times Interest Earned		0.0	5.7	N/A	38.3	N/A	10.4	N/A	0.0	N/A
Total Asset Turnover		1.1	0.4	2.53	0.7	1.59	0.5	2.08	1.1	0.97
Average Age of Plant (Years)		13.2	18.1	0.73	8.4	1.57	11.6	1.14	11.5	1.14
Increase (Decrease) Total Net Patient Revenue		-2.8%	3.5%	N/A	0.5%	N/A	3.2%	N/A	11.2%	N/A
Outpatient Gross Revenue (% of Total GPR)		87.5%	66.2%	1.32	71.7%	1.22	79.4%	1.10	85.8%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,926		\$19,849	0.35	\$13,523	0.51	\$11,983	0.58	\$6,768	1.02
Inpatient Net Revenue per Day	\$1,754		\$3,697	0.47	\$2,966	0.59	\$2,623	0.67	\$1,965	0.89
Outpatient Net Revenue per Visit	\$592		\$819	0.72	\$832	0.71	\$907	0.65	\$585	1.01

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$119,963,232	Cash & Cash Equivalents	\$20,717,065	Current Liabilities	-\$67,313
Less Deductions	\$72,275,420	Net Patient Receivables	\$5,488,429	Long-Term Debt	-\$53,450
Net Patient Revenue	\$47,687,812	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$2,152,576			Subtotal	-\$120,763
Total Revenue	\$49,840,388	Land, Buildings & Equipment (Net)	\$19,383,321	Unrestricted Fund Balance	\$47,396,669
Less Expenses	\$45,852,498	Other Assets	\$1,687,091	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$1,926,270			Total Liabilities & Fund Balance	\$47,275,906
Net Income	\$2,061,620	Total Assets	\$47,275,906		