

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 2023	All GMS Hospitals		Analysis Area 3		Volume Group 7		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	74.4%	61.5%	1.21	60.2%	1.24	75.8%	0.98	56.2%	1.32
Obstetrics	20.1%	41.1%	0.49	34.1%	0.14	51.5%	0.39	20.7%	0.98
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	55.6%	N/A	0.0%	N/A
Total Hospital	59.2%	61.6%	0.96	57.4%	1.03	70.4%	0.84	48.8%	1.21
Average Census (Patients)									
Adult Medical-Surgical	67.0	24.9	2.69	23.5	2.86	100.5	0.67	62.4	1.07
Obstetrics	4.6	5.0	0.92	4.7	0.98	13.4	0.35	4.8	0.98
Pediatrics	0.0	1.7	N/A	0.5	N/A	4.8	N/A	0.0	N/A
Total Hospital	79.9	44.9	1.78	34.4	2.32	190.9	0.42	76.2	1.05
Average Length of Stay (Days)									
Adult Medical-Surgical	3.7	4.5	0.82	4.0	0.92	4.8	0.77	4.0	0.93
Obstetrics	2.1	2.4	0.88	2.4	0.91	2.5	0.86	2.1	1.03
Pediatrics	0.0	3.8	N/A	3.3	N/A	4.2	N/A	0.0	N/A
Total Hospital	3.7	4.9	0.77	4.2	0.89	5.2	0.72	4.0	0.94
Surgical Operations									
Inpatient	2,895	989	2.93	966	3.00	3,644	0.79	2,701	1.07
Outpatient	20,541	4,208	4.88	5,983	3.43	11,922	1.72	19,663	1.04
Inpatient as % of All Surgeries	12.4%	19.0%	0.65	13.9%	0.89	23.4%	0.53	12.1%	1.02
Outpatient Visits									
Non-Emergency Visits	156,139	131,799	1.18	87,094	1.79	419,931	0.37	157,923	0.99
Emergency Visits	34,127	16,822	2.03	15,140	2.25	42,605	0.80	32,639	1.05
Full-Time Equivalents (FTEs)									
Administrators	32.0	17.5	1.83	11.2	2.85	59.1	0.54	37.0	0.86
Nurses, Licensed	334.4	232.9	1.44	165.8	2.02	886.0	0.38	362.9	0.92
Ancillary Nursing Personnel	6.7	42.6	0.16	14.8	0.45	175.9	0.04	14.4	0.47
All Other Personnel	523.0	453.0	1.15	252.7	2.07	1,728.4	0.30	566.9	0.92
Total FTEs	896.1	746.0	1.20	444.5	2.02	2,849.5	0.31	981.2	0.91
FTEs per 100 Patient Census (Adjusted)									
Administrators	12.3	12.3	1.00	9.5	1.30	11.2	1.10	14.3	0.86
Nurses, Licensed	128.8	163.8	0.79	140.0	0.92	167.8	0.77	140.1	0.92
Ancillary Nursing Personnel	2.6	30.0	0.09	12.5	0.21	33.3	0.08	5.6	0.46
All Other Personnel	201.4	318.6	0.63	213.4	0.94	327.4	0.62	218.8	0.92
Total FTEs	345.1	524.6	0.66	375.4	0.92	539.8	0.64	378.7	0.91

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	135	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	18
Discharges	7,830	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	777
Inpatient Days	29,154			Inpatient Days	0	Newborn Days	1,412

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2023	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical							
Adult Medical-Surgical, Acute	1	90	6,561	24,456	74.4%	67.0	3.7
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	144	218	0.0%	0.6	1.5
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
Pediatric, acute	2	0	0	0	0.0%	0.0	0.0
Obstetrics	1	23	790	1,691	20.1%	4.6	2.1
Psychiatric	3	0	0	0	0.0%	0.0	0.0
Alcoholism/chemical dependency	2	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	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	285	2,789	34.7%	7.6	9.8
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
Subacute care	3	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	32	0	32.0	Surgical Personnel	23	9	25.8
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	64	12	69.7
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	18	5	19.4
Registered Nurses	251	155	317.4	Occupational Therapists	2	5	4.8
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	12	11	17.0	Physical Therapists	10	1	10.1
Ancillary Nursing Personnel	2	22	6.7	Physical Therapy Assistants/Aides	0	1	0.5
Medical Assistants	2	1	2.6	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	9	7	12.4
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	7	0	7.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	122	51	138.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	156	49	176.4
Pharmacy Personnel	28	9	31.5	Total	760	342	896.1
Clinical Laboratory Personnel	22	4	24.4				

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Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$501,827,302	51.1%	48.2%	1.06	49.9%	1.02	48.7%	1.05	51.3%	1.00
Medical Assistance	\$78,692,233	8.0%	14.2%	0.56	11.2%	0.71	13.0%	0.62	7.7%	1.04
Commercial	\$382,307,156	38.9%	32.4%	1.20	35.7%	1.09	32.4%	1.20	39.4%	0.99
All Other	\$19,582,944	2.0%	5.2%	0.38	3.1%	0.63	5.9%	0.34	1.6%	1.25
Deductions as % of Total Gross Patient Revenue										
Medicare	\$362,775,600	36.9%	37.1%	1.00	36.8%	1.00	38.0%	0.97	36.8%	1.00
Medical Assistance	\$61,958,292	6.3%	11.2%	0.56	8.8%	0.72	10.4%	0.60	6.2%	1.02
Commercial	\$189,289,477	19.3%	14.9%	1.29	16.3%	1.18	15.8%	1.22	17.2%	1.12
Charity Care	\$6,781,953	0.7%	0.7%	0.95	0.8%	0.89	0.8%	0.86	0.6%	1.07
Bad Debt	\$7,083,770	0.7%	0.8%	0.85	0.7%	0.97	0.8%	0.93	1.0%	0.75
All Other	\$9,695,987	1.0%	3.1%	0.32	1.8%	0.55	3.4%	0.29	0.7%	1.42
Total Deductions	\$637,585,079	64.9%	67.9%	0.96	65.2%	1.00	69.2%	0.94	62.5%	1.04
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.9%	6.4%	0.14	2.4%	0.37	7.4%	0.12	2.5%	0.36
Net Gains/Losses as % of Net Income		0.1%	11.1%	0.01	16.2%	0.01	7.6%	0.01	0.0%	12.80
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$102,855,402	34.3%	41.6%	0.83	38.2%	0.90	40.0%	0.86	33.6%	1.02
Supplies & Services	\$180,317,541	60.2%	52.7%	1.14	56.2%	1.07	54.9%	1.10	60.8%	0.99
Capital Component	\$16,401,998	5.5%	5.7%	0.95	5.6%	0.97	5.1%	1.08	5.7%	0.97
Fiscal Statistics										
Operating Margin (%)		13.9%	6.4%	2.18	11.1%	1.25	5.8%	2.39	11.8%	1.18
Total Hospital Net Income (%)		13.9%	7.1%	1.96	13.0%	1.07	6.3%	2.22	11.8%	1.18
Return on Equity (%)		14.2%	3.1%	4.66	9.2%	1.54	4.7%	3.06	11.7%	1.21
Current Ratio		37.9	2.9	13.19	27.3	1.39	5.7	6.67	31.6	1.20
Days in Net Patient Accounts Receivable		45.3	85.9	0.53	50.2	0.90	57.7	0.79	55.0	0.82
Average Payment Period		7.7	125.5	0.06	13.9	0.55	46.2	0.17	6.9	1.12
Equity Financing (%)		98.1%	57.8%	1.70	94.3%	1.04	72.7%	1.35	98.3%	1.00
Long-Term Debt to Equity Ratio		0.0	0.4	0.00	0.0	5.14	0.2	0.01	0.0	0.99
Times Interest Earned		0.0	12.0	N/A	761.1	N/A	12.2	N/A	0.0	N/A
Total Asset Turnover		1.0	0.4	2.40	0.7	1.47	0.7	1.39	1.0	1.03
Average Age of Plant (Years)		6.7	19.6	0.34	8.8	0.76	13.4	0.50	8.3	0.80
Increase (Decrease) Total Net Patient Revenue		6.0%	3.9%	1.52	5.6%	1.07	3.5%	1.72	-4.3%	N/A
Outpatient Gross Revenue (% of Total GPR)		69.8%	67.6%	1.03	71.7%	0.97	62.1%	1.12	70.8%	0.99
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$12,531		\$19,469	0.64	\$13,116	0.96	\$22,156	0.57	\$12,825	0.98
Inpatient Net Revenue per Day	\$3,424		\$3,859	0.89	\$3,156	1.08	\$4,083	0.84	\$3,266	1.05
Outpatient Net Revenue per Visit	\$1,334		\$875	1.52	\$911	1.46	\$987	1.35	\$1,278	1.04

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$982,409,636	Cash & Cash Equivalents	\$178,626,110	Current Liabilities	\$6,022,390
Less Deductions	\$637,585,079	Net Patient Receivables	\$42,837,448	Long-Term Debt	\$366,528
Net Patient Revenue	\$344,824,557	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$3,114,661			Subtotal	\$6,388,918
Total Revenue	\$347,939,218	Land, Buildings & Equipment (Net)	\$109,727,136		
Less Expenses	\$299,574,941	Other Assets	\$8,682,375	Unrestricted Fund Balance	\$333,484,151
Non-Operating Gains/Losses	\$46,149			Restricted Fund Balance	\$0
Net Income	\$48,410,426	Total Assets	\$339,873,069	Total Liabilities & Fund Balance	\$339,873,069