

**035 Fort HealthCare**  
 611 East Sherman Avenue  
 Fort Atkinson, WI 53538  
 920-568-5000

Fiscal Year: 10/01 to 09/30  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Jefferson  
 Analysis Area: Southern (1)  
 Volume Group: 6

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 1		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	64.4%	61.5%	1.05	59.9%	1.08	62.5%	1.03	82.3%	0.78
Obstetrics	26.7%	41.1%	0.65	39.5%	0.05	35.5%	0.75	25.8%	1.04
Pediatrics	0.0%	67.0%	N/A	66.9%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	50.1%	61.6%	0.81	61.8%	0.81	61.3%	0.82	63.8%	0.78
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.0	24.9	0.36	26.8	0.34	27.9	0.32	11.5	0.78
Obstetrics	2.1	5.0	0.43	4.5	0.47	4.2	0.51	2.1	1.04
Pediatrics	0.0	1.7	N/A	2.8	N/A	3.6	N/A	0.0	N/A
Total Hospital	12.5	44.9	0.28	55.6	0.23	54.3	0.23	16.0	0.78
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.9	4.5	0.85	4.5	0.85	4.4	0.87	4.5	0.85
Obstetrics	2.3	2.4	0.94	2.6	0.89	2.4	0.95	2.4	0.95
Pediatrics	0.0	3.8	N/A	4.6	N/A	3.4	N/A	0.0	N/A
Total Hospital	3.6	4.9	0.74	5.1	0.71	4.7	0.76	4.4	0.82
<b>Surgical Operations</b>									
Inpatient	341	989	0.34	948	0.36	1,120	0.30	355	0.96
Outpatient	4,651	4,208	1.11	4,423	1.05	5,321	0.87	4,041	1.15
Inpatient as % of All Surgeries	6.8%	19.0%	0.36	17.6%	0.39	17.4%	0.39	8.1%	0.85
<b>Outpatient Visits</b>									
Non-Emergency Visits	248,835	131,799	1.89	185,542	1.34	201,183	1.24	241,457	1.03
Emergency Visits	17,932	16,822	1.07	18,373	0.98	23,507	0.76	17,285	1.04
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.8	17.5	0.28	18.2	0.26	18.1	0.27	4.8	1.01
Nurses, Licensed	185.0	232.9	0.79	281.6	0.66	312.2	0.59	171.6	1.08
Ancillary Nursing Personnel	14.4	42.6	0.34	39.5	0.36	44.9	0.32	11.7	1.23
All Other Personnel	482.0	453.0	1.06	649.6	0.74	592.5	0.81	459.8	1.05
Total FTEs	686.2	746.0	0.92	989.0	0.69	967.7	0.71	647.8	1.06
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	3.5	12.3	0.28	11.4	0.31	9.7	0.36	3.2	1.09
Nurses, Licensed	133.9	163.8	0.82	176.3	0.76	167.7	0.80	114.1	1.17
Ancillary Nursing Personnel	10.4	30.0	0.35	24.8	0.42	24.1	0.43	7.8	1.34
All Other Personnel	348.8	318.6	1.09	406.7	0.86	318.3	1.10	305.7	1.14
Total FTEs	496.6	524.6	0.95	619.1	0.80	519.9	0.96	430.8	1.15

**Total Hospital:**  
 Beds Set Up & Staffed 25  
 Discharges 1,272  
 Inpatient Days 4,569

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

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

**Newborn Nursery:**  
 Bassinets 10  
 Total Births 335  
 Newborn Days 615

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 09/30/2023	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	14	853	3,293	64.4%	9.0	3.9
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	4	0	0	0	0.0%	0.0	0.0
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>	1	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	8	342	781	26.7%	2.1	2.3
<b>Psychiatric</b>	4	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	4	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	5	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	1	3	86	495	45.2%	1.4	5.8
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	4	1	4.8	Surgical Personnel	4	3	4.8
Physicians & Dentists	30	6	31.9	Radiological Services Personnel	14	14	23.3
Medical & Dental Residents	0	0	0.0	Sonographers	1	3	3.5
Dental Hygienists	0	0	0.0	Respiratory Therapists	1	6	2.7
Registered Nurses	58	120	143.2	Occupational Therapists	3	5	7.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	10	17	19.6	Physical Therapists	11	16	18.7
Ancillary Nursing Personnel	10	22	14.4	Physical Therapy Assistants/Aides	2	2	3.5
Medical Assistants	18	10	25.7	Recreational Therapists	0	0	0.0
Physician Assistants	4	1	4.9	Dietitians & Nutritionists	1	2	2.3
Nurse Practitioners	11	6	14.2	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	5	7	8.0	Social Workers	0	0	0.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	58	71	84.3
Health Info Mgmt-Administrators/Technicians	18	5	20.7	All Other Personnel	164	139	229.8
Pharmacy Personnel	5	8	8.8				
Clinical Laboratory Personnel	8	4	10.1				
				<b>Total</b>	<b>440</b>	<b>468</b>	<b>686.2</b>

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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	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$193,071,285	44.4%	48.2%	0.92	43.0%	1.03	44.9%	0.99	43.9%	1.01
Medical Assistance	\$53,697,082	12.3%	14.2%	0.87	12.2%	1.02	18.0%	0.69	12.5%	0.98
Commercial	\$176,265,580	40.5%	32.4%	1.25	35.7%	1.14	32.5%	1.25	41.0%	0.99
All Other	\$11,912,896	2.7%	5.2%	0.52	9.2%	0.30	4.6%	0.60	2.5%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$157,201,210	36.1%	37.1%	0.97	33.3%	1.09	35.8%	1.01	35.0%	1.03
Medical Assistance	\$42,296,502	9.7%	11.2%	0.87	9.7%	1.00	14.0%	0.69	9.4%	1.04
Commercial	\$91,709,296	21.1%	14.9%	1.41	17.9%	1.18	13.9%	1.52	20.5%	1.03
Charity Care	\$1,925,803	0.4%	0.7%	0.61	0.6%	0.71	0.5%	0.83	0.4%	1.08
Bad Debt	\$2,013,148	0.5%	0.8%	0.55	0.9%	0.50	0.8%	0.56	1.0%	0.48
All Other	\$8,479,895	1.9%	3.1%	0.62	5.1%	0.38	2.9%	0.68	1.6%	1.20
Total Deductions	\$303,625,854	69.8%	67.9%	1.03	67.5%	1.03	67.9%	1.03	67.9%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	10.0%	6.4%	1.57	3.6%	2.77	6.1%	1.65	12.7%	0.79	
Net Gains/Losses as % of Net Income	93.2%	11.1%	8.42	53.3%	1.75	10.0%	9.33	127.4%	0.73	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$79,420,609	54.8%	41.6%	1.32	45.0%	1.22	43.9%	1.25	51.1%	1.07
Supplies & Services	\$53,954,581	37.3%	52.7%	0.71	48.7%	0.77	49.1%	0.76	40.1%	0.93
Capital Component	\$11,458,801	7.9%	5.7%	1.38	6.4%	1.24	6.9%	1.14	8.8%	0.90
<b>Fiscal Statistics</b>										
Operating Margin (%)	0.8%	6.4%	0.12	3.7%	0.20	7.1%	0.11	3.1%	0.24	
Total Hospital Net Income (%)	10.1%	7.1%	1.43	7.7%	1.32	7.8%	1.29	-13.4%	N/A	
Return on Equity (%)	6.6%	3.1%	2.15	3.8%	1.73	2.1%	3.14	-6.7%	N/A	
Current Ratio	2.0	2.9	0.68	3.0	0.65	2.2	0.89	2.4	0.80	
Days in Net Patient Accounts Receivable	52.9	85.9	0.62	65.9	0.80	119.9	0.44	53.7	0.98	
Average Payment Period	53.7	125.5	0.43	98.2	0.55	229.7	0.23	46.5	1.16	
Equity Financing (%)	76.9%	57.8%	1.33	50.5%	1.52	53.3%	1.44	72.1%	1.07	
Long-Term Debt to Equity Ratio	0.2	0.4	0.49	0.4	0.46	0.5	0.40	0.3	0.66	
Times Interest Earned	11.4	12.0	0.95	9.1	1.25	9.1	1.26	-9.7	N/A	
Total Asset Turnover	0.6	0.4	1.38	0.5	1.24	0.3	2.21	0.6	1.01	
Average Age of Plant (Years)	18.2	19.6	0.93	15.8	1.15	25.3	0.72	15.8	1.16	
Increase (Decrease) Total Net Patient Revenue	6.5%	3.9%	1.65	7.9%	0.82	4.1%	1.59	3.6%	1.80	
Outpatient Gross Revenue (% of Total GPR)	91.4%	67.6%	1.35	64.7%	1.41	71.5%	1.28	89.0%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,554	\$19,469	0.39	\$21,761	0.35	\$18,306	0.41	\$6,913	1.09	
Inpatient Net Revenue per Day	\$2,212	\$3,859	0.57	\$4,214	0.52	\$3,976	0.56	\$1,532	1.44	
Outpatient Net Revenue per Visit	\$464	\$875	0.53	\$819	0.57	\$752	0.62	\$455	1.02	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$434,946,843	Cash & Cash Equivalents	\$10,755,080	Current Liabilities	\$20,395,021
Less Deductions	\$303,625,854	Net Patient Receivables	\$19,022,052	Long-Term Debt	\$36,835,620
Net Patient Revenue	\$131,320,989	Other Receivables	\$4,318,150	Other Liabilities	\$0
Plus Other Revenue	\$14,626,574			Subtotal	\$57,230,641
Total Revenue	\$145,947,562	Land, Buildings & Equipment (Net)	\$49,465,199	Unrestricted Fund Balance	\$190,298,390
Less Expenses	\$144,833,991	Other Assets	\$163,968,550	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$15,201,656			Total Liabilities & Fund Balance	\$247,529,031
Net Income	\$16,315,227	Total Assets	\$247,529,031		