

338 ThedaCare Medical Center Orthopedics, Spine and Pain
 2400 E Capitol Drive
 Appleton, WI 54911

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: 2

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 2		FY 2023 vs.	
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio
Occupancy Rate (%)									
Adult Medical-Surgical	0.0%	61.5%	N/A	60.2%	N/A	19.5%	N/A	0.0%	N/A
Obstetrics	0.0%	41.1%	N/A	34.1%	N/A	12.6%	N/A	0.0%	N/A
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	9.7%	61.6%	0.16	57.4%	0.17	19.6%	0.49	0.0%	N/A
Average Census (Patients)									
Adult Medical-Surgical	0.0	24.9	N/A	23.5	N/A	2.6	N/A	0.0	N/A
Obstetrics	0.0	5.0	N/A	4.7	N/A	0.5	N/A	0.0	N/A
Pediatrics	0.0	1.7	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.2	44.9	0.03	34.4	0.03	2.9	0.40	0.0	N/A
Average Length of Stay (Days)									
Adult Medical-Surgical	0.0	4.5	N/A	4.0	N/A	3.6	N/A	0.0	N/A
Obstetrics	0.0	2.4	N/A	2.4	N/A	1.8	N/A	0.0	N/A
Pediatrics	0.0	3.8	N/A	3.3	N/A	0.0	N/A	0.0	N/A
Total Hospital	1.2	4.9	0.25	4.2	0.29	3.2	0.38	0.0	N/A
Surgical Operations									
Inpatient	345	989	0.35	966	0.36	169	2.04	0	N/A
Outpatient	7,914	4,208	1.88	5,983	1.32	1,744	4.54	0	N/A
Inpatient as % of All Surgeries	4.2%	19.0%	0.22	13.9%	0.30	8.9%	0.47	0.0%	N/A
Outpatient Visits									
Non-Emergency Visits	26,477	131,799	0.20	87,094	0.30	28,500	0.93	0	N/A
Emergency Visits	0	16,822	N/A	15,140	N/A	5,439	N/A	0	N/A
Full-Time Equivalents (FTEs)									
Administrators	4.0	17.5	0.23	11.2	0.36	5.9	0.68	0.0	N/A
Nurses, Licensed	44.2	232.9	0.19	165.8	0.27	39.4	1.12	0.0	N/A
Ancillary Nursing Personnel	1.0	42.6	0.02	14.8	0.07	6.0	0.17	0.0	N/A
All Other Personnel	96.5	453.0	0.21	252.7	0.38	78.1	1.24	0.0	N/A
Total FTEs	145.7	746.0	0.20	444.5	0.33	129.4	1.13	0.0	N/A
FTEs per 100 Patient Census (Adjusted)									
Administrators	40.8	12.3	3.32	9.5	4.31	29.9	1.37	0.0	N/A
Nurses, Licensed	451.1	163.8	2.75	140.0	3.22	199.9	2.26	0.0	N/A
Ancillary Nursing Personnel	10.2	30.0	0.34	12.5	0.82	30.4	0.34	0.0	N/A
All Other Personnel	984.9	318.6	3.09	213.4	4.62	396.6	2.48	0.0	N/A
Total FTEs	1,487.0	524.6	2.83	375.4	3.96	656.8	2.26	0.0	N/A

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds Set Up & Staffed	12	Health Maintenance		Average Beds Used	0	Bassinets	0
Discharges	346	Organization (HMO)	Yes	Discharges	0	Total Births	0
Inpatient Days	423	Preferred Provider		Inpatient Days	0	Newborn Days	0
		Organization (PPO)	Yes				

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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	3	0	0	0	0.0%	0.0	0.0
Orthopedic	1	12	300	423	9.7%	1.2	1.4
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	3	0	0	0	0.0%	0.0	0.0
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	3	0	0	0	0.0%	0.0	0.0
Obstetrics	3	0	0	0	0.0%	0.0	0.0
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	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	3	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	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	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.

** 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	4	0	4.0	Surgical Personnel	9	1	9.1
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	2	7.6
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	0	0	0.0
Registered Nurses	36	16	44.2	Occupational Therapists	1	1	1.5
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	15	3	16.2
Ancillary Nursing Personnel	1	0	1.0	Physical Therapy Assistants/Aides	2	0	2.0
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	16	12	20.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	27	7	29.6
Pharmacy Personnel	2	0	2.0				
Clinical Laboratory Personnel	8	3	8.3	Total	128	45	145.7

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Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area		Volume Group		FY 2023 vs.		
		Value	Ratio	Value	Ratio	Value	Ratio	FY	Ratio	
Gross Revenue as % of Total Gross Patient Revenue										
Medicare	\$80,626,265	44.5%	48.2%	0.92	49.9%	0.89	47.8%	0.93	0.0%	N/A
Medical Assistance	\$14,790,008	8.2%	14.2%	0.57	11.2%	0.73	12.9%	0.63	0.0%	N/A
Commercial	\$84,022,159	46.4%	32.4%	1.43	35.7%	1.30	35.2%	1.32	0.0%	N/A
All Other	\$1,813,535	1.0%	5.2%	0.19	3.1%	0.32	4.2%	0.24	0.0%	N/A
Deductions as % of Total Gross Patient Revenue										
Medicare	\$53,578,794	29.6%	37.1%	0.80	36.8%	0.80	28.9%	1.02	0.0%	N/A
Medical Assistance	\$13,392,669	7.4%	11.2%	0.66	8.8%	0.84	8.0%	0.92	0.0%	N/A
Commercial	\$33,023,018	18.2%	14.9%	1.22	16.3%	1.12	13.7%	1.33	0.0%	N/A
Charity Care	\$478,843	0.3%	0.7%	0.36	0.8%	0.34	0.6%	0.47	0.0%	N/A
Bad Debt	\$151,171	0.1%	0.8%	0.10	0.7%	0.11	0.8%	0.10	0.0%	N/A
All Other	\$712,769	0.4%	3.1%	0.13	1.8%	0.22	5.2%	0.08	0.0%	N/A
Total Deductions	\$101,337,264	55.9%	67.9%	0.82	65.2%	0.86	57.3%	0.98	0.0%	N/A
Other Revenue & Net Gains or Losses										
Other Revenue as % of Total Revenue		0.7%	6.4%	0.11	2.4%	0.30	2.9%	0.24	0.0%	N/A
Net Gains/Losses as % of Net Income		0.0%	11.1%	N/A	16.2%	N/A	7.9%	N/A	0.0%	N/A
Expenses as % of Total Expenses										
Salary/Fringe Benefits	\$18,735,027	26.6%	41.6%	0.64	38.2%	0.70	41.9%	0.64	0.0%	N/A
Supplies & Services	\$43,493,268	61.8%	52.7%	1.17	56.2%	1.10	51.7%	1.20	0.0%	N/A
Capital Component	\$8,127,010	11.6%	5.7%	2.01	5.6%	2.05	6.4%	1.80	0.0%	N/A
Fiscal Statistics										
Operating Margin (%)		12.6%	6.4%	1.98	11.1%	1.13	12.9%	0.98	0.0%	N/A
Total Hospital Net Income (%)		12.6%	7.1%	1.77	13.0%	0.97	13.9%	0.91	0.0%	N/A
Return on Equity (%)		17.0%	3.1%	5.56	9.2%	1.84	1.2%	14.52	0.0%	N/A
Current Ratio		7.0	2.9	2.44	27.3	0.26	1.0	7.06	0.0	N/A
Days in Net Patient Accounts Receivable		45.3	85.9	0.53	50.2	0.90	442.3	0.10	0.0	N/A
Average Payment Period		8.1	125.5	0.06	13.9	0.58	1183.6	0.01	0.0	N/A
Equity Financing (%)		97.6%	57.8%	1.69	94.3%	1.04	33.2%	2.94	0.0%	N/A
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	1.2	N/A	0.0	N/A
Times Interest Earned		0.0	12.0	N/A	761.1	N/A	46.5	N/A	0.0	N/A
Total Asset Turnover		1.4	0.4	3.16	0.7	1.94	0.1	16.15	0.0	N/A
Average Age of Plant (Years)		6.7	19.6	0.34	8.8	0.76	99.6	0.07	0.0	N/A
Increase (Decrease) Total Net Patient Revenue		0.0%	3.9%	N/A	5.6%	N/A	20.1%	N/A	0.0%	N/A
Outpatient Gross Revenue (% of Total GPR)		88.3%	67.6%	1.31	71.7%	1.23	85.5%	1.03	N/A	N/A
Net Revenue Statistics										
Inpatient Net Revenue per Discharge	\$26,456		\$19,469	1.36	\$13,116	2.02	\$16,973	1.56	\$0	N/A
Inpatient Net Revenue per Day	\$21,794		\$3,859	5.65	\$3,156	6.91	\$3,576	6.09	\$0	N/A
Outpatient Net Revenue per Visit	\$2,678		\$875	3.06	\$911	2.94	\$948	2.83	\$0	N/A

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$181,251,967	Cash & Cash Equivalents	\$0	Current Liabilities	\$1,414,361
Less Deductions	\$101,337,264	Net Patient Receivables	\$9,927,778	Long-Term Debt	\$0
Net Patient Revenue	\$79,914,703	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$580,518			Subtotal	\$1,414,361
Total Revenue	\$80,495,220	Land, Buildings & Equipment (Net)	\$49,688,621	Unrestricted Fund Balance	\$58,202,040
Less Expenses	\$70,355,305	Other Assets	\$0	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$59,616,401
Net Income	\$10,139,915	Total Assets	\$59,616,399		