

**092 ThedaCare Regional Medical Center - Neenah**  
 130 Second Street, PO Box 2021  
 Neenah, WI 54956  
 920-729-3100

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 General Medical & Surgical  
 Control: Other Not-For-Profit

County: Winnebago  
 Analysis Area: Lake Winnebago (3)  
 Volume Group: 6

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	68.9%	61.5%	1.12	60.2%	1.14	62.5%	1.10	72.6%	0.95
Obstetrics	41.2%	41.1%	1.00	34.1%	0.34	35.5%	1.16	38.9%	1.06
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	59.2%	61.6%	0.96	57.4%	1.03	61.3%	0.97	60.5%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	48.9	24.9	1.96	23.5	2.08	27.9	1.75	43.6	1.12
Obstetrics	11.5	5.0	2.30	4.7	2.43	4.2	2.75	10.9	1.06
Pediatrics	0.0	1.7	N/A	0.5	N/A	3.6	N/A	0.0	N/A
Total Hospital	94.8	44.9	2.11	34.4	2.75	54.3	1.75	90.2	1.05
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.9	4.5	0.86	4.0	0.97	4.4	0.88	4.2	0.93
Obstetrics	2.5	2.4	1.02	2.4	1.05	2.4	1.03	2.5	1.00
Pediatrics	0.0	3.8	N/A	3.3	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.0	4.9	0.83	4.2	0.96	4.7	0.86	4.3	0.93
<b>Surgical Operations</b>									
Inpatient	3,278	989	3.31	966	3.39	1,120	2.93	3,042	1.08
Outpatient	10,730	4,208	2.55	5,983	1.79	5,321	2.02	12,017	0.89
Inpatient as % of All Surgeries	23.4%	19.0%	1.23	13.9%	1.68	17.4%	1.35	20.2%	1.16
<b>Outpatient Visits</b>									
Non-Emergency Visits	91,509	131,799	0.69	87,094	1.05	201,183	0.45	93,729	0.98
Emergency Visits	25,486	16,822	1.52	15,140	1.68	23,507	1.08	24,373	1.05
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	31.0	17.5	1.77	11.2	2.76	18.1	1.71	33.0	0.94
Nurses, Licensed	304.3	232.9	1.31	165.8	1.84	312.2	0.97	322.9	0.94
Ancillary Nursing Personnel	1.4	42.6	0.03	14.8	0.09	44.9	0.03	21.6	0.06
All Other Personnel	491.1	453.0	1.08	252.7	1.94	592.5	0.83	472.1	1.04
Total FTEs	827.8	746.0	1.11	444.5	1.86	967.7	0.86	849.5	0.97
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	15.8	12.3	1.29	9.5	1.67	9.7	1.62	15.2	1.04
Nurses, Licensed	155.3	163.8	0.95	140.0	1.11	167.7	0.93	148.5	1.05
Ancillary Nursing Personnel	0.7	30.0	0.02	12.5	0.06	24.1	0.03	9.9	0.07
All Other Personnel	250.6	318.6	0.79	213.4	1.17	318.3	0.79	217.1	1.15
Total FTEs	422.4	524.6	0.81	375.4	1.13	519.9	0.81	390.7	1.08

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	160	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	22
Discharges	8,549	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	1,659
Inpatient Days	34,584			Inpatient Days	0	Newborn Days	2,974

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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)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	71	4,556	17,849	68.9%	48.9	3.9
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	1	12	205	2,425	55.4%	6.6	11.8
Hospice	2	0	127	251	0.0%	0.7	2.0
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
<b>Pediatric, acute</b>	4	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	28	1,700	4,207	41.2%	11.5	2.5
<b>Psychiatric</b>	1	19	652	3,122	45.0%	8.6	4.8
<b>Alcoholism/chemical dependency</b>	2	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	14	242	2,454	48.0%	6.7	10.1
Step-Down (Special Care)	1	16	1,018	4,276	73.2%	11.7	4.2
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
<b>Subacute care</b>	3	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	31	0	31.0	Surgical Personnel	27	9	29.6
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	49	35	60.1
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	8	11	11.5
Registered Nurses	256	98	293.7	Occupational Therapists	11	2	11.2
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	1	0	1.0
Licensed Practical Nurses	7	8	10.6	Physical Therapists	8	5	10.8
Ancillary Nursing Personnel	1	2	1.4	Physical Therapy Assistants/Aides	1	1	1.1
Medical Assistants	6	0	6.0	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	0	1	0.7
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	3	6	5.2
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	146	91	173.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	101	45	119.4
Pharmacy Personnel	31	4	31.8				
Clinical Laboratory Personnel	28	3	29.6				
				<b>Total</b>	<b>715</b>	<b>321</b>	<b>827.8</b>

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Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 6		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$286,667,660	42.1%	48.2%	0.87	49.9%	0.84	44.9%	0.94	40.6%	1.04
Medical Assistance	\$88,124,419	12.9%	14.2%	0.91	11.2%	1.15	18.0%	0.72	12.5%	1.04
Commercial	\$287,190,036	42.2%	32.4%	1.30	35.7%	1.18	32.5%	1.30	43.6%	0.97
All Other	\$18,927,196	2.8%	5.2%	0.53	3.1%	0.88	4.6%	0.61	3.3%	0.85
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$210,322,896	30.9%	37.1%	0.83	36.8%	0.84	35.8%	0.86	28.4%	1.09
Medical Assistance	\$66,988,929	9.8%	11.2%	0.88	8.8%	1.12	14.0%	0.70	9.6%	1.02
Commercial	\$136,090,014	20.0%	14.9%	1.34	16.3%	1.23	13.9%	1.44	18.7%	1.07
Charity Care	\$5,313,052	0.8%	0.7%	1.07	0.8%	1.01	0.5%	1.46	0.8%	0.94
Bad Debt	\$5,962,258	0.9%	0.8%	1.03	0.7%	1.18	0.8%	1.05	1.3%	0.69
All Other	\$8,968,982	1.3%	3.1%	0.42	1.8%	0.74	2.9%	0.46	1.4%	0.94
Total Deductions	\$433,646,131	63.7%	67.9%	0.94	65.2%	0.98	67.9%	0.94	60.2%	1.06
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		2.3%	6.4%	0.36	2.4%	0.95	6.1%	0.38	7.6%	0.31
Net Gains/Losses as % of Net Income		0.0%	11.1%	0.00	16.2%	0.00	10.0%	0.00	0.1%	0.11
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$91,394,312	39.9%	41.6%	0.96	38.2%	1.05	43.9%	0.91	39.1%	1.02
Supplies & Services	\$122,839,144	53.6%	52.7%	1.02	56.2%	0.95	49.1%	1.09	55.3%	0.97
Capital Component	\$14,757,696	6.4%	5.7%	1.12	5.6%	1.14	6.9%	0.93	5.6%	1.14
<b>Fiscal Statistics</b>										
Operating Margin (%)		9.5%	6.4%	1.50	11.1%	0.86	7.1%	1.34	12.4%	0.77
Total Hospital Net Income (%)		9.5%	7.1%	1.34	13.0%	0.74	7.8%	1.22	12.4%	0.77
Return on Equity (%)		5.4%	3.1%	1.76	9.2%	0.58	2.1%	2.57	7.0%	0.77
Current Ratio		49.1	2.9	17.10	27.3	1.80	2.2	22.26	44.4	1.11
Days in Net Patient Accounts Receivable		48.4	85.9	0.56	50.2	0.96	119.9	0.40	48.3	1.00
Average Payment Period		10.2	125.5	0.08	13.9	0.73	229.7	0.04	15.1	0.68
Equity Financing (%)		98.8%	57.8%	1.71	94.3%	1.05	53.3%	1.85	98.2%	1.01
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	0.5	N/A	0.0	1.45
Times Interest Earned		0.0	12.0	N/A	761.1	N/A	9.1	N/A	0.0	N/A
Total Asset Turnover		0.6	0.4	1.32	0.7	0.81	0.3	2.12	0.6	1.00
Average Age of Plant (Years)		10.0	19.6	0.51	8.8	1.14	25.3	0.40	10.5	0.95
Increase (Decrease) Total Net Patient Revenue		-0.1%	3.9%	N/A	5.6%	N/A	4.1%	N/A	-3.7%	0.02
Outpatient Gross Revenue (% of Total GPR)		55.8%	67.6%	0.83	71.7%	0.78	71.5%	0.78	59.0%	0.95
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,100	\$19,469	0.62	\$13,116	0.92	\$18,306	0.66	\$12,824	0.94	
Inpatient Net Revenue per Day	\$3,274	\$3,859	0.85	\$3,156	1.04	\$3,976	0.82	\$2,995	1.09	
Outpatient Net Revenue per Visit	\$1,280	\$875	1.46	\$911	1.40	\$752	1.70	\$1,336	0.96	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$680,909,311	Cash & Cash Equivalents	\$107,794,234	Current Liabilities	\$6,061,016
Less Deductions	\$433,646,131	Net Patient Receivables	\$32,754,087	Long-Term Debt	-\$678,546
Net Patient Revenue	\$247,263,180	Other Receivables	\$153,001,658	Other Liabilities	\$0
Plus Other Revenue	\$5,885,697			Subtotal	\$5,382,470
Total Revenue	\$253,148,876	Land, Buildings & Equipment (Net)	\$150,320,077	Unrestricted Fund Balance	\$442,730,003
Less Expenses	\$228,991,152	Other Assets	\$4,242,416	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$3,913			Total Liabilities & Fund Balance	\$448,112,473
Net Income	\$24,161,637	Total Assets	\$448,112,472		