

**094 ThedaCare Medical Center - New London**  
 1405 Mill Street, PO Box 307  
 New London, WI 54961  
 920-982-5330

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

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

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 3		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	16.2%	61.5%	0.26	60.2%	0.27	32.8%	0.49	14.6%	1.11
Obstetrics	0.0%	41.1%	N/A	34.1%	N/A	18.9%	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	16.7%	61.6%	0.27	57.4%	0.29	35.7%	0.47	16.3%	1.02
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	4.0	24.9	0.16	23.5	0.17	5.6	0.72	3.6	1.11
Obstetrics	0.0	5.0	N/A	4.7	N/A	0.8	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	4.2	44.9	0.09	34.4	0.12	8.1	0.52	4.1	1.02
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	2.8	4.5	0.61	4.0	0.68	3.8	0.73	3.1	0.88
Obstetrics	0.0	2.4	N/A	2.4	N/A	2.1	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	2.8	4.9	0.57	4.2	0.66	3.8	0.72	3.3	0.83
<b>Surgical Operations</b>									
Inpatient	40	989	0.04	966	0.04	135	0.30	46	0.87
Outpatient	2,263	4,208	0.54	5,983	0.38	1,616	1.40	2,107	1.07
Inpatient as % of All Surgeries	1.7%	19.0%	0.09	13.9%	0.12	7.7%	0.23	2.1%	0.81
<b>Outpatient Visits</b>									
Non-Emergency Visits	46,455	131,799	0.35	87,094	0.53	55,406	0.84	48,312	0.96
Emergency Visits	9,193	16,822	0.55	15,140	0.61	8,784	1.05	8,921	1.03
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	7.0	17.5	0.40	11.2	0.62	10.8	0.65	5.0	1.40
Nurses, Licensed	35.1	232.9	0.15	165.8	0.21	65.3	0.54	42.6	0.82
Ancillary Nursing Personnel	0.0	42.6	N/A	14.8	N/A	8.4	N/A	0.0	N/A
All Other Personnel	89.7	453.0	0.20	252.7	0.35	151.7	0.59	95.9	0.94
Total FTEs	131.8	746.0	0.18	444.5	0.30	236.3	0.56	143.5	0.92
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	19.8	12.3	1.61	9.5	2.09	21.5	0.92	12.4	1.60
Nurses, Licensed	99.2	163.8	0.61	140.0	0.71	129.7	0.76	105.3	0.94
Ancillary Nursing Personnel	0.0	30.0	N/A	12.5	N/A	16.8	N/A	0.0	N/A
All Other Personnel	253.4	318.6	0.80	213.4	1.19	301.4	0.84	237.2	1.07
Total FTEs	372.3	524.6	0.71	375.4	0.99	469.3	0.79	354.9	1.05

<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	3	Bassinets	0
Discharges	553	Preferred Provider Organization (PPO)	Yes	Discharges	67	Total Births	0
Inpatient Days	1,523			Inpatient Days	1,026	Newborn Days	0

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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	25	536	1,478	16.2%	4.0	2.8
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	12	45	0.0%	0.1	3.8
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>	3	0	0	0	0.0%	0.0	0.0
<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	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	4	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	3	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.

\*\* 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	7	0	7.0	Surgical Personnel	3	1	3.5
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	5	9.2
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	2	1	2.1
Registered Nurses	30	12	34.5	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	1	2.1
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	1	1	1.1
Medical Assistants	0	3	1.5	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	15	16	19.8
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	32	14	38.2
Pharmacy Personnel	3	1	3.1				
Clinical Laboratory Personnel	8	0	8.0				
				<b>Total</b>	<b>111</b>	<b>57</b>	<b>131.8</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	\$45,640,092	48.4%	48.2%	1.00	49.9%	0.97	50.4%	0.96	49.7%	0.97
Medical Assistance	\$10,537,102	11.2%	14.2%	0.79	11.2%	0.99	11.9%	0.94	10.6%	1.06
Commercial	\$36,397,124	38.6%	32.4%	1.19	35.7%	1.08	34.9%	1.10	38.0%	1.01
All Other	\$1,803,210	1.9%	5.2%	0.37	3.1%	0.61	2.7%	0.70	1.7%	1.11
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$30,634,576	32.5%	37.1%	0.88	36.8%	0.88	34.8%	0.93	32.0%	1.01
Medical Assistance	\$8,590,352	9.1%	11.2%	0.81	8.8%	1.03	8.4%	1.08	8.3%	1.10
Commercial	\$13,750,809	14.6%	14.9%	0.98	16.3%	0.89	13.4%	1.09	13.6%	1.07
Charity Care	\$835,915	0.9%	0.7%	1.21	0.8%	1.14	0.7%	1.28	0.9%	1.04
Bad Debt	\$1,713,993	1.8%	0.8%	2.14	0.7%	2.45	1.0%	1.89	2.4%	0.77
All Other	\$681,251	0.7%	3.1%	0.23	1.8%	0.40	1.9%	0.39	0.6%	1.17
Total Deductions	\$56,206,896	59.6%	67.9%	0.88	65.2%	0.91	60.1%	0.99	57.8%	1.03
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.1%	6.4%	0.18		2.4%	0.46	3.7%	0.31	3.5%	0.32
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A		16.2%	N/A	21.8%	N/A	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$17,926,268	53.2%	41.6%	1.28	38.2%	1.39	46.1%	1.15	49.2%	1.08
Supplies & Services	\$13,882,518	41.2%	52.7%	0.78	56.2%	0.73	46.6%	0.88	45.5%	0.90
Capital Component	\$1,916,853	5.7%	5.7%	0.99	5.6%	1.01	7.3%	0.78	5.3%	1.08
<b>Fiscal Statistics</b>										
Operating Margin (%)	12.6%	6.4%	1.98		11.1%	1.14	8.5%	1.48	12.4%	1.02
Total Hospital Net Income (%)	12.5%	7.1%	1.76		13.0%	0.96	10.7%	1.17	12.4%	1.01
Return on Equity (%)	10.7%	3.1%	3.50		9.2%	1.16	2.9%	3.72	15.3%	0.70
Current Ratio	524.2	2.9	182.49		27.3	19.18	1.7	304.55	-54.2	N/A
Days in Net Patient Accounts Receivable	42.6	85.9	0.50		50.2	0.85	136.5	0.31	47.9	0.89
Average Payment Period	0.7	125.5	0.01		13.9	0.05	286.0	0.00	-3.4	N/A
Equity Financing (%)	100.0%	57.8%	1.73		94.3%	1.06	49.5%	2.02	101.2%	0.99
Long-Term Debt to Equity Ratio	0.0	0.4	N/A		0.0	N/A	0.6	N/A	0.0	0.71
Times Interest Earned	0.0	12.0	N/A		761.1	N/A	15.7	N/A	0.0	N/A
Total Asset Turnover	0.9	0.4	2.01		0.7	1.23	0.3	3.25	1.2	0.69
Average Age of Plant (Years)	13.8	19.6	0.71		8.8	1.57	26.1	0.53	13.5	1.02
Increase (Decrease) Total Net Patient Revenue	1.6%	3.9%	0.40		5.6%	0.28	9.7%	0.16	2.2%	0.72
Outpatient Gross Revenue (% of Total GPR)	88.2%	67.6%	1.31		71.7%	1.23	84.3%	1.05	90.0%	0.98
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$6,274	\$19,469	0.32		\$13,116	0.48	\$14,823	0.42	\$6,260	1.00
Inpatient Net Revenue per Day	\$1,314	\$3,859	0.34		\$3,156	0.42	\$3,524	0.37	\$1,166	1.13
Outpatient Net Revenue per Visit	\$645	\$875	0.74		\$911	0.71	\$832	0.77	\$633	1.02

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$94,377,528	Cash & Cash Equivalents	\$24,634,165	Current Liabilities	\$58,252
Less Deductions	\$56,206,896	Net Patient Receivables	\$4,456,768	Long-Term Debt	-\$67,650
Net Patient Revenue	\$38,170,632	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$433,283			Subtotal	-\$9,398
Total Revenue	\$38,603,914	Land, Buildings & Equipment (Net)	\$14,511,867	Unrestricted Fund Balance	\$45,058,773
Less Expenses	\$33,725,639	Other Assets	\$1,446,574	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$55,323			Total Liabilities & Fund Balance	\$45,049,375
Net Income	\$4,822,952	Total Assets	\$45,049,374		