

**123 ThedaCare Medical Center - Shawano**  
 100 County Road B  
 Shawano, WI 54166  
 715-526-2111

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

County: Shawano  
 Analysis Area: Northeastern (4)  
 Volume Group: 5

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 4		Volume Group 5		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	49.8%	61.5%	0.81	54.9%	0.91	54.8%	0.91	59.6%	0.84
Obstetrics	28.4%	41.1%	0.69	36.7%	0.03	34.5%	0.82	31.6%	0.90
Pediatrics	0.0%	67.0%	N/A	19.4%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	46.9%	61.6%	0.76	53.2%	0.88	59.6%	0.79	55.0%	0.85
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	9.5	24.9	0.38	24.8	0.38	15.8	0.60	10.7	0.88
Obstetrics	1.1	5.0	0.23	4.3	0.26	2.9	0.39	1.3	0.90
Pediatrics	0.0	1.7	N/A	0.4	N/A	0.0	N/A	0.0	N/A
Total Hospital	10.8	44.9	0.24	44.4	0.24	29.6	0.36	12.1	0.89
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.3	4.5	0.73	4.0	0.82	4.2	0.80	3.5	0.95
Obstetrics	2.2	2.4	0.91	2.4	0.91	2.3	0.95	2.1	1.03
Pediatrics	0.0	3.8	N/A	2.9	N/A	0.0	N/A	0.0	N/A
Total Hospital	3.1	4.9	0.64	4.3	0.73	4.4	0.71	3.3	0.95
<b>Surgical Operations</b>									
Inpatient	175	989	0.18	829	0.21	409	0.43	255	0.69
Outpatient	2,786	4,208	0.66	6,019	0.46	2,735	1.02	2,915	0.96
Inpatient as % of All Surgeries	5.9%	19.0%	0.31	12.1%	0.49	13.0%	0.45	8.0%	0.73
<b>Outpatient Visits</b>									
Non-Emergency Visits	75,736	131,799	0.57	197,548	0.38	92,528	0.82	77,650	0.98
Emergency Visits	20,892	16,822	1.24	18,660	1.12	17,976	1.16	20,561	1.02
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	6.0	17.5	0.34	19.4	0.31	12.7	0.47	8.0	0.75
Nurses, Licensed	73.8	232.9	0.32	276.2	0.27	137.2	0.54	78.7	0.94
Ancillary Nursing Personnel	0.6	42.6	0.01	44.0	0.01	29.9	0.02	7.5	0.08
All Other Personnel	164.8	453.0	0.36	479.5	0.34	239.1	0.69	166.3	0.99
Total FTEs	245.2	746.0	0.33	819.1	0.30	418.9	0.59	260.5	0.94
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	6.6	12.3	0.53	10.2	0.65	10.9	0.60	8.6	0.77
Nurses, Licensed	80.8	163.8	0.49	144.4	0.56	117.7	0.69	84.4	0.96
Ancillary Nursing Personnel	0.7	30.0	0.02	23.0	0.03	25.6	0.03	8.1	0.08
All Other Personnel	180.5	318.6	0.57	250.7	0.72	205.0	0.88	178.5	1.01
Total FTEs	268.6	524.6	0.51	428.2	0.63	359.2	0.75	279.6	0.96

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	23	Health Maintenance Organization (HMO)	Yes	Average Beds Used	1	Bassinets	7
Discharges	1,260	Preferred Provider Organization (PPO)	Yes	Discharges	7	Total Births	206
Inpatient Days	3,935			Inpatient Days	46	Newborn Days	392

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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	19	1,036	3,455	49.8%	9.5	3.3
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	31	65	0.0%	0.2	2.1
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>	1	4	189	415	28.4%	1.1	2.2
<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	2	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	2	0	0	0	0.0%	0.0	0.0
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	6	0	6.0	Surgical Personnel	4	0	4.0
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	6	15.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	6	5.2
Registered Nurses	56	37	72.8	Occupational Therapists	2	0	2.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	0	1.0	Physical Therapists	4	1	4.7
Ancillary Nursing Personnel	0	2	0.6	Physical Therapy Assistants/Aides	3	0	3.0
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	49	18	55.9
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	50	20	60.2
Pharmacy Personnel	8	0	8.0				
Clinical Laboratory Personnel	6	1	6.6				
				<b>Total</b>	<b>206</b>	<b>91</b>	<b>245.2</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	\$88,494,205	37.5%	48.2%	0.78	48.2%	0.78	51.3%	0.73	39.2%	0.95
Medical Assistance	\$34,566,505	14.6%	14.2%	1.03	12.5%	1.17	15.3%	0.95	14.7%	0.99
Commercial	\$109,225,188	46.2%	32.4%	1.43	33.9%	1.37	29.5%	1.57	44.6%	1.04
All Other	\$4,011,313	1.7%	5.2%	0.32	5.4%	0.31	3.8%	0.45	1.4%	1.20
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$71,031,679	30.1%	37.1%	0.81	37.4%	0.80	39.7%	0.76	32.1%	0.94
Medical Assistance	\$31,355,381	13.3%	11.2%	1.19	10.1%	1.31	12.1%	1.10	13.2%	1.01
Commercial	\$34,443,879	14.6%	14.9%	0.98	15.8%	0.92	13.1%	1.11	12.4%	1.18
Charity Care	\$1,608,823	0.7%	0.7%	0.93	0.5%	1.28	0.8%	0.83	0.7%	1.02
Bad Debt	\$5,487,374	2.3%	0.8%	2.74	0.8%	2.98	1.2%	1.96	1.3%	1.82
All Other	\$1,264,957	0.5%	3.1%	0.17	3.5%	0.15	2.2%	0.24	0.4%	1.36
Total Deductions	\$145,192,093	61.4%	67.9%	0.91	68.2%	0.90	69.2%	0.89	60.0%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	1.2%	6.4%	0.19		3.6%	0.33	3.8%	0.32	5.1%	0.24
Net Gains/Losses as % of Net Income	N/A	11.1%	N/A		14.6%	N/A	15.2%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$40,568,864	50.2%	41.6%	1.21	43.1%	1.17	40.1%	1.25	52.3%	0.96
Supplies & Services	\$35,295,747	43.7%	52.7%	0.83	50.8%	0.86	54.4%	0.80	41.6%	1.05
Capital Component	\$4,880,932	6.0%	5.7%	1.05	6.2%	0.98	5.5%	1.10	6.1%	1.00
<b>Fiscal Statistics</b>										
Operating Margin (%)	12.4%	6.4%	1.95		10.1%	1.23	5.0%	2.50	14.9%	0.83
Total Hospital Net Income (%)	12.4%	7.1%	1.75		11.6%	1.07	5.8%	2.14	14.9%	0.83
Return on Equity (%)	11.3%	3.1%	3.69		7.9%	1.43	2.3%	4.88	15.4%	0.73
Current Ratio	46.0	2.9	16.01		6.2	7.45	2.8	16.42	-82.3	N/A
Days in Net Patient Accounts Receivable	52.1	85.9	0.61		54.4	0.96	86.5	0.60	45.9	1.13
Average Payment Period	5.7	125.5	0.05		44.2	0.13	128.9	0.04	-2.3	N/A
Equity Financing (%)	95.9%	57.8%	1.66		79.9%	1.20	62.5%	1.53	97.1%	0.99
Long-Term Debt to Equity Ratio	0.0	0.4	0.08		0.1	0.21	0.3	0.10	0.0	0.86
Times Interest Earned	0.0	12.0	N/A		18.0	N/A	12.9	N/A	0.0	N/A
Total Asset Turnover	0.9	0.4	2.13		0.7	1.36	0.4	2.30	1.0	0.88
Average Age of Plant (Years)	7.0	19.6	0.36		11.5	0.61	21.5	0.33	6.3	1.12
Increase (Decrease) Total Net Patient Revenue	7.5%	3.9%	1.90		3.8%	1.98	0.2%	39.16	11.7%	0.64
Outpatient Gross Revenue (% of Total GPR)	88.2%	67.6%	1.31		75.5%	1.17	74.2%	1.19	87.0%	1.01
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$5,834	\$19,469	0.30		\$14,714	0.40	\$12,524	0.47	\$5,867	0.99
Inpatient Net Revenue per Day	\$1,844	\$3,859	0.48		\$3,218	0.57	\$2,770	0.67	\$1,771	1.04
Outpatient Net Revenue per Visit	\$923	\$875	1.06		\$732	1.26	\$766	1.21	\$810	1.14

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$236,297,210	Cash & Cash Equivalents	\$39,414,283	Current Liabilities	\$1,199,887
Less Deductions	\$145,192,093	Net Patient Receivables	\$12,999,808	Long-Term Debt	\$2,979,923
Net Patient Revenue	\$91,105,117	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$1,119,815			Subtotal	\$4,179,810
Total Revenue	\$92,224,930	Land, Buildings & Equipment (Net)	\$46,387,052	Unrestricted Fund Balance	\$97,376,965
Less Expenses	\$80,745,543	Other Assets	\$2,755,633	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	-\$210			Total Liabilities & Fund Balance	\$101,556,775
Net Income	\$11,479,177	Total Assets	\$101,556,776		