

**142 ThedaCare Medical Center - Waupaca**  
 800 Riverside Drive  
 Waupaca, WI 54981  
 715-258-1000

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

County: **Waupaca**  
 Analysis Area: **Lake Winnebago (3)**  
 Volume Group: **4**

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 3		Volume Group 4		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	27.8%	61.5%	0.45	60.2%	0.46	42.9%	0.65	28.8%	0.97
Obstetrics	38.4%	41.1%	0.93	34.1%	0.02	20.5%	1.87	26.3%	1.46
Pediatrics	0.0%	67.0%	N/A	39.5%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	32.7%	61.6%	0.53	57.4%	0.57	39.2%	0.83	33.2%	0.98
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	5.3	24.9	0.21	23.5	0.23	9.2	0.57	5.5	0.97
Obstetrics	0.8	5.0	0.15	4.7	0.16	1.1	0.69	0.5	1.46
Pediatrics	0.0	1.7	N/A	0.5	N/A	0.0	N/A	0.0	N/A
Total Hospital	8.2	44.9	0.18	34.4	0.24	12.6	0.65	8.3	0.98
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.2	4.5	0.69	4.0	0.78	3.7	0.84	3.4	0.92
Obstetrics	2.5	2.4	1.03	2.4	1.06	2.0	1.23	2.2	1.16
Pediatrics	0.0	3.8	N/A	3.3	N/A	2.0	N/A	0.0	N/A
Total Hospital	3.3	4.9	0.69	4.2	0.79	3.8	0.88	3.7	0.91
<b>Surgical Operations</b>									
Inpatient	77	989	0.08	966	0.08	224	0.34	59	1.31
Outpatient	2,035	4,208	0.48	5,983	0.34	2,033	1.00	1,766	1.15
Inpatient as % of All Surgeries	3.6%	19.0%	0.19	13.9%	0.26	9.9%	0.37	3.2%	1.13
<b>Outpatient Visits</b>									
Non-Emergency Visits	66,274	131,799	0.50	87,094	0.76	77,115	0.86	63,433	1.04
Emergency Visits	11,439	16,822	0.68	15,140	0.76	11,550	0.99	11,655	0.98
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	4.0	17.5	0.23	11.2	0.36	10.6	0.38	3.0	1.33
Nurses, Licensed	58.7	232.9	0.25	165.8	0.35	97.4	0.60	57.0	1.03
Ancillary Nursing Personnel	0.0	42.6	N/A	14.8	N/A	15.0	N/A	2.9	0.00
All Other Personnel	110.0	453.0	0.24	252.7	0.44	210.0	0.52	118.0	0.93
Total FTEs	172.7	746.0	0.23	444.5	0.39	333.0	0.52	180.9	0.95
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	5.9	12.3	0.48	9.5	0.62	15.0	0.39	4.6	1.29
Nurses, Licensed	86.6	163.8	0.53	140.0	0.62	138.1	0.63	86.8	1.00
Ancillary Nursing Personnel	0.0	30.0	N/A	12.5	N/A	21.2	N/A	4.4	0.00
All Other Personnel	162.2	318.6	0.51	213.4	0.76	297.9	0.54	179.6	0.90
Total FTEs	254.7	524.6	0.49	375.4	0.68	472.2	0.54	275.3	0.93

<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	1	Bassinets	4
Discharges	894	Preferred Provider Organization (PPO)	Yes	Discharges	17	Total Births	124
Inpatient Days	2,980			Inpatient Days	198	Newborn Days	221

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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	612	1,930	27.8%	5.3	3.2
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	24	241	0.0%	0.7	10.0
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>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	2	112	280	38.4%	0.8	2.5
<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	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	4	148	529	36.2%	1.4	3.6
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	0	4.0	Surgical Personnel	1	3	2.7
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	14	4	14.9
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	4	3	5.8
Registered Nurses	44	28	55.5	Occupational Therapists	1	1	1.1
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	1	3	3.2	Physical Therapists	3	0	3.0
Ancillary Nursing Personnel	0	0	0.0	Physical Therapy Assistants/Aides	1	0	1.0
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	1	0	1.0
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	23	12	27.1
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	31	18	38.7
Pharmacy Personnel	7	1	7.5				
Clinical Laboratory Personnel	7	2	7.2				
				<b>Total</b>	<b>142</b>	<b>75</b>	<b>172.7</b>

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Selected Financial Statistics	FY 2023	All GMS Hospitals		Analysis Area <sup>3</sup>		Volume Group <sup>4</sup>		FY 2023 vs. 2022		
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$68,439,376	49.5%	48.2%	1.03	49.9%	0.99	47.9%	1.03	51.0%	0.97
Medical Assistance	\$14,042,250	10.1%	14.2%	0.71	11.2%	0.90	13.8%	0.73	11.7%	0.86
Commercial	\$53,469,432	38.6%	32.4%	1.19	35.7%	1.08	33.5%	1.15	35.4%	1.09
All Other	\$2,420,628	1.7%	5.2%	0.33	3.1%	0.56	4.8%	0.37	1.8%	0.95
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$47,978,852	34.7%	37.1%	0.94	36.8%	0.94	33.7%	1.03	32.7%	1.06
Medical Assistance	\$10,725,969	7.8%	11.2%	0.69	8.8%	0.88	10.5%	0.74	8.5%	0.91
Commercial	\$22,346,291	16.1%	14.9%	1.08	16.3%	0.99	14.1%	1.15	15.5%	1.04
Charity Care	\$681,828	0.5%	0.7%	0.68	0.8%	0.64	0.6%	0.80	0.6%	0.76
Bad Debt	\$2,478,448	1.8%	0.8%	2.11	0.7%	2.41	1.0%	1.73	2.2%	0.83
All Other	\$1,011,645	0.7%	3.1%	0.23	1.8%	0.41	2.9%	0.25	0.8%	0.91
Total Deductions	\$85,223,033	61.6%	67.9%	0.91	65.2%	0.94	62.8%	0.98	60.2%	1.02
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue		0.8%	6.4%	0.12	2.4%	0.31	6.2%	0.12	4.3%	0.17
Net Gains/Losses as % of Net Income		21.9%	11.1%	1.98	16.2%	1.35	28.7%	0.76	N/A	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$20,984,049	45.1%	41.6%	1.08	38.2%	1.18	47.2%	0.96	43.1%	1.05
Supplies & Services	\$23,652,922	50.8%	52.7%	0.96	56.2%	0.90	46.1%	1.10	52.2%	0.97
Capital Component	\$1,928,589	4.1%	5.7%	0.72	5.6%	0.73	6.7%	0.62	4.7%	0.89
<b>Fiscal Statistics</b>										
Operating Margin (%)		13.0%	6.4%	2.05	11.1%	1.18	6.7%	1.96	8.0%	1.63
Total Hospital Net Income (%)		16.1%	7.1%	2.27	13.0%	1.24	9.1%	1.77	4.3%	3.74
Return on Equity (%)		15.1%	3.1%	4.93	9.2%	1.63	4.6%	3.27	4.4%	3.46
Current Ratio		78.5	2.9	27.34	27.3	2.87	14.3	5.50	-414.4	N/A
Days in Net Patient Accounts Receivable		42.0	85.9	0.49	50.2	0.84	49.3	0.85	42.0	1.00
Average Payment Period		4.2	125.5	0.03	13.9	0.30	35.0	0.12	-0.6	N/A
Equity Financing (%)		99.2%	57.8%	1.72	94.3%	1.05	57.4%	1.73	100.3%	0.99
Long-Term Debt to Equity Ratio		0.0	0.4	N/A	0.0	N/A	0.1	N/A	0.0	0.81
Times Interest Earned		0.0	12.0	N/A	761.1	N/A	16.7	N/A	0.0	N/A
Total Asset Turnover		0.9	0.4	2.11	0.7	1.29	0.5	1.83	1.1	0.86
Average Age of Plant (Years)		14.1	19.6	0.72	8.8	1.61	11.3	1.25	13.2	1.07
Increase (Decrease) Total Net Patient Revenue		11.5%	3.9%	2.90	5.6%	2.04	3.0%	3.85	-2.8%	N/A
Outpatient Gross Revenue (% of Total GPR)		86.8%	67.6%	1.28	71.7%	1.21	82.2%	1.06	87.5%	0.99
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$7,151		\$19,469	0.37	\$13,116	0.55	\$12,086	0.59	\$6,926	1.03
Inpatient Net Revenue per Day	\$1,819		\$3,859	0.47	\$3,156	0.58	\$3,093	0.59	\$1,754	1.04
Outpatient Net Revenue per Visit	\$631		\$875	0.72	\$911	0.69	\$740	0.85	\$592	1.07

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$138,371,687	Cash & Cash Equivalents	\$31,973,614	Current Liabilities	\$508,765
Less Deductions	\$85,223,033	Net Patient Receivables	\$6,109,109	Long-Term Debt	-\$53,450
Net Patient Revenue	\$53,148,654	Other Receivables	\$0	Other Liabilities	\$0
Plus Other Revenue	\$403,768			Subtotal	\$455,315
Total Revenue	\$53,552,419	Land, Buildings & Equipment (Net)	\$19,380,831	Unrestricted Fund Balance	\$58,876,119
Less Expenses	\$46,565,560	Other Assets	\$1,867,882	Restricted Fund Balance	\$0
Non-Operating Gains/Losses	\$1,955,207			Total Liabilities & Fund Balance	\$59,331,434
Net Income	\$8,942,066	Total Assets	\$59,331,436		