

**308 Marshfield Medical Center-Weston**  
 3400 Ministry Parkway  
 Weston, WI 54476  
 715-393-3000

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

County: Marathon  
 Analysis Area: North Central (6)  
 Volume Group: 6

Selected Utilization Statistics	FY 2023	All GMS Hospitals		Analysis Area 6		Volume Group 6		FY 2023 vs. 2022	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2022	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	114.5%	61.5%	1.86	56.9%	2.01	62.5%	1.83	116.8%	0.98
Obstetrics	120.5%	41.1%	2.93	33.7%	0.07	35.5%	3.40	48.5%	2.49
Pediatrics	0.0%	67.0%	N/A	64.1%	N/A	90.3%	N/A	0.0%	N/A
Total Hospital	143.4%	61.6%	2.33	51.1%	2.81	61.3%	2.34	112.2%	1.28
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	16.0	24.9	0.64	14.9	1.08	27.9	0.57	19.9	0.81
Obstetrics	2.4	5.0	0.48	3.0	0.79	4.2	0.58	2.4	0.99
Pediatrics	0.0	1.7	N/A	2.6	N/A	3.6	N/A	0.0	N/A
Total Hospital	48.8	44.9	1.09	28.6	1.70	54.3	0.90	51.6	0.94
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	5.5	4.5	1.21	4.7	1.18	4.4	1.24	5.3	1.04
Obstetrics	2.0	2.4	0.84	2.4	0.86	2.4	0.85	2.1	0.99
Pediatrics	0.0	3.8	N/A	4.1	N/A	3.4	N/A	0.0	N/A
Total Hospital	4.6	4.9	0.95	4.1	1.11	4.7	0.98	4.7	0.97
<b>Surgical Operations</b>									
Inpatient	898	989	0.91	1,050	0.85	1,120	0.80	1,041	0.86
Outpatient	2,364	4,208	0.56	4,075	0.58	5,321	0.44	2,284	1.04
Inpatient as % of All Surgeries	27.5%	19.0%	1.45	20.5%	1.34	17.4%	1.58	31.3%	0.88
<b>Outpatient Visits</b>									
Non-Emergency Visits	106,504	131,799	0.81	89,194	1.19	201,183	0.53	117,079	0.91
Emergency Visits	15,439	16,822	0.92	12,167	1.27	23,507	0.66	14,446	1.07
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	0.0	17.5	N/A	21.2	N/A	18.1	N/A	1.0	0.00
Nurses, Licensed	265.7	232.9	1.14	219.5	1.21	312.2	0.85	282.1	0.94
Ancillary Nursing Personnel	31.2	42.6	0.73	62.9	0.50	44.9	0.70	34.8	0.90
All Other Personnel	435.5	453.0	0.96	424.5	1.03	592.5	0.74	453.1	0.96
Total FTEs	732.5	746.0	0.98	728.1	1.01	967.7	0.76	771.1	0.95
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	0.0	12.3	N/A	16.3	N/A	9.7	N/A	0.5	0.00
Nurses, Licensed	150.1	163.8	0.92	168.3	0.89	167.7	0.89	155.1	0.97
Ancillary Nursing Personnel	17.6	30.0	0.59	48.2	0.37	24.1	0.73	19.1	0.92
All Other Personnel	245.9	318.6	0.77	325.5	0.76	318.3	0.77	249.1	0.99
Total FTEs	413.6	524.6	0.79	558.3	0.74	519.9	0.80	424.0	0.98

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	34	Health Maintenance Organization (HMO)	Yes	Average Beds Used	0	Bassinets	1
Discharges	3,872	Preferred Provider Organization (PPO)	Yes	Discharges	0	Total Births	424
Inpatient Days	17,795			Inpatient Days	0	Newborn Days	790

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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	14	1,063	5,852	114.5%	16.0	5.5
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	5	0	0	0	0.0%	0.0	0.0
Other Acute	3	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	432	880	120.5%	2.4	2.0
<b>Psychiatric</b>	5	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	5	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	1	6	690	3,872	176.8%	10.6	5.6
Cardiac Intensive Unit	2	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	3	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)	1	12	1,663	7,191	164.2%	19.7	4.3
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.

\* 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	0	0	0.0	Surgical Personnel	15	3	16.8
Physicians & Dentists	42	36	46.5	Radiological Services Personnel	34	2	35.0
Medical & Dental Residents	0	0	0.0	Sonographers	9	2	9.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	16	7	17.7
Registered Nurses	207	88	242.9	Occupational Therapists	3	1	3.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	1	0.9
Licensed Practical Nurses	0	1	0.0	Physical Therapists	1	8	5.4
Ancillary Nursing Personnel	21	36	31.2	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	22	5	25.2	Recreational Therapists	0	0	0.0
Physician Assistants	12	3	12.8	Dietitians & Nutritionists	2	5	3.7
Nurse Practitioners	11	2	11.4	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	9	4	11.5	Social Workers	0	1	0.8
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	115	52	133.2
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	89	16	89.6
Pharmacy Personnel	17	8	19.4				
Clinical Laboratory Personnel	16	3	16.7				
				<b>Total</b>	<b>641</b>	<b>284</b>	<b>732.5</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	\$351,064,954	59.6%	48.2%	1.24	51.9%	1.15	44.9%	1.33	58.2%	1.02
Medical Assistance	\$63,274,717	10.7%	14.2%	0.76	13.6%	0.79	18.0%	0.60	10.7%	1.00
Commercial	\$149,632,500	25.4%	32.4%	0.78	28.8%	0.88	32.5%	0.78	26.3%	0.97
All Other	\$25,542,020	4.3%	5.2%	0.83	5.7%	0.76	4.6%	0.95	4.8%	0.91
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$284,607,506	48.3%	37.1%	1.30	38.3%	1.26	35.8%	1.35	43.4%	1.11
Medical Assistance	\$56,723,246	9.6%	11.2%	0.86	10.8%	0.89	14.0%	0.69	9.7%	0.99
Commercial	\$62,791,683	10.7%	14.9%	0.71	10.2%	1.05	13.9%	0.77	8.9%	1.19
Charity Care	\$1,644,223	0.3%	0.7%	0.38	0.5%	0.58	0.5%	0.52	0.5%	0.58
Bad Debt	\$7,138,786	1.2%	0.8%	1.43	0.7%	1.81	0.8%	1.46	1.1%	1.15
All Other	\$18,803,807	3.2%	3.1%	1.02	3.7%	0.86	2.9%	1.11	3.6%	0.89
Total Deductions	\$431,709,251	73.2%	67.9%	1.08	64.1%	1.14	67.9%	1.08	67.1%	1.09
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	0.5%	6.4%	0.08		3.3%	0.15	6.1%	0.08	0.4%	1.26
Net Gains/Losses as % of Net Income	0.0%	11.1%	N/A		43.0%	N/A	10.0%	N/A	0.0%	N/A
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$78,243,613	52.3%	41.6%	1.26	38.8%	1.35	43.9%	1.19	48.3%	1.08
Supplies & Services	\$64,835,210	43.3%	52.7%	0.82	56.2%	0.77	49.1%	0.88	47.8%	0.91
Capital Component	\$6,567,487	4.4%	5.7%	0.76	4.9%	0.89	6.9%	0.63	3.9%	1.12
<b>Fiscal Statistics</b>										
Operating Margin (%)		5.7%	6.4%	0.89	1.4%	3.95	7.1%	0.80	18.0%	0.31
Total Hospital Net Income (%)		5.7%	7.1%	0.80	2.5%	2.28	7.8%	0.72	18.0%	0.31
Return on Equity (%)		0.3%	3.1%	0.10	0.6%	0.56	2.1%	0.15	1.1%	0.29
Current Ratio		0.9	2.9	0.31	1.0	0.86	2.2	0.40	1.5	0.59
Days in Net Patient Accounts Receivable		626.0	85.9	7.28	174.2	3.59	119.9	5.22	665.0	0.94
Average Payment Period		1,721.0	125.5	13.71	378.0	4.55	229.7	7.49	1,024.0	1.68
Equity Financing (%)		31.3%	57.8%	0.54	34.7%	0.90	53.3%	0.59	37.8%	0.83
Long-Term Debt to Equity Ratio		1.3	0.4	3.31	1.1	1.14	0.5	2.65	1.2	1.09
Times Interest Earned		0.0	12.0	N/A	5.7	N/A	9.1	N/A	28,663.8	N/A
Total Asset Turnover		0.1	0.4	0.13	0.2	0.25	0.3	0.21	0.1	0.92
Average Age of Plant (Years)		158.9	19.6	8.12	39.8	3.99	25.3	6.29	161.4	0.98
Increase (Decrease) Total Net Patient Revenue		-13.1%	3.9%	N/A	3.0%	N/A	4.1%	N/A	-3.8%	3.42
Outpatient Gross Revenue (% of Total GPR)		74.5%	67.6%	1.10	73.4%	1.01	71.5%	1.04	73.2%	1.02
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$10,133	\$19,469	0.52		\$16,243	0.62	\$18,306	0.55	\$11,486	0.88
Inpatient Net Revenue per Day	\$2,378	\$3,859	0.62		\$3,215	0.74	\$3,976	0.60	\$2,573	0.92
Outpatient Net Revenue per Visit	\$1,031	\$875	1.18		\$1,234	0.84	\$752	1.37	\$1,076	0.96

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$589,514,191	Cash & Cash Equivalents		Current Liabilities	\$676,370,414
Less Deductions	\$431,709,251	Net Patient Receivables		Long-Term Debt	\$1,172,290,701
Net Patient Revenue	\$157,804,940	Other Receivables		Other Liabilities	\$131,289,257
Plus Other Revenue	\$805,017			Subtotal	\$1,979,950,372
Total Revenue	\$158,609,960	Land, Buildings & Equipment (Net)	\$1,113,004,986	Unrestricted Fund Balance	\$903,727,111
Less Expenses	\$149,646,310	Other Assets	\$1,293,275,930	Restricted Fund Balance	\$15,027,856
Non-Operating Gains/Losses	\$0			Total Liabilities & Fund Balance	\$2,883,677,483
Net Income	\$8,963,650	Total Assets	\$2,883,677,481		