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# **Guide to Wisconsin Hospitals**

Fiscal Year 2017

**September 2018**

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The ***Guide to Wisconsin Hospitals, Fiscal Year 2017***, presents information on hospital finances, services, utilization and staffing. The data for this report was taken from the FY 2016 and FY 2017 Hospital Fiscal Surveys and the FY 2016 and FY 2017 Annual Survey of Hospitals. Under State law (Chapter 153, Wisconsin Statutes), WHA Information Center is responsible for collecting and disseminating Wisconsin hospital and freestanding ambulatory surgery center data.

This publication is not an exhaustive compilation of all data collected through the surveys. Readers desiring additional financial, service, utilization, or staffing information on a specific hospital should contact the WHA Information Center regarding the availability and cost of specific data requests.

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## INTRODUCTION

The ***Guide to Wisconsin Hospitals, Fiscal Year 2017***, presents selected descriptive financial, services, utilization, and staffing data about individual Wisconsin hospitals. It also provides summary and trend information for selected aggregate data.

The report is based on data submitted to the WHA Information Center on the Fiscal Year (FY) 2016 Hospital Fiscal Survey, the Fiscal Year (FY) 2017 Hospital Fiscal Survey, the FY 2016 Annual Survey of Hospitals and the FY 2017 Annual Survey of Hospitals by general medical-surgical (GMS) hospitals, long-term acute care hospitals (LTAC), psychiatric (psych) hospitals, alcohol and other drug abuse (AODA) hospitals, state-operated mental health (state) institutes, and rehabilitation (rehab) hospitals. Data from Veterans Affairs hospitals are collected on a voluntary basis but are not included in this report, nor are data from hospitals that submitted partial-year data.

### Types of Hospitals

General medical-surgical (GMS) hospitals (128 in FY 2017) provide diagnostic and therapeutic services to patients for a variety of medical and surgical conditions.

Critical Access Hospitals (CAHs) (58 in FY 2017) are GMS facilities that provide 24-hour emergency care, inpatient, outpatient, and swing-bed services. Many also provide obstetric services. Under the Wisconsin Rural Hospital Flexibility Program – a Medicare program – hospitals located in rural counties, or rural areas of urban counties, may be certified as CAHs if they meet eligibility conditions. Rural CAH applicants must be 35 miles from another hospital; if closer, they must be declared a “necessary provider of health care services” according to state plan criteria. They are limited to 25 acute-care beds. Length of stay for acute-care patients is limited to an annual 96-hour average per patient. If further inpatient care is needed, patients are generally transferred to contractually established referral hospitals. CAHs provide first-line emergency and community-integrated health care. Hospitals certified as CAHs are noted as such in Section VII (Individual Hospital Tables), and in Appendix 5 (Hospital Index).

Specialty hospitals provide services to specific categories of patients. In Wisconsin, specialty hospitals include the following:

- Long-Term Acute Care (LTAC) hospitals (6 in FY 2017) focus on patients who, on average, stay more than 25 days. They specialize in treating patients who may have more than one serious condition, but who may improve with time and care, and return home.
- Psychiatric hospitals (12 in FY 2017) provide diagnostic and therapeutic services to patients with mental or emotional disorders.
- Alcohol and Other Drug Abuse (AODA) hospitals (1 in FY 2017) provide diagnostic and therapeutic services to patients with alcohol, drug abuse or addiction problems.

- State-operated mental health institutes (2 in FY 2017) provide comprehensive and intensive diagnostic, therapeutic, and support services to patients with unusually complex or difficult mental, emotional, or developmental disorders.
- Rehabilitation hospitals (3 in FY 2017) provide a comprehensive array of restoration services for the physically disabled and all support services necessary to help them attain their maximum level of functioning.
- Veterans Affairs hospitals provide diagnostic and therapeutic services to armed forces veterans only. Because they are exempt from state data collection mandates, these facilities are not included in this report.

## **Control of Hospitals**

Different types of organizations own and control the policies and operations of Wisconsin hospitals. Of the 152 non-federal hospitals that provided full-year data to the FY 2017 Annual Survey of Hospitals, 127 are nongovernmental, not-for-profit entities, owned either by a religious organization (41) or by some other not-for-profit corporation (86). Two hospitals are state-operated and eight are county-operated. Fifteen hospitals (six GMS, six LTAC, two rehabilitation, and one psychiatric) are investor-owned, for-profit facilities.

## **Location of Hospitals**

Sixty-three of the state's 72 counties have at least one GMS hospital. Thirty-five counties have two or more GMS hospitals. Milwaukee County has the most, with 11. Waukesha County has five GMS hospitals. Brown County, Dane County, Rock County, St. Croix County, and Winnebago County have four GMS hospitals each.

LTAC hospitals are located in four counties, psychiatric hospitals are located in six counties, rehabilitation hospitals are located in three counties, state hospitals are found in two counties, and the sole AODA hospital is in Brown County.

## Data Sources

The data in this report are drawn from two surveys conducted annually: the Hospital Fiscal Survey and the Annual Survey of Hospitals.

Completion of the Hospital Fiscal Survey, which collects financial data from hospitals, has been mandatory since its inception in 1989. Completion of the Annual Survey of Hospitals, which collects utilization and staffing information, was made mandatory beginning April 1, 1992.

The financial, utilization and staffing figures in this report are based on each hospital's fiscal year. Fiscal years vary from hospital to hospital, according to individual accounting practices. The most common fiscal year is a calendar fiscal year beginning January 1 and ending December 31. Seventy-seven of the 152 reporting hospitals (51 percent) had a fiscal year ending December 31, 2017.

All data used in this report are based on each hospital's 2017 fiscal year. Only hospitals that reported a full fiscal year's data are included.

The hospital financial information in this report is fiscal-year data based on actual revenue received from payers. In contrast, the hospital information in the annual Health Care Data Report is calendar-year information on billed charges (not actual reimbursement) from expected payers.

### Fiscal Year Ending Date, Wisconsin Hospitals, FY 2017

<u>Fiscal Year End</u>	<u>Number of Hospitals</u>
03/31/2017	2
06/30/2017	53
07/31/2017	3
09/30/2017	17
12/31/2017	77

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

## Volume Groups and Analysis Areas

Volume groups and analysis areas are discussed in Section IV (Comparative Data) and are defined in Appendix 1 (Glossary Terms). The hospital index (Appendix 5) at the end of this publication shows the volume group and analysis area to which each hospital belongs.

## SUMMARY DATA: FISCAL YEAR 2017

- One hundred fifty-two hospitals submitted full-year data to the WHA Information Center for FY 2017. Of this total, 128 were general medical-surgical (GMS) hospitals, six were long-term acute care (LTAC) hospitals, twelve were psychiatric (psych) hospitals, three were rehabilitation (rehab) hospitals, and one was an alcohol and other drug abuse (AODA) hospital. Two were state-owned (state) hospitals.
- Of the 152 hospitals that submitted full-year data, 137 were not-for-profit. Fifteen hospitals (six GMS, six LTAC, two rehab, and one psych) were for-profit facilities owned by partnerships or corporations.
- Of the 137 not-for-profit hospitals, two were state-operated hospitals, eight were county-operated hospitals, 41 were religious hospitals, and 86 were other not-for-profit hospitals.
- In FY 2017, there were 58 Critical Access Hospitals (CAHs).
- WHA surveyed 18 of the state's largest health care systems, which represent 96 hospitals. Each system provides crucial nonhospital services that are not reported in the hospital-only fiscal survey. According to WHA, hospitals within the 18 systems had an average operating margin of 9.6%, but the systems as a whole had operating margins averaging only 4.6%.
- The overall average occupancy rate for Wisconsin hospitals was 58 percent in FY 2017. GMS hospitals had an average occupancy rate of 57 percent, LTAC hospitals, 68 percent, psychiatric hospitals, 77 percent, the AODA hospital, 27 percent, state hospitals, 50 percent, and rehabilitation hospitals, 74 percent.
- On average, there were 7,204 patients hospitalized on any given day: 6,263 at GMS hospitals, 168 at LTAC hospitals, 445 at psychiatric hospitals, 6 at the AODA hospital, 240 at state hospitals, and 82 at rehabilitation hospitals.
- There were 556,033 hospital discharges in FY 2017: 521,531 from GMS hospitals, 2,048 from LTAC hospitals, 25,923 from psychiatric hospitals, 146 from the AODA hospital, 4,267 from state hospitals, and 2,118 from the rehabilitation hospitals.
- There were 2,629,349 inpatient days reported by Wisconsin hospitals, of which 2,285,930 were for GMS hospitals, 61,322 were for LTAC hospitals, 162,430 were for psychiatric hospitals, 2,171 were for the AODA hospital, 87,484 were for the state hospitals, and 30,012 were for the rehabilitation hospitals.
- Outpatient visits totaled 19,658,298 at the 140 Wisconsin hospitals that provided outpatient services. GMS hospitals had 19,195,568 outpatient visits, LTAC hospitals had 3,985, psychiatric hospitals had 436,228, the AODA hospital had 5,804, and the rehabilitation hospitals had 16,713.
- Medicare accounted for 44.4 percent of total gross patient revenue (billed charges), Medicaid for 14.8 percent, and other public sources for 1.2 percent. Commercial insurance accounted for 36.5 percent of total gross patient revenue, and self-pay/other accounted for 3.1 percent.
- Total hospital revenue was \$22,370.1 million, \$21,585.4 million at GMS hospitals and \$784.7 million at specialty hospitals.



- Wisconsin hospitals collected 38 percent of total gross patient revenue (billed charges). GMS hospitals collected 38 percent of patient charges, LTAC hospitals collected 30 percent, psychiatric hospitals collected 51 percent, the AODA hospital collected 49 percent, the state hospitals collected 93 percent, and the rehabilitation hospitals collected 55 percent.
- The average net revenue (charges minus deductions, before expenses) received per inpatient day in a Wisconsin hospital in FY 2017 was \$3,247; the average length of stay was 4.8 days. Net revenue received per inpatient day (and average length of stay) was \$3,540 for GMS hospitals (4.4 days), \$1,760 for LTAC hospitals (29.9 days), \$1,296 for psychiatric hospitals (6.3 days), \$815 for the AODA hospital (14.9 days), \$687 for the state hospitals (20.5 days), and \$1,822 for the rehabilitation hospitals (14.2 days).
- The average net revenue (charges minus deductions, before expenses) received per inpatient day in a Wisconsin hospital in FY 2017 was \$3,247; the average length of stay was 4.8 days. Net revenue received per inpatient day (and average length of stay) was \$3,540 for GMS hospitals (4.4 days), \$1,760 for LTAC hospitals (29.9 days), \$1,296 for psychiatric hospitals (6.3 days), \$815 for the AODA hospital (14.9 days), \$687 for the state hospitals (20.5 days), and \$1,822 for the rehabilitation hospitals (14.2 days).
- The average net revenue (charges minus deductions, before expenses) received per outpatient visit in a Wisconsin hospital in FY 2017 was \$647. GMS hospitals received \$654, the LTAC hospitals received \$74, psychiatric hospitals received \$363, the AODA hospital received \$102, and rehabilitation hospitals received \$214.
- Salaries and fringe benefits represented 45.2 percent of total expenses for Wisconsin hospitals. For GMS hospitals, salaries and fringe benefits represented 44.7 percent of total expenses, for LTAC hospitals 46.8 percent, for psychiatric hospitals 53.0 percent, for the AODA hospital 73.1 percent, for state hospitals 76.2 percent, and for rehabilitation hospitals 54.2 percent.
- The net-income percentage across all Wisconsin hospitals was 9.8 percent in FY 2017. The rehabilitation hospitals had the highest net income percentage (23.3 percent) followed by the GMS hospitals (10.1 percent), psychiatric hospitals (2.5 percent). The AODA hospital reported a net loss of 2.0 percent, LTAC hospitals reported a net loss of 2.1 percent, and the state hospitals reported a net loss of 6.1 percent.
- Wisconsin hospitals reported net income of \$2.23 billion in FY 2017. GMS hospitals reported net income of \$2.21 billion, and specialty hospitals together reported net income of \$14.4 million.
- Thirty-three hospitals lost money in FY 2017, compared to thirty-six in FY 2016.
- There were 12,408 beds set up and staffed in FY 2017 at the 152 reporting hospitals. Of these, 10,975 were at GMS hospitals, 248 were at LTAC hospitals, 575 were at psychiatric hospitals, 22 were at the AODA hospital, 477 were at the state hospitals, and 111 were at the rehabilitation hospitals.
- GMS hospitals averaged the highest ratio of full-time equivalent (FTE) personnel per patient (6.3). The state hospitals were next (5.9), followed by the psychiatric

hospitals (4.2), LTAC hospitals (4.1), the AODA hospital (3.5), and rehabilitation hospitals (2.9). Statewide, for all hospitals, the average was 5.9 FTEs per patient.

- GMS hospitals employed 192 full-time licensed nurses per 100 patients. the AODA hospital employed 110 per 100 patients, LTAC hospitals employed 106, state hospitals employed 86, rehabilitation hospitals employed 85, and psychiatric hospitals employed 69.



## SECTION I. Financial Information

The following financial terms appear in this report:

**Deductions:** The portion of charges incurred by patients but not reimbursed by third-party payers, government, and private payers. Deductions include charity care and bad debt.

**Expenses:** Costs of operations charged to a hospital during the fiscal year.

**Gross Patient Revenue:** The total charges billed by a hospital for inpatient and outpatient services. Gross patient revenue consists of charges to Medicare, Medical Assistance, BadgerCare, other public programs, commercial insurance, and other self/non-public payers. [“Other public programs” includes county unified services boards, general relief, and the federal TRICARE program for military personnel and dependents. “Commercial insurance” includes group and individual accident and health insurance, self-funded plans, Health Maintenance Organizations (HMOs), other alternative health care plans, and workers’ compensation.]

**Net Income:** Revenue and gains in excess of expenses and losses.

**Net Patient Revenue:** Gross patient revenue minus all deductions, the actual payments received from patient charges, before expenses.

**Non-Operating Gains:** Gifts, donations, endowments, investments, and any other gains not related to patient care or hospital-related patient services.

**Non-Operating Losses:** State and federal corporate income and real estate taxes and other losses not directly related to patient care or hospital-related patient services.

**Other Revenue:** Revenue from services provided to patients, other than health care, as well as sales and services to non-patients (e.g., parking, gift shops, and cafeterias).

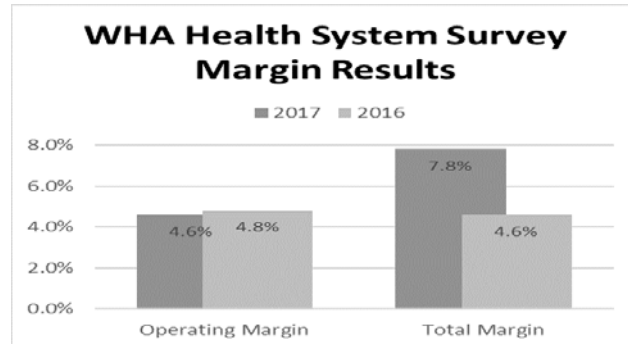
**Total Revenue:** The sum of net patient revenue and other revenue.

**Note:** For ease of presentation, dollar amounts are generally reported in millions or billions. For example, \$5,396,832,249 is the same as \$5,396.8 million or \$5.4 billion.

## Health Systems

Many of Wisconsin hospitals are part of health systems that provide a continuum of care in communities around the state. Hospitals frequently provide the operating margin to allow health systems to support unprofitable but necessary integrated services, including hospice centers, physician clinics, nursing homes, home health, assisted living, dialysis and other services that would not exist in many communities if not for the financial stability of the local hospital or regional hospital system.

Below is a summary of revenue and expenses for 18 Wisconsin health systems comprising 96 hospitals. The operating margin for these 18 systems was 4.6% in 2017. The total margin was 7.8%.



<b>Table 1a</b>	<b>Total System Operations</b>	<b>Fiscal Survey Data on System Hospitals Only</b>
Operating Revenue	\$25,952,058,736	\$19,522,851,897
Operating Expense	\$24,753,666,389	\$17,645,465,741
Operating Margin	\$1,198,392,347	\$1,877,386,156
Operating Margin %	4.6%	9.6%
Nonoperating Income & Investments	\$1,023,285,009	\$349,294,522
Nonoperating Expenses	\$104,999,907	\$124,202,136
Total Revenue	\$26,975,343,745	\$19,872,146,419
Total Expenses	\$24,858,666,296	\$17,769,667,877
Total Margin	\$2,116,677,449	\$2,102,478,542
Total Margin %	7.8%	10.6%

<b>Table 1b</b>	<b>Number of Systems Providing</b>
<b>Non-Hospital Services</b>	
Physician Clinics	17
Lab	16
Home Health	15
Pharmacy	15
Dialysis	11
Hospice	11
Assisted Living	7
Nursing Home	7
<b>Other services noted:</b>	
Durable medical equipment, behavioral health, rehabilitation, social services, health plans, etc.	

Source: FY 2017 Health System Survey, WHA Information Center, LLC.

## Hospitals

In FY 2017, Wisconsin hospitals generated \$22.4 billion in total revenue (see Table 2). After expenses and non-operating gains and losses, hospitals were left with total net income of \$2.2 billion.

	<b>All Hospitals</b>	<b>GMS</b>	<b>Specialty</b>
Gross Patient Revenue	\$55,038.9	\$53,806.9	\$1,232.0
Net Patient Revenue	\$20,800.2	\$20,215.8	\$584.5
Total Revenue	\$22,370.1	\$21,585.4	\$784.7
Expenses	\$20,431.7	\$19,655.2	\$776.5
Nonoperating Gains/Losses	\$286.3	\$280.1	\$6.2
Net Income	\$2,224.7	\$2,210.3	\$14.4

Source: FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

Between fiscal years 1993 and 2017, total gross patient revenue (charges) at Wisconsin hospitals increased from \$6.8 billion to \$55.0 billion. Net patient revenue increased from \$5.0 billion to \$20.8 billion, and expenses increased from \$5.2 billion to \$20.4 billion. Net income increased from \$241.7 million to \$2.2 billion. In FY 1993, hospitals collected 74 percent of their charges. In FY 2017, they collected 38 percent.

During the same period, total gross patient revenue at GMS hospitals increased from \$5.3 billion to \$55.0 billion. Net patient revenue rose from \$3.9 billion to \$20.8 billion. Net income increased from \$217.4 million to \$2.2 billion.

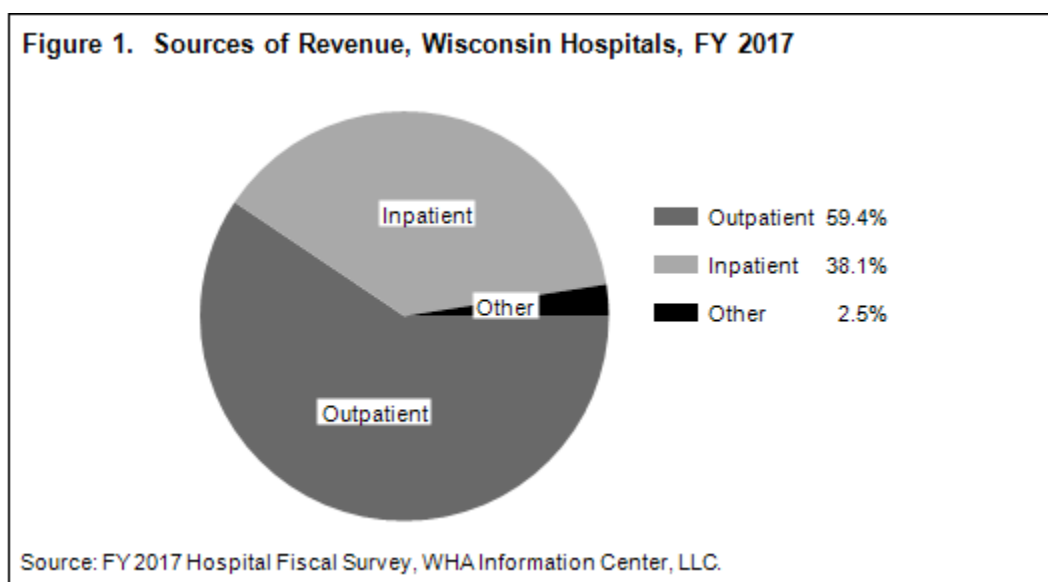
Net income at specialty hospitals went from \$24.3 million in 1993 to \$14.4 million in 2017. The number of specialty hospitals increased from 22 in 1993 to 24 in 2017.

## Outpatient Revenue Continues to Increase as a Proportion of All Revenue

Hospital revenue comes from several sources:

- Charges billed to inpatients
- Charges billed to outpatients
- Other revenue, such as tax appropriations, cafeteria and gift-shop sales, and parking fees

The movement of patient care from an inpatient to an outpatient setting continued in FY 2017. From 1993 to 2017, inpatient revenue as a proportion of total gross patient and other revenue at GMS hospitals decreased from 66.8 percent to 38.1 percent. This corresponds to an increase in outpatient gross revenue as a proportion of total gross patient and other revenue, from 30.3 percent to 59.4 percent (see Figure 1).



Generally, small, rural GMS hospitals rely to a great degree on outpatient services as a source of income than do larger, urban hospitals. Larger hospitals serve large population bases and are more often affiliated with health care systems or networks that have separate outpatient care facilities.

The GMS hospitals with the highest percentages of gross outpatient revenue as a proportion of total gross patient and other revenue were: Bellin Health Oconto Hospital with 97.2 percent, St. Mary's Hospital of Superior with 93.5 percent, Moundview Memorial Hospital & Clinics, Inc., Friendship, with 92.1 percent, Ascension Good Samaritan Hospital, Merrill, with 88.5 percent, and Ascension Our Lady of Victory Hospital, Stanley, with 88.2 percent.

In FY 2017, Wisconsin hospitals reported \$1.6 billion in other (non-patient) revenue. State hospitals relied most on other revenue, with 53.8 percent of hospital revenue from this source, compared with 14.6 percent at psychiatric hospitals, 2.5 percent at GMS

hospitals, 0.7 percent at the LTAC hospitals, 0.1 percent at the rehabilitation hospitals, and 0.0 percent at the AODA hospital (see Table 3).

Type	Hospitals	Inpatient Revenue (%)	Outpatient Revenue (%)	Other Revenue (%)
AODA	1	74.5	25.5	0.0
GMS	128	38.1	59.4	2.5
LTAC	6	99.1	0.2	0.7
PSYCH	12	53.6	31.8	14.6
REHAB	3	88.5	11.4	0.1
STATE	2	45.2	1.1	53.8
<b>TOTAL</b>	<b>152</b>	<b>38.8</b>	<b>58.4</b>	<b>2.8</b>

Source: FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

### **Public Payment Sources as a Percentage of Gross Patient Revenue**

In FY 2017, Medicare and commercial insurance were the major sources of payment for all Wisconsin hospitals combined, with Medicare constituting 44.4 percent of gross patient revenue and commercial insurance 36.5 percent (see Table 4). Government payer sources combined (Medicare, Medical Assistance and other public programs), however, accounted for a higher proportion of gross patient revenue (60.4 percent) than did private sources (39.6 percent). Medicare gross patient revenue as a proportion of total gross patient revenue for each type of hospital ranged from a high of 56.8 percent at rehabilitation hospitals to a low of 0.2 percent at the sole AODA hospital.

Medical Assistance gross patient revenue as a proportion of total gross patient revenue was highest at the AODA hospital, at 56.8 percent. Psychiatric, LTAC, State, and Rehabilitation hospitals reported 44.9 percent, 22.5 percent, 19.9 and 15.5 percent of total gross patient revenue, respectively. The GMS hospitals reported the smallest percentage of Medical Assistance gross revenue at 14.4 percent.

Revenue from commercial insurance as a proportion of total gross patient revenue was highest for the AODA hospital (41.7 percent) and lowest at state hospitals (17.5 percent).



**Table 4. Payment Sources as a Percent of Total Gross Patient Revenue, Wisconsin Hospitals, FY 2017**

Type	Hospitals	Public Source (%)			Private Source(%)	
		Medicare	Medical Assistance	Other Public	Commercial	Self/Other
AODA	1	0.2	56.8	0.0	41.7	1.4
GMS	128	44.8	14.4	1.1	36.6	3.1
LTAC	6	55.1	22.5	0.0	22.4	0.0
PSYCH	12	10.8	44.9	2.9	37.9	3.5
REHAB	3	56.8	15.5	0.0	27.2	0.5
STATE	2	21.1	19.9	41.5	17.5	0.0
<b>TOTAL</b>	<b>152</b>	<b>44.4</b>	<b>14.8</b>	<b>1.2</b>	<b>36.5</b>	<b>3.1</b>

Source: FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

### Percent of Charges Collected by Hospitals

Overall, Wisconsin hospitals collected 37.8 cents for each dollar they charged in FY 2017 (see Table 5), less than the proportion they received in 2016 (39.1 cents). GMS hospitals received 38 percent of their charges. The state-operated mental health institutes, rehabilitation hospitals, psychiatric hospitals, AODA hospital, and the LTAC hospitals received 93 percent, 55 percent, 51 percent, 49 percent, and 30 percent of their charges, respectively.

The GMS hospital with the highest percentage of gross patient revenue collected was Children's Hospital of Wisconsin - Fox Valley, Neenah, at 69.7 percent. Aurora Sinai Medical Center, Milwaukee, collected the lowest percentage of gross patient revenue at 26.6 percent.

Two types of deductions from gross patient revenue are used to arrive at net patient revenue: contractual adjustments and non-contractual adjustments. Contractual adjustments refer to discounts on hospital charges that are contracted between hospitals and payers or are mandated by government programs. Non-contractual deductions include such items as courtesy discounts, employee discounts, administrative adjustments, research grants, charity care, and bad debt. Charity care involves full or partial waiver by a hospital of patient charges due to the patient's inability to pay.

Deductions from revenue for all Wisconsin hospitals in FY 2017 totaled \$34.2 billion (see Table 6). Deductions from revenue have increased dramatically for GMS hospitals since FY 1993, from 27 percent of gross billings (or \$1.8 billion) in FY 1993 to 62 percent of billed charges (or \$33.6 billion) in FY 2017.

For all Wisconsin hospitals, contractual adjustments constituted 96 percent of unpaid charges in 2017, slightly higher than the 95 percent in FY 2016 (see Tables 6 and 7A).

The largest adjustment (\$17.9 billion, or 52 percent of total deductions) came from Medicare, followed by \$8.1 billion (24 percent) from commercial sources and \$6.0 billion (18 percent) from Medical Assistance.

For all Wisconsin hospitals, the highest percentage of gross revenue collected by payer source for FY 2017 was from commercial payers, with 59.6 percent collected (see Table 7B). The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 26.4 percent collected.

At GMS hospitals, the highest percentage of gross revenue collected by payer source for FY 2017 was from commercial payers, with 59.6 percent collected. The lowest percentage of gross revenue collected by payer source was from Medical Assistance with 25.3 percent collected.

At specialty hospitals, the highest percentage of gross revenue collected by payer source for FY 2017 was from other public sources, which include County Relief, county programs under 51.42 & 51.437, Wisconsin Statutes, and all other public programs, with 96.3 percent collected.

**Table 5. Percent of Total Gross Patient Revenue Actually Collected, Wisconsin Hospitals, FY 2017**

Type	Hospitals	Gross Patient Revenue (in millions)	Deductions from Revenue (in millions)	Net Patient Revenue (in millions)	Percentage of Gross Patient Revenue Collected
AODA	1	\$4.8	\$2.5	\$2.4	48.9
GMS	128	\$53,806.9	\$33,591.1	\$20,215.8	37.6
LTAC	6	\$352.4	\$246.2	\$106.2	30.1
PSYCH	12	\$704.7	\$347.6	\$357.1	50.7
REHAB	3	\$103.7	\$46.5	\$57.2	55.2
STATE	2	\$66.4	\$4.8	\$61.6	92.7
<b>TOTAL</b>	<b>152</b>	<b>\$55,038.9</b>	<b>\$34,238.7</b>	<b>\$20,800.2</b>	<b>37.8</b>

Source: FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

<b>Table 6. Summary of Hospital Revenue (in millions ), Wisconsin, FY 2017</b>			
	<b>All Hospitals</b>	<b>GMS</b>	<b>Specialty</b>
Gross Patient Revenue (Patient Charges)	\$55,038.9	\$53,806.9	\$1,232.0
Contractual Adjustments:			
Medicare	\$17,933.2	\$17,721.4	\$211.8
Medical Assistance	\$6,005.2	\$5,779.7	\$225.6
Other Public Sources	\$435.2	\$433.4	\$1.8
Commercial Sources	\$8,123.5	\$7,958.6	\$164.9
Other Contractual Adjustments	\$268.9	\$269.8	-\$0.9
Charity Care	\$553.4	\$531.8	\$21.6
Bad Debt	\$583.4	\$568.6	\$14.8
Other Noncontractual Deductions	\$335.9	\$327.8	\$8.0
<b>Total Deductions</b>	<b>\$34,238.7</b>	<b>\$33,591.1</b>	<b>\$647.5</b>
Net Patient Revenue	\$20,800.2	\$20,215.8	\$584.5
Other Revenue	\$1,569.8	\$1,369.6	\$200.2
<b>Total Revenue</b>	<b>\$22,370.1</b>	<b>\$21,585.4</b>	<b>\$784.7</b>

Source: FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

At CMS hospitals, from FY 1993 to FY 2017, Medicare adjustments, as a proportion of all unpaid charges, decreased from 60.0 percent to 52.8 percent, the proportion of Medical Assistance adjustments increased from 15.7 percent to 17.2 and adjustments from other public sources decreased from 2.0 percent to 1.3 percent. From FY 1993 to FY 2017, charity care at CMS hospitals dropped from 4.6 to 1.6 percent of all unpaid charges, although the dollar value of billed charges for charity care increased dramatically to \$531.8 million.

At CMS hospitals, from FY 1993 to FY 2017, adjustments from commercial sources, as a proportion of all unpaid charges, increased from 16.5 percent to 23.7 percent.

<b>Table 7A. Deductions from Revenue as a Percent of Total Deductions from Revenue, Wisconsin Hospitals, FY 2017</b>			
	<b>All Hospitals (%)</b>	<b>GMS (%)</b>	<b>Specialty (%)</b>
Contractual Adjustments:			
Medicare	52.4	52.8	32.7
Medical Assistance	17.5	17.2	34.8
Other Public Sources	1.3	1.3	0.3
Commercial Sources	23.7	23.7	25.5
Other Contractual Adjustments	0.8	0.8	-0.1
Charity Care	1.6	1.6	3.3
Bad Debt	1.7	1.7	2.3
Other Noncontractual Deductions	0.3	1.0	1.2
Source: FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.			

<b>Table 7B. Percentage of Gross Revenue Collected by Payer Source, Wisconsin Hospitals, FY 2017</b>			
	<b>All Hospitals (%)</b>	<b>GMS (%)</b>	<b>Specialty (%)</b>
Revenue Collected:			
Medicare	26.6	26.4	38.2
Medical Assistance	26.4	25.3	47.3
Other Public Sources	33.1	28.0	96.3
Commercial Sources	59.6	59.6	57.5
Source: FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.			

## Average Net Revenue per Inpatient Day

In FY 2017, the average net revenue received (charges minus deductions, before expenses) per inpatient day in a Wisconsin hospital was \$3,247 with an average length of stay of 4.8 days (see Table 8A). Among all hospital types, GMS hospitals reported the highest average net revenue per inpatient day at \$3,540 but kept inpatients for fewer days (an average 4.4 days) than psychiatric (6.3 days), rehabilitation (14.2 days), AODA (14.9 days), LTAC (29.9), or state hospitals (20.5 days). GMS hospitals had the highest average net revenue per outpatient visit, at \$654.

In FY 2017, the average inpatient net revenue received per inpatient stay for all hospitals was \$15,486. GMS hospitals received an average of \$15,675. Average inpatient net revenue for the specialty hospitals ranged from \$8,120 per hospitalization for the psychiatric hospitals to \$52,709 per hospitalization for LTAC hospitals.

Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
AODA	\$12,117	\$815	14.9	\$102
GMS	\$15,675	\$3,540	4.4	\$654
LTAC	\$52,709	\$1,760	29.9	\$74
PSYCH	\$8,120	\$1,296	6.3	\$363
REHAB	\$25,824	\$1,822	14.2	\$214
STATE	\$14,084	\$687	20.5	N/A
<b>TOTAL</b>	<b>\$15,486</b>	<b>\$3,247</b>	<b>4.8</b>	<b>\$647</b>

Note: Excludes data on newborns.

Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

Type	Per Inpatient Stay	Per Inpatient Day	Length of Stay (days)	Per Outpatient Visit
AODA	\$12,117	\$815	14.9	\$102
GMS	\$15,788	\$3,602	4.4	\$654
LTAC	\$52,709	\$1,760	29.9	\$74
PSYCH	\$8,120	\$1,296	6.3	\$363
REHAB	\$25,824	\$1,822	14.2	\$214
STATE	\$14,084	\$687	20.5	N/A
<b>TOTAL</b>	<b>\$15,590</b>	<b>\$3,297</b>	<b>4.7</b>	<b>\$647</b>

Note: Excludes data on newborns.

Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

The two GMS hospitals with the highest net revenue per patient were Children's Hospital of Wisconsin, Milwaukee, (\$41,071) and Children's Hospital of Wisconsin - Fox Valley in Neenah (\$33,505).

Thirty-six GMS hospitals had net revenue per patient greater than \$14,000. They were:

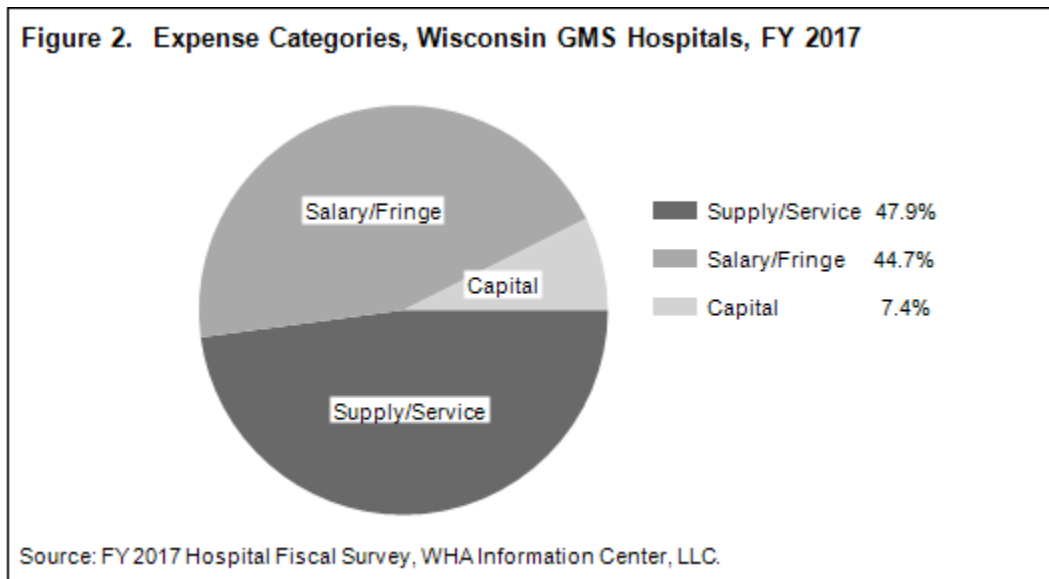
Hospital	City	Net revenue per patient
• Children's Hospital of Wisconsin	Milwaukee	\$41,071
• Children's Hospital of Wisconsin - Fox Valley	Neenah	\$33,505
• OakLeaf Surgical Hospital	Altoona	\$32,110
• Chippewa Valley Hospital	Durand	\$27,365
• Froedtert Memorial Lutheran Hospital, Inc	Milwaukee	\$26,803
• UW Hospital and Clinics Authority	Madison	\$26,606
• Mayo Clinic Health System - Chippewa Valley in Bloomer	Bloomer	\$24,826
• Mayo Clinic Health System - Oakridge in Osseo	Osseo	\$23,919
• ThedaCare Medical Center - Wild Rose	Wild Rose	\$23,798
• Midwest Orthopedic Specialty Hospital	Franklin	\$23,692
• Orthopaedic Hospital of Wisconsin	Glendale	\$21,213
• Aurora St. Luke's Medical Center / South Shore	Milwaukee	\$19,759
• Gundersen Lutheran Medical Center	La Crosse	\$18,867
• Gundersen St. Joseph's Hospital and Clinics	Hillsboro	\$18,472
• Marshfield Medical Center	Marshfield	\$17,977
• Mayo Clinic Health System in Eau Claire	Eau Claire	\$17,792
• Mile Bluff Medical Center	Mauston	\$17,332
• Hayward Area Memorial Hospital	Hayward	\$16,724

<b>Hospital</b>	<b>City</b>	<b>Net revenue per patient</b>
• Vernon Memorial Healthcare	Viroqua	\$16,579
• Aurora BayCare Medical Center in Green Bay	Green Bay	\$16,472
• Gundersen Moundview Hospital and Clinics	Friendship	\$16,091
• Ascension Our Lady of Victory Hospital	Stanley	\$16,051
• Black River Memorial Hospital	Black River Falls	\$15,735
• Columbus Community Hospital	Columbus	\$15,548
• St Vincent Hospital	Green Bay	\$15,499
• Ascension SE Wisconsin - Elmbrook Campus	Brookfield	\$15,359
• UnityPoint Health - Meriter	Madison	\$15,108
• Aspirus Wausau Hospital	Wausau	\$15,085
• Memorial Hospital of Lafayette Co.	Darlington	\$14,970
• Bellin Hospital	Green Bay	\$14,727
• Ascension Calumet Hospital, Inc	Chilton	\$14,482
• Gundersen Tri-County Hospital and Clinics	Whitehall	\$14,479
• St Mary's Hospital	Madison	\$14,441
• ProHealth Waukesha Memorial Hospital	Waukesha	\$14,354
• Sacred Heart Hospital	Eau Claire	\$14,268
• Sauk Prairie Healthcare	Prairie du Sac	\$14,224

## Salaries and Fringe Benefits as a Proportion of Hospital Expenses

Hospital expenses fall into three major categories:

- Salaries and fringe benefits (personnel costs)
- Supplies and services
- Capital (cost of refinancing, renovation, expansion, or equipment purchases)



As a proportion of total expenses, overall salaries and fringe benefits for Wisconsin GMS hospitals have decreased over time, from 52.4 percent in FY 1993 to 44.7 percent in FY 2017. The supplies and services proportion has increased from 36.8 percent to 47.9 percent (see Table 9).

The GMS hospitals had the largest supplies and services component of hospital expenses (47.9 percent). Psychiatric hospitals had the next largest supplies and services component (42.7 percent).



**Table 9. Percent of Expenses Allocated to Each Component, Wisconsin Hospitals, FY 2017**

Type	Hospitals	Salary / Fringe Benefits (%)	Supplies / Services (%)	Capital (%)
AODA	1	73.1	18.2	8.7
GMS	128	44.7	47.9	7.4
LTAC	6	46.8	41.5	11.7
PSYCH	12	53.0	42.7	4.3
REHAB	3	54.2	37.1	8.7
STATE	2	76.2	20.9	2.9
<b>TOTAL</b>	<b>152</b>	<b>45.2</b>	<b>47.5</b>	<b>7.3</b>

Source: FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

**Table 10. Revenue, Expense, Gain/Loss, Net Income (in millions), and Net Income Percentage, Wisconsin Hospitals, FY 2017**

Type	Hospitals	Total Revenue	Total Expenses	Nonoperating Gains/Losses	Net Income	Net Income (%)
AODA	1	\$2.35	\$2.40	\$0.00	-\$0.05	-1.99
GMS	128	\$21,585.39	\$19,655.24	\$280.11	\$2,210.25	10.11
LTAC	6	\$108.73	\$112.16	\$1.12	-\$2.30	-2.09
PSYCH	12	\$477.44	\$468.75	\$3.36	\$12.05	2.51
REHAB	3	\$57.29	\$43.95	\$0.00	\$13.34	23.28
STATE	2	\$138.86	\$149.22	\$1.74	-\$8.62	-6.13
<b>TOTAL</b>	<b>152</b>	<b>\$22,370.06</b>	<b>\$20,431.72</b>	<b>\$286.33</b>	<b>\$2,224.67</b>	<b>9.82</b>

Source: FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

### Net-Income Percentage for Wisconsin Hospitals

Even though most Wisconsin hospitals are not-for-profit facilities, hospital revenue and gains, can and do exceed expenses and losses at many facilities. The term “net income” is used to identify the difference between revenue and gains on one hand and expenses and losses on the other. Table 10 presents hospital revenue, expense, gain/loss, net income, and net-income percentage by hospital type.

The six GMS hospitals with the highest net incomes were Marshfield Medical Center at 199.9 million, Aurora St. Luke's Medical Center / South Shore, Milwaukee, at \$142.1 million, Aurora BayCare Medical Center in Green Bay at \$121.6 million, Froedtert Memorial Lutheran Hospital, Inc, Milwaukee, at 120.8 million, Gundersen Lutheran

Medical Center, La Crosse, at 95.1 million, and Children's Hospital of Wisconsin in Milwaukee at 84.4 million.

The GMS hospital with the highest net-income percentage was Midwest Orthopedic Specialty Hospital, Franklin, at 47.5 percent. The next top five were Marshfield Medical Center at 42.6 percent, Orthopaedic Hospital of Wisconsin, Glendale, at 40.5 percent, Aurora Medical Center in Kenosha at 29.6 percent, OakLeaf Surgical Hospital in Altoona at 28.2 percent, and Sacred Heart Hospital, Eau Claire, at 26.6 percent.

Thirty-three Wisconsin hospitals reported net losses, totaling \$107.04 million, in FY 2017 (see Table 11). In FY 2016, thirty-six hospitals operated at a loss, with a combined loss of \$149.69 million.

Type	Hospitals	Net Income
AODA	1	-0.05
GMS	22	-79.83
LTAC	4	-2.94
PSYCH	5	-12.70
STATE	1	-11.52
<b>TOTAL</b>	<b>33</b>	<b>-107.04</b>

### **Other Revenue and Non-Operating Gains**

Other revenue and non-operating gains, which include cafeteria and gift-shop sales, charitable bequests, investment income, and extraordinary gains and losses, become critically important income sources for facilities striving to remain financially healthy. For Wisconsin hospitals losing money on patient care, other revenue and non-operating gains can mean the difference between a positive and negative net income, or can ease the degree of loss.

In FY 2017, Wisconsin hospitals reported \$1.6 billion in other (non-patient) revenue (1.4 billion for GMS hospitals). Wisconsin hospitals reported \$286.3 million in non-operating gains (\$280.1 million in gains for GMS hospitals).

## Balance Sheet Information: Assets, Liabilities, and Fund Balances

Assets include cash and cash equivalents, accounts receivable, plant, equipment, and other unrestricted assets. Liabilities include current liabilities, long-term debt, other liabilities, and unrestricted fund balances.

Table 12 shows a composite balance sheet by hospital type. State-operated mental health institutes are not required to submit balance sheet information and therefore are not included. Total assets do not equal total liabilities and fund balances for some hospitals because some combination facilities are unable to separate hospital and nursing home data.

	AODA	GMS	LTAC	PSYCH	REHAB
Hospitals	1	128	6	12	3
Assets (in millions)					
Cash & cash equivalents	\$0.00	\$6,057.36	\$0.01	\$39.92	\$8.57
Net patient accounts receivable	\$1.56	\$2,845.40	\$29.75	\$66.36	\$10.84
Other accounts receivable	\$0.00	\$280.27	\$0.31	\$3.92	-\$1.02
Land, buildings, and equipment (net)	\$0.27	\$10,530.02	\$6.39	\$171.82	\$2.73
Other assets	\$0.00	\$9,365.63	\$11.17	\$127.82	\$13.36
<b>Total unrestricted assets</b>	<b>\$1.82</b>	<b>\$29,078.68</b>	<b>\$47.63</b>	<b>\$409.83</b>	<b>\$34.48</b>
Liabilities (in millions)					
Current liabilities	\$0.00	\$2,113.46	\$17.52	\$46.14	\$6.71
Long-term debt	\$0.00	\$3,540.48	\$3.21	\$91.46	\$0.00
Other liabilities	\$0.00	\$2,043.04	\$15.09	\$41.56	\$8.01
Unrestricted fund balances	\$1.82	\$21,389.38	\$11.81	\$230.67	\$19.76
<b>Total liabilities and unrestricted funds</b>	<b>\$1.82</b>	<b>\$29,086.36</b>	<b>\$47.63</b>	<b>\$409.83</b>	<b>\$34.48</b>
NOTE: State-operated Mental Health Institutes (STATE) are not included.					
Source: FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.					

## **SECTION II. UTILIZATION AND STAFFING**

### **Services Provided by GMS Hospitals**

Most GMS hospitals provide basic medical-surgical services. For instance, 96 percent of GMS hospitals provided adult medical-surgical acute services in FY 2017; 96 percent operated an emergency department; 77 percent provided orthopedic services, and 74 percent provided pediatric services.

Some GMS hospitals also offer more specialized kinds of medical and surgical care that are not widely available. For example, five hospitals in FY 2017 offered bone-marrow transplant services, six performed tissue transplants, four performed kidney transplants, and four performed heart/lung transplants. Six hospitals performed in-vitro fertilization services. Thirty-four hospitals offered positron emission tomography (PET) scans. The hospitals providing specialized surgeries or relatively rare treatments such as these were generally located in large urban areas or served as regional referral centers.

GMS hospitals also provide most of the inpatient psychiatric and AODA care offered in the state. Four percent of GMS hospitals (5 hospitals) provided inpatient alcoholism and chemical dependency services in separate and distinct units, and 19 percent (24 hospitals) offered inpatient psychiatric care services in such units.

Five of the twelve psychiatric hospitals provided inpatient alcohol and chemical dependency services in FY 2017.

In addition to the two rehabilitation hospitals in Wisconsin, 46 GMS hospitals had inpatient rehabilitation units, and 75 GMS hospitals offered outpatient rehabilitative services.

### **Hospital Occupancy Rates**

A common measure of a hospital's inpatient capacity utilization is its occupancy rate, defined as the average proportion of occupied beds at the hospital. Bed counts are based on the number of beds set up and staffed on the last day of the hospital's fiscal year. The occupancy rate for all Wisconsin hospitals in FY 2017 was 58.1 percent (see Table 13), up slightly from 56.4 percent in FY 2016.

Occupancy rates among GMS hospitals varied widely. While the overall occupancy rate for GMS hospitals in 2017 was 57.1 percent, seventeen hospitals had occupancy rates in excess of 70 percent. They were:

Ascension Good Samaritan Hospital, Merrill (399 percent), Mile Bluff Medical Center, Mauston (183 percent), Ascension St. Clare's Hospital, Weston (125 percent), Ascension Our Lady of Victory Hospital, Stanley (124 percent), Children's Hospital of

Wisconsin - Fox Valley, Neenah (112 percent), Children's Hospital of Wisconsin, Milwaukee (102 percent), Grant Regional Health Center, Lancaster (102 percent), Marshfield Medical Center (101 percent), Mercy Health Hospital and Trauma Center – Janesville (80 percent), UnityPoint Health – Meriter, Madison (79 percent), Aurora St. Luke's Medical Center / South Shore, Milwaukee (79 percent), Froedtert Memorial Lutheran Hospital, Inc, Milwaukee (77 percent), Amery Regional Medical Center (75 percent), UW Hospital and Clinics Authority, Madison (75 percent), Ascension St. Michael's Hospital, Stevens Point (75 percent), Ascension SE Wisconsin Hospital - Franklin Campus (75 percent), and Mayo Clinic Health System - Franciscan Healthcare in La Crosse (71 percent).

At the other extreme, seven GMS hospitals had occupancy rates of less than 10 percent. They were: Chippewa Valley Hospital, Durand, (9.2 percent), Gundersen Tri-County Hospital and Clinics, Whitehall, (8.8 percent), Mayo Clinic Health System - Oakridge in Osseo (7.5 percent), Mayo Clinic Health System - Chippewa Valley in Bloomer (7.1 percent), Memorial Hospital of Lafayette Co., Darlington, (6 percent), ThedaCare Medical Center - Wild Rose, (6 percent), Gundersen Moundview Hospital and Clinics, Friendship (4.6 percent).

Eighty-one of all GMS hospitals (63 percent) had occupancy rates of less than 50 percent during FY 2017. Twenty-nine GMS hospitals (23 percent) had occupancy rates of less than 25 percent.

The differences in bed-counting methods make comparisons of occupancy rates problematic, and can result in hospitals reporting occupancy rates of greater than 100 percent. Occupancy rates in this publication use the number of beds set up and staffed as of the end of the hospital's fiscal year.

One reason for the differences in occupancy rates is that hospitals routinely change the number of beds set up and staffed throughout the year to reflect the expected inpatient census at the hospital at any given time. The occupancy-rate formula can therefore produce deceiving results if the number of set up and staffed beds at the end of a hospital's fiscal year is substantially different than it was earlier in the year. When the last day of a hospital's fiscal year occurs during a period of temporarily low patient activity, the number of set up and staffed beds may be lower at that time and therefore occupancy rates of more than 100 percent for the year can result. On the other end of the spectrum, misleadingly low occupancy rates can result if the end of the hospital's fiscal year occurs during a time of temporarily high patient census, when additional beds are being staffed.

It is also important to note that these occupancy rates measure occupancy for acute-care beds only. Some smaller hospitals with low acute-care occupancy rates nevertheless may have high swing-bed occupancy rates. (A swing-bed stay involves an intermediate level of care that is less intensive than acute hospital care but more intensive than nursing home care.)

Type	Hospitals	Beds Set Up & Staffed	Discharges	Inpatient Days	Occupancy Rate (%)	Average Census (patients)	Length of Stay (days)
AODA	1	22	146	2,171	27.0	5.9	14.9
GMS	128	10,975	521,531	2,285,930	57.1	6,262.8	4.4
LTAC	6	248	2,048	61,322	67.7	168.0	29.9
PSYCH	12	575	25,923	162,430	77.4	445.0	6.3
REHAB	3	111	2,118	30,012	74.1	82.2	14.2
STATE	2	477	4,267	87,484	50.2	239.7	20.5
<b>TOTAL</b>	<b>152</b>	<b>12,408</b>	<b>556,033</b>	<b>2,629,349</b>	<b>58.1</b>	<b>7,203.7</b>	<b>4.7</b>

Note: Excludes data on newborns.

Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

### Hospitals Provide Many Outpatient Services

In addition to the basic medical-surgical and specialized services provided to inpatients, hospitals offer a great variety of outpatient services, including:

- Outpatient or day surgery
- Fertility testing/counseling
- Alcoholism/chemical dependency and psychiatric outpatient services
- Physical/rehabilitation therapy
- Renal dialysis
- Genetic counseling/screening
- Geriatric clinics
- Radiation therapy
- Sports medicine
- Emergency care

Overall, hospitals continue to expand the types of outpatient services they provide. See Table 19 for more detail.

Type	Hospitals	Outpatient Visits
AODA	1	5,804
GMS	128	19,195,568
LTAC	1	3,985
PSYCH	8	436,228
REHAB	2	16,713
<b>TOTAL</b>	<b>140</b>	<b>19,658,298</b>

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

All GMS hospitals provided outpatient care on a nonemergency basis. Five GMS hospitals did not provide emergency outpatient care in FY 2017. GMS hospitals reported that most of their outpatient visits (87 percent) were for nonemergency care. No emergency outpatient visits were reported by nine of the twelve psychiatric hospitals, by the sole AODA hospital, by either of the two state hospitals, the rehabilitation hospitals, or the LTAC hospitals.

One hundred twenty-five of the 128 reporting GMS hospitals offered outpatient surgical services in FY 2017. These hospitals performed 512,297 outpatient surgeries, or 75 percent of total GMS hospital surgeries. By comparison, these GMS hospitals performed 169,015 inpatient surgeries (25 percent of all GMS hospital surgeries) in FY 2017.

### Average Staff-to-Patient Ratio

Wisconsin hospitals employed 106,294 full-time equivalent (FTE) personnel in FY 2017. This number includes both full and part-time personnel. Ninety-five percent of all hospital personnel worked for GMS hospitals in FY 2017, the same percent as in FY 2016.

The overall average number of hospital staff FTEs per patient was 5.9 (see Table 15).

Type	FTEs	FTEs per Patient
AODA	27.8	3.48
GMS	100,871.5	6.30
LTAC	695.1	4.13
PSYCH	2,970.7	4.19
REHAB	271.1	2.92
STATE	1,458.0	5.94
<b>TOTAL</b>	<b>106,294.0</b>	<b>5.89</b>

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

The staff-to-patient ratio for personnel classifications varies by hospital type (see Table 16). For example, GMS hospitals had 192 licensed nurses per 100 patients, compared to 110 for the sole AODA hospital, 106 for LTAC hospitals, 86 for rehabilitation hospitals, 86 for the state-operated mental-health institutes, and 69 for the psychiatric hospitals.

Smaller GMS hospitals generally had a larger proportion of staff not involved in direct patient care, such as administrators and medical records personnel, since basic

administrative and record-keeping functions must be performed regardless of patient volume.

Hospitals report that 94 percent of the 27,298 medical staff members granted admitting privileges in Wisconsin hospitals were board-certified (i.e., had passed an examination given by a medical specialty board and were certified by that board as specialists). See Section IV: Comparative Data, Tables 22-24, for more detail.

	<b>AODA</b>	<b>GMS</b>	<b>LTAC</b>	<b>PSYCH</b>	<b>REHAB</b>	<b>STATE</b>
Administrators	0.0	15.1	5.3	13.1	18.3	18.8
Physicians	0.0	14.9	0.4	12.2	2.2	14.3
Residents	0.0	5.5	0.0	0.9	0.0	1.6
Licensed Nurses	109.6	192.2	105.9	68.5	85.5	85.9
Other Nursing Personnel	0.0	32.0	59.1	30.6	35.0	227.2
Medical Records	0.0	11.2	7.6	3.9	3.2	3.3
Pharmacy	0.0	17.5	30.0	3.1	3.3	4.4
Clinical Lab	0.0	18.1	1.8	0.1	0.0	1.8
Radiology	0.0	24.1	3.5	0.0	0.0	0.0
Therapeutic Services	0.0	29.8	48.0	3.6	48.5	24.6
Psychology/Social Work	137.8	5.2	1.8	58.5	0.0	32.8
Other	100.2	240.7	149.4	223.7	93.0	178.6
<b>Total</b>	<b>347.7</b>	<b>629.5</b>	<b>412.8</b>	<b>419.1</b>	<b>292.1</b>	<b>594.4</b>

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.





## **SECTION III. QUALITY OF SERVICES/PATIENT SAFETY**

### **Quality Improvement Activities**

Many hospitals participate in ongoing quality improvement, quality assurance and patient safety projects, programs and activities. A section of the FY 2017 Annual Survey of Hospitals asked hospitals to identify the amount of full-time equivalent positions that are dedicated to these functions.

Of the 152 hospitals reporting data, there were 497 FTEs dedicated to quality management & improvement; 117 FTEs to clinical safety; 933 FTEs to case management; 110 FTEs to accreditation; 134 FTEs to infection control, and 122 FTEs to risk management.

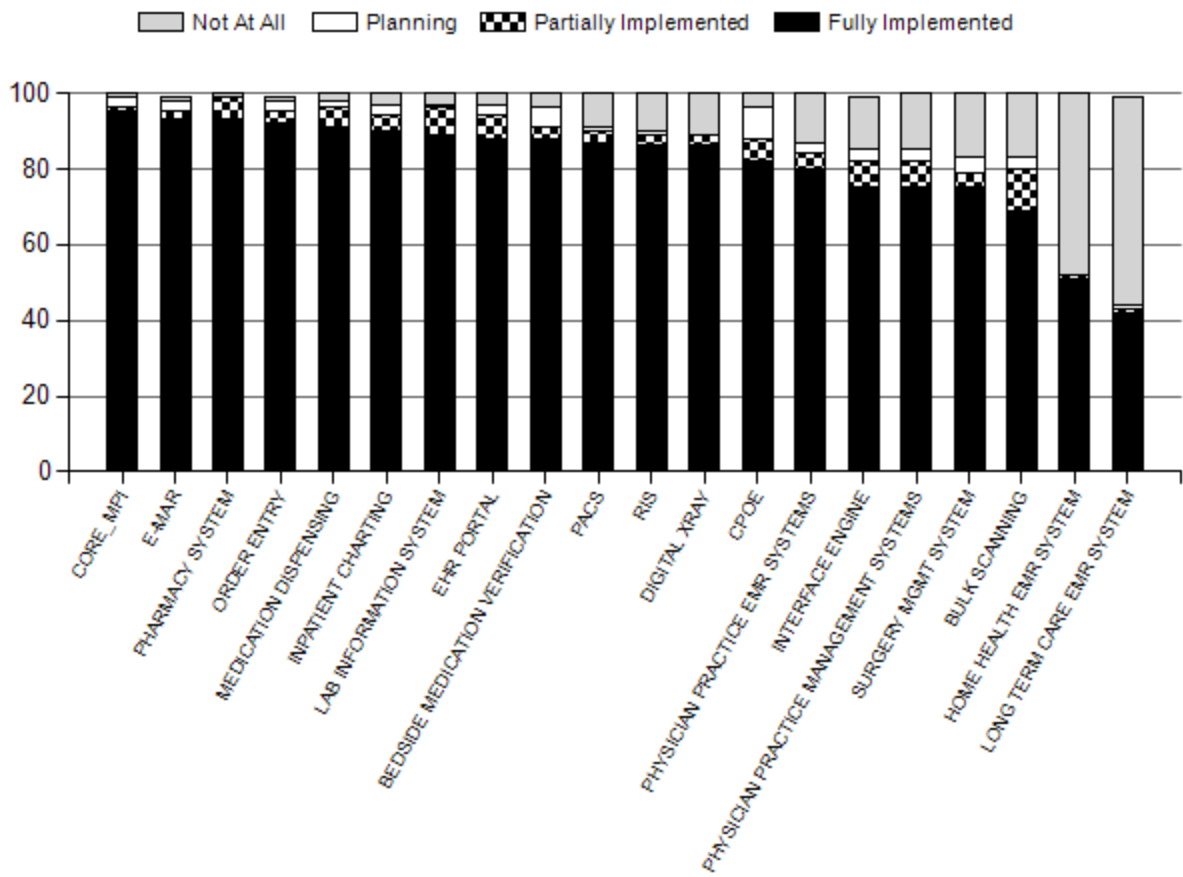
### **Patient Safety**

The possibility of medication errors is a concern for all hospitals. The FY 2017 Annual Survey of Hospitals asked hospitals to provide information on pharmacy services.

Ninety-three of the 152 reporting hospitals (61 percent) reported they provide 24-hour pharmacy services.

The FY 2017 Annual Survey of Hospitals asked hospitals to provide information on eHealth initiatives. Hospitals were requested to indicate whether various eHealth features were 'Fully Implemented,' 'Partially Implemented,' in 'Planning,' or 'Not at All.' 95% percent of Wisconsin hospitals reported that they had fully implemented a core master patient index and 89% had a fully implemented lab information system. See Figure 3.

**Figure 3: Implementation status of eHealth Features, Wisconsin Hospitals, 2017**



Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

## SECTION IV. COMPARATIVE DATA

WHA Information Center uses volume groups and analysis areas to perform comparative analyses among hospitals.

Volume groups are constructed annually to enable comparisons among hospitals with similar numbers of patients. Volume groups are defined according to total hospital patient volume (discharges adjusted to include both inpatients and outpatients). GMS hospitals have been divided into seven volume groups ranging from the lowest (volume group 1) to the highest (volume group 7). Specialty hospitals are not assigned a volume group.

Volume group 1 includes hospitals with up to 2,500 adjusted discharges; volume group 2, from 2,501 to 4,500; volume group 3, from 4,501 to 7,500; volume group 4, from 7,501 to 10,000; volume group 5, from 10,001 to 15,000; volume group 6, from 15,001 to 25,000, and volume group 7, 25,001 or more. Refer to Appendix 1, Glossary of Terms, for a definition of volume groups and to Appendix 5 for the volume group assigned to each hospital.

Note: The volume groups used in this report differ from the inpatient volume groups used in the *Health Care Data Report*. There are seven GMS volume groups used in the *Guide to Wisconsin Hospitals* versus six in the *Health Care Data Report*. Inpatient volume groups used in the *Health Care Data Report* are weighted by APR-DRG, and based only on inpatient data. The volume groups in the *Guide*, however, take into account both outpatient and inpatient volume.

Analysis areas are based on groups of counties originally established as health planning districts for the federal and state governments. The Wisconsin Bureau of Health Information subsequently modified the original seven analysis areas to create two additional sub areas, totaling nine hospital market areas. Analysis areas are used to compare hospitals within a particular geographic area. See Appendix 4 for a map that shows the analysis areas.

Tables 17 and 18 provide comparative data on inpatient services at GMS hospitals, by volume group and analysis area.

Tables 19 through 21 provide comparative data on selected ancillary and other services for all hospital types, and by volume group and analysis area for GMS hospitals.

Tables 22 and 23 list the number of medical staff members by selected specialty for GMS hospitals, by volume group and analysis area. Table 24 lists the number of medical staff members by selected specialty for the AODA, LTAC, psychiatric, rehabilitation, and state-operated mental health facilities. Since physicians may practice in several areas, the same physician may be counted in more than one category. The notation "Number of Staff" includes both non-certified and board-certified staff members.

Note: Definitions for terms used in the following tables are found in either the Glossary of Terms (Appendix 1), or the Instructions and Definitions sections of the FY 2017 Annual Survey of Hospitals survey instrument (Appendix 3).

### Wisconsin Counties by Analysis Area

<b>Analysis Area 1</b>	<b>Analysis Area 3</b>	<b>Analysis Area 5A</b>	<b>Analysis Area 6</b>
Columbia	Calumet	Barron	Adams
Dane	Fond du Lac	Chippewa	Florence
Dodge	Green Lake	Clark	Forest
Grant	Marquette	Dunn	Juneau
Green	Outagamie	Eau Claire	Langlade
Iowa	Waupaca	Pepin	Lincoln
Jefferson	Waushara	Pierce	Marathon
Lafayette	Winnebago	Polk	Oneida
Richland		Rusk	Portage
Rock	<b>Analysis Area 4</b>	St. Croix	Taylor
Sauk	Brown		Vilas
	Door	<b>Analysis Area 5B</b>	Wood
<b>Analysis Area 2A</b>	Kewaunee	Buffalo	
Kenosha	Manitowoc	Crawford	<b>Analysis Area 7</b>
Ozaukee	Marinette	Jackson	Ashland
Racine	Menominee	La Crosse	Bayfield
Walworth	Oconto	Monroe	Burnett
Washington	Shawano	Trempealeau	Douglas
Waukesha	Sheboygan	Vernon	Iron
			Price
<b>Analysis Area 2B</b>			Sawyer
Milwaukee			Washburn

**Table 17. GMS Hospitals Providing Selected Inpatient Service, by Volume Group, Wisconsin, FY 2017**

	Total	Volume Group						
		1	2	3	4	5	6	7
<b>Hospitals</b>	<b>128</b>	<b>16</b>	<b>19</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>20</b>	<b>18</b>
General Medical-Surgical:								
Adult Medical-Surgical, Acute	123	14	17	19	18	18	19	18
Orthopedics	99	9	12	13	16	15	17	17
Rehabilitation & Physical Medicine	66	8	7	7	12	6	12	14
Hospice	63	8	8	10	10	8	11	8
Acute Long-Term Care	8	2	0	2	1	0	0	3
Other Acute Care	16	3	2	2	2	1	2	4
Pediatrics	95	9	14	15	15	13	15	14
Obstetrics	92	2	8	16	14	17	19	16
Psychiatric	27	0	1	2	0	4	10	10
AODA	23	0	1	0	1	7	6	8
Intensive Care:								
Medical-Surgical ICU	74	0	8	10	11	15	16	14
Cardiac ICU	50	0	2	3	7	9	15	14
Pediatric ICU	23	0	2	3	2	3	8	5
Burn Care	7	0	1	0	1	1	1	3
Mixed ICU	60	1	4	5	11	12	18	9
Step-Down Care	50	1	2	3	8	8	16	12
Neonatal Intensive/Intermediate	30	1	0	0	1	2	12	14
Other ICU	9	0	0	0	2	0	2	5
Other Inpatient	5	0	1	0	1	0	1	2
Subacute Care	12	3	1	1	1	2	1	3
Newborn Nursery	90	1	7	15	16	17	18	16

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 18. GMS Hospitals Providing Selected Inpatient Service, by Analysis Area, Wisconsin, FY 2017**

	Total	Analysis Area								
		1	2A	2B	3	4	5A	5B	6	7
<b>Hospitals</b>	<b>128</b>	<b>24</b>	<b>16</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>20</b>	<b>10</b>	<b>14</b>	<b>7</b>
General Medical-Surgical:										
Adult Medical-Surgical, Acute	123	24	15	8	12	13	20	10	14	7
Orthopedics	99	21	11	8	11	13	13	7	10	5
Rehabilitation & Physical Medicine	66	14	8	4	7	8	9	6	5	5
Hospice	63	10	8	2	8	7	9	9	8	2
Acute Long-Term Care	8	1	1	1	0	0	2	2	1	0
Other Acute Care	16	6	1	3	1	1	3	1	0	0
Pediatrics	95	16	12	5	10	10	17	7	13	5
Obstetrics	92	20	12	6	10	11	14	6	10	3
Psychiatric	27	6	4	3	4	1	3	1	4	1
AODA	23	16	12	5	10	10	17	7	13	5
Intensive Care:										
Medical-Surgical ICU	74	17	11	7	8	9	9	1	8	4
Cardiac ICU	50	10	9	4	8	8	5	1	5	0
Pediatric ICU	23	6	1	1	7	1	2	2	3	0
Burn Care	7	2	1	1	1	0	0	1	1	0
Mixed ICU	60	10	13	4	10	9	4	2	6	2
Step-Down Care	50	8	11	3	6	6	7	1	7	1
Neonatal Intensive/Intermediate	30	3	8	6	2	3	2	2	4	0
Other ICU	9	2	2	4	0	0	0	1	0	0
Other Inpatient	5	2	0	1	0	0	0	1	0	1
Subacute Care	12	2	1	1	1	0	3	3	0	1
Newborn Nursery	90	19	13	6	9	11	14	5	9	4

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2017, (Page 1 of 3)**

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
<b>Hospitals</b>	<b>152</b>	<b>1</b>	<b>128</b>	<b>6</b>	<b>12</b>	<b>3</b>	<b>2</b>
AIDS/ARC - Special Program	8	0	8	0	0	0	0
Alcoholism/Chemical Dependency	39	1	31	0	6	0	1
Ambulance/Transportation Services:							
Nonemergency Ground Transfer	9	0	9	0	0	0	0
Nonemergency Air Transfer	2	0	2	0	0	0	0
Arthritis Treatment Center	21	0	20	0	0	1	0
Assisted Living	11	0	11	0	0	0	0
Auxiliary	85	0	85	0	0	0	0
Bariatric Services	28	0	28	0	0	0	0
Birthing Room/LDRP	92	0	92	0	0	0	0
Cardiac Services:							
Angioplasty	43	0	43	0	0	0	0
Cardiac Catheter Laboratory	44	0	44	0	0	0	0
Cardiac Rehabilitation Program	106	0	105	0	0	1	0
Noninvasive Cardiac Assessment	106	0	105	1	0	0	0
Open-Heart Surgery	31	0	31	0	0	0	0
Case Management	133	0	115	6	7	3	2
Crisis Prevention	37	0	28	1	7	0	1
Complementary Medicine	53	0	52	0	1	0	0
Dialysis Services:							
Hemodialysis	37	0	32	4	0	1	0
Peritoneal Dialysis	37	0	32	4	0	1	0
Emergency/Urgent Care:							
Emergency Department	123	0	123	0	0	0	0
Trauma Center	98	0	98	0	0	0	0
Urgent Care Center	73	0	73	0	0	0	0
Ethics Committee	129	0	112	6	8	2	1
Extracorporeal Shock Wave							
Lithotripter (ESWL)	43	0	43	0	0	0	0
Fitness Center	63	0	61	1	1	0	0
Food Service:							
Meals on Wheels	26	0	25	0	1	0	0
Nutrition Programs	127	0	114	2	7	2	2
Genetic Counseling/Screening	24	0	24	0	0	0	0

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.



**Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2017, (Page 2 of 3)**

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
<b>Hospitals</b>	<b>152</b>	<b>1</b>	<b>128</b>	<b>6</b>	<b>12</b>	<b>3</b>	<b>2</b>
Geriatric Services:							
Adult Day Care Program	6	0	6	0	0	0	0
Alzheimer's Diagnosis/Assessment	28	0	26	0	1	0	1
Comprehensive Assessment	34	0	32	0	1	0	1
Emergency Response System	42	0	40	0	0	1	1
Acute Care Unit	38	0	38	0	0	0	0
Clinics	16	0	16	0	0	0	0
Respite Care	45	0	44	0	1	0	0
Retirement Housing	3	0	3	0	0	0	0
Senior Membership Program	15	0	15	0	0	0	0
Health Promotion:							
Community Health Promotion	121	0	113	2	5	1	0
Patient Education	131	0	120	3	5	2	1
Worksite Health Promotion	97	0	90	1	4	1	1
Home Health Service	23	0	23	0	0	0	0
Home Hospice Program	14	0	14	0	0	0	0
Mammography Services:							
Diagnostic Mammography	108	0	108	0	0	0	0
Mammography Screening	110	0	110	0	0	0	0
Occupational Health Services	84	0	82	1	0	1	0
Occupational/Physical & Rehabilitation:							
Audiology	59	0	58	0	0	1	0
Occupational Therapy	133	0	119	6	3	3	2
Physical Therapy	128	0	118	6	0	3	1
Recreational Therapy	59	0	49	3	2	3	2
Rehabilitation - Inpatient	114	0	106	5	0	3	0
Rehabilitation - Outpatient	114	0	110	2	0	2	0
Respiratory Therapy	128	0	120	5	0	3	0
Speech Pathology	118	0	108	6	0	3	1
Oncology Services	84	0	83	1	0	0	0
Outpatient Services:							
Within the Hospital	113	0	108	1	2	2	0
On Campus Freestanding Center	23	0	21	0	2	0	0
Off Campus Freestanding Center	38	0	35	0	2	1	0

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 19. Hospitals Providing Selected Ancillary and Other Services, by Hospital Type, Wisconsin Hospitals, FY 2017, (Page 3 of 3)**

	Hospital Type						
	Total	AODA	GMS	LTAC	PSYCH	REHAB	STATE
<b>Hospitals</b>	<b>152</b>	<b>1</b>	<b>128</b>	<b>6</b>	<b>12</b>	<b>3</b>	<b>2</b>
Pain Management Program	94	0	92	0	0	0	2
Patient Representative	113	0	104	1	6	0	2
Psychiatric Services:							
Child/Adolescent Services	37	0	27	0	9	0	1
Consultation-Liaison Services	63	0	51	2	7	2	1
Education Services	41	0	33	0	7	0	1
Emergency Services	47	0	37	0	9	1	0
Geriatric Services	51	0	38	0	10	1	2
Outpatient Services	52	0	42	0	9	0	1
Partial Hospitalization Program	26	0	17	0	8	0	1
Radiation Therapy	43	0	43	0	0	0	0
Radiology, Diagnostic:							
CT Scanner	122	0	121	1	0	0	0
Diagnostic Radioisotope Facility	81	0	81	0	0	0	0
Magnetic Resonance Imaging (MRI)	101	0	101	0	0	0	0
Positron Emission Tomography (PET)	34	0	34	0	0	0	0
SPECT	66	0	66	0	0	0	0
Ultrasound	115	0	114	1	0	0	0
Reproductive Health:							
Fertility Counseling	23	0	23	0	0	0	0
In Vitro Fertilization	6	0	6	0	0	0	0
Social Work Services	143	0	123	6	10	2	2
Sports Medicine Clinic/Services	78	0	77	0	0	1	0
Surgery, Ambulatory or Outpatient	126	0	126	0	0	0	0
Transplant Services:							
Bone Marrow Transplant	5	0	5	0	0	0	0
Heart/Lung Transplant	4	0	4	0	0	0	0
Kidney Transplant	4	0	4	0	0	0	0
Tissue Transplant	6	0	6	0	0	0	0
Women's Health Center/Services	74	0	74	0	0	0	0

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2017, (Page 1 of 3)**

	Volume Group							
	Total	1	2	3	4	5	6	7
<b>Hospitals</b>	<b>128</b>	<b>16</b>	<b>19</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>20</b>	<b>18</b>
AIDS/ARC - Special Program	8	0	0	0	1	0	3	4
Alcoholism/Chemical Dependency	31	2	1	1	2	6	9	10
Ambulance/Transportation Services:								
Nonemergency Ground Transfer	9	1	2	1	0	3	1	1
Nonemergency Air Transfer	2	0	0	0	0	0	1	1
Arthritis Treatment Center	20	0	0	1	0	3	8	8
Assisted Living	11	2	1	2	3	1	2	0
Auxiliary	85	7	13	13	16	13	12	11
Bariatric Services	28	0	0	1	1	4	9	13
Birth Room/LDRP	92	1	8	16	15	17	19	16
Cardiac Services:								
Angioplasty	43	0	0	1	3	8	14	17
Cardiac Catheter Laboratory	44	0	0	1	5	7	14	17
Cardiac Rehabilitation Program	105	10	15	15	15	18	17	15
Noninvasive Cardiac Assessment	105	9	12	14	16	17	20	17
Open-Heart Surgery	31	0	0	1	1	3	10	16
Case Management	115	10	18	18	17	16	18	18
Crisis Prevention	28	1	1	3	4	3	8	8
Complementary Medicine	52	1	4	8	9	9	9	12
Dialysis Services:								
Hemodialysis	32	0	0	4	4	6	10	8
Peritoneal Dialysis	32	0	0	1	4	5	13	9
Emergency/Urgent Care:								
Emergency Department	123	13	17	19	18	18	20	18
Trauma Center	98	11	12	15	12	16	15	17
Urgent Care Center	73	12	10	13	8	9	11	10
Ethics Committee	112	11	16	17	17	17	16	18
Extracorporeal Shock Wave								
Lithotripter (ESWL)	43	1	4	3	4	9	11	11
Fitness Center	61	6	9	10	8	9	7	12
Food Service:								
Meals on Wheels	25	2	3	4	4	4	5	3
Nutrition Programs	114	14	14	19	15	18	18	16
Genetic Counseling/Screening	24	1	0	2	1	1	9	10

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2017, (Page 2 of 3)**

	Volume Group							
	Total	1	2	3	4	5	6	7
<b>Hospitals</b>	<b>128</b>	<b>16</b>	<b>19</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>20</b>	<b>18</b>
Geriatric Services:								
Adult Day Care Program	6	0	1	2	0	1	0	2
Alzheimer's Diagnosis/Assessment	26	2	2	3	1	2	8	8
Comprehensive Assessment	32	2	0	6	3	5	8	8
Emergency Response System	40	3	3	8	8	6	7	5
Acute Care Unit	38	1	4	5	3	7	9	9
Clinics	16	2	1	4	0	1	5	3
Respite Care	44	10	9	9	8	3	1	4
Retirement Housing	3	0	0	1	2	0	0	0
Senior Membership Program	15	0	0	1	2	2	4	6
Health Promotion:								
Community Health Promotion	113	13	18	17	15	18	16	16
Patient Education	120	15	18	18	16	18	18	17
Worksite Health Promotion	90	9	14	14	12	14	12	15
Home Health Service	23	1	3	5	3	4	3	4
Home Hospice Program	14	0	1	4	3	4	1	1
Mammography Services:								
Diagnostic Mammography	108	13	16	17	12	17	17	16
Mammography Screening	110	13	17	18	13	17	16	16
Occupational Health Services	82	8	13	15	11	12	13	10
Occupational/Physical & Rehabilitation:								
Audiology	58	4	6	10	9	7	9	13
Occupational Therapy	119	13	18	19	17	17	18	17
Physical Therapy	118	13	18	19	17	17	18	16
Recreational Therapy	49	5	5	3	4	7	12	13
Rehabilitation - Inpatient	106	12	15	17	12	17	17	16
Rehabilitation - Outpatient	110	13	17	19	13	16	18	14
Respiratory Therapy	120	13	16	19	18	18	18	18
Speech Pathology	108	11	15	18	15	17	16	16
Oncology Services	83	3	7	11	12	16	16	18
Outpatient Services:								
Within the Hospital	108	15	15	14	13	17	16	18
On Campus Freestanding Center	21	1	0	0	1	5	5	9
Off Campus Freestanding Center	35	3	2	4	1	6	10	9

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 20. GMS Hospitals Providing Selected Ancillary and Other Services, by Volume Group, Wisconsin, FY 2017, (Page 3 of 3)**

	Volume Group							
	Total	1	2	3	4	5	6	7
<b>Hospitals</b>	<b>128</b>	<b>16</b>	<b>19</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>20</b>	<b>18</b>
Pain Management Program	92	6	11	17	15	15	15	13
Patient Representative	104	10	15	17	14	15	16	17
Psychiatric Services:								
Child/Adolescent Services	27	3	2	3	1	5	7	6
Consultation-Liaison Services	51	3	3	6	4	9	12	14
Education Services	33	2	1	2	2	7	10	9
Emergency Services	37	2	0	2	3	6	11	13
Geriatric Services	38	2	3	5	0	6	11	11
Outpatient Services	42	4	2	8	2	8	10	8
Partial Hospitalization Program	17	1	0	1	0	2	5	8
Radiation Therapy	43	0	1	0	2	11	14	15
Radiology, Diagnostic:								
CT Scanner	121	14	17	19	17	18	18	18
Diagnostic Radioisotope Facility	81	5	5	8	10	15	20	18
Magnetic Resonance Imaging (MRI)	101	6	10	15	15	18	20	17
Positron Emission Tomography (PET)	34	1	1	2	4	7	8	11
SPECT	66	1	3	6	10	10	18	18
Ultrasound	114	9	15	18	17	17	20	18
Reproductive Health:								
Fertility Counseling	23	1	2	1	3	4	3	9
In Vitro Fertilization	6	0	1	0	0	0	0	5
Social Work Services	123	14	16	19	18	18	20	18
Sports Medicine Clinic/Services	77	5	13	16	8	11	15	9
Surgery, Ambulatory or Outpatient	126	14	19	19	18	18	20	18
Transplant Services:								
Bone Marrow Transplant	5	0	0	0	0	0	2	3
Heart/Lung Transplant	4	0	0	0	0	0	1	3
Kidney Transplant	4	0	0	0	0	0	1	3
Tissue Transplant	6	0	1	0	0	0	2	3
Women's Health Center/Services	74	6	5	10	9	14	15	15

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2017, (Page 1 of 3)**

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
<b>Hospitals</b>	<b>128</b>	<b>24</b>	<b>16</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>20</b>	<b>10</b>	<b>14</b>	<b>7</b>
AIDS/ARC - Special Program	8	2	0	2	0	1	0	2	1	0
Alcoholism/Chemical Dependency	31	5	4	2	4	3	3	5	4	1
Ambulance/Transportation Services:										
Nonemergency Ground Transfer	9	2	0	0	2	1	1	1	2	0
Nonemergency Air Transfer	2	0	0	0	0	0	0	0	2	0
Arthritis Treatment Center	20	6	4	2	3	1	1	2	1	0
Assisted Living	11	3	0	0	0	0	1	2	4	1
Auxiliary	85	18	11	5	10	8	12	7	10	4
Bariatric Services	28	7	4	6	2	3	2	1	3	0
Birth Room/LDRP	92	19	13	6	10	11	14	6	10	3
Cardiac Services:										
Angioplasty	43	6	10	8	4	7	3	2	3	0
Cardiac Catheter Laboratory	44	6	11	8	4	8	2	2	3	0
Cardiac Rehabilitation Program	105	23	12	5	11	11	18	8	12	5
Noninvasive Cardiac Assessment	105	22	14	8	13	12	15	5	11	5
Open-Heart Surgery	31	5	8	5	4	3	2	1	3	0
Case Management	115	21	15	10	12	13	19	8	13	4
Crisis Prevention	28	5	5	8	2	1	5	1	1	0
Complementary Medicine	52	12	9	4	2	8	7	4	6	0
Dialysis Services:										
Hemodialysis	32	5	9	4	2	3	5	0	4	0
Peritoneal Dialysis	32	4	10	5	3	3	3	1	3	0
Emergency/Urgent Care:										
Emergency Department	123	24	15	9	12	13	19	10	14	7
Trauma Center	98	18	11	7	10	12	17	8	10	5
Urgent Care Center	73	19	3	4	8	5	13	10	8	3
Ethics Committee	112	21	14	11	9	11	17	8	14	7
Extracorporeal Shock Wave										
Lithotripter (ESWL)	43	6	9	5	6	6	6	1	3	1
Fitness Center	61	13	8	3	5	7	13	8	3	1
Food Service:										
Meals on Wheels	25	8	0	0	3	1	3	4	5	1
Nutrition Programs	114	22	15	8	13	12	19	9	11	5
Genetic Counseling/Screening	24	4	5	5	3	2	3	1	1	0

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2017, (Page 2 of 3)**

	Analysis Area									
	Total	1	2A	2B	3	4	5A	5B	6	7
<b>Hospitals</b>	<b>128</b>	<b>24</b>	<b>16</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>20</b>	<b>10</b>	<b>14</b>	<b>7</b>
Geriatric Services:										
Adult Day Care Program	6	2	1	0	1	0	0	0	1	1
Alzheimer's Diagnosis/Assessment	26	6	2	3	2	0	5	4	4	0
Comprehensive Assessment	32	8	5	5	2	1	4	4	3	0
Emergency Response System	40	12	3	0	4	4	7	4	5	1
Acute Care Unit	38	6	6	6	3	3	7	2	4	1
Clinics	16	3	1	2	2	1	2	3	2	0
Respite Care	44	9	2	1	5	1	9	8	4	5
Retirement Housing	3	1	0	0	0	0	0	0	2	0
Senior Membership Program	15	3	2	5	2	1	2	0	0	0
Health Promotion:										
Community Health Promotion	113	21	13	8	11	12	18	10	14	6
Patient Education	120	23	13	10	13	12	19	10	14	6
Worksite Health Promotion	90	19	9	7	9	9	11	9	12	5
Home Health Service	23	7	1	0	1	5	2	3	1	3
Home Hospice Program	14	3	0	0	1	2	2	4	1	1
Mammography Services:										
Diagnostic Mammography	108	21	13	8	11	10	19	8	11	7
Mammography Screening	110	23	12	8	10	11	19	8	12	7
Occupational Health Services	82	21	7	7	4	9	12	9	9	4
Occupational/Physical & Rehabilitation:										
Audiology	58	18	8	7	5	4	4	6	4	2
Occupational Therapy	119	24	15	10	11	11	18	10	13	7
Physical Therapy	118	24	15	9	11	11	18	10	13	7
Recreational Therapy	49	11	5	7	3	2	7	5	5	4
Rehabilitation - Inpatient	106	21	13	9	11	9	17	10	11	5
Rehabilitation - Outpatient	110	22	14	9	10	7	18	10	13	7
Respiratory Therapy	120	23	15	9	11	13	19	10	14	6
Speech Pathology	108	21	15	8	10	11	15	10	12	6
Oncology Services	83	15	9	8	9	11	14	3	9	5
Outpatient Services:										
Within the Hospital	108	17	13	10	11	12	18	9	12	6
On Campus Freestanding Center	21	3	3	7	1	2	1	2	2	0
Off Campus Freestanding Center	35	7	5	7	2	3	6	4	1	0

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 21. GMS Hospitals Providing Selected Ancillary and Other Services, by Analysis Area, Wisconsin, FY 2017, (Page 3 of 3)**

	Total	Analysis Area								
		1	2A	2B	3	4	5A	5B	6	7
<b>Hospitals</b>	<b>128</b>	<b>24</b>	<b>16</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>20</b>	<b>10</b>	<b>14</b>	<b>7</b>
Pain Management Program	92	18	11	8	10	10	14	7	11	3
Patient Representative	104	16	14	9	10	11	17	9	13	5
Psychiatric Services:										
Child/Adolescent Services	27	3	1	1	3	2	7	5	4	1
Consultation-Liaison Services	51	8	12	5	3	2	9	5	6	1
Education Services	33	6	6	2	4	1	5	3	5	1
Emergency Services	37	9	7	4	3	3	5	2	3	1
Geriatric Services	38	8	4	4	4	1	6	4	5	2
Outpatient Services	42	6	5	3	4	3	10	6	4	1
Partial Hospitalization Program	17	4	2	2	2	1	2	2	1	1
Radiation Therapy	43	5	10	6	5	8	2	1	5	1
Radiology, Diagnostic:										
CT Scanner	121	22	15	10	12	13	20	10	12	7
Diagnostic Radioisotope Facility	81	15	14	9	9	12	6	5	9	2
Magnetic Resonance Imaging (MRI)	101	17	15	10	11	13	15	5	12	3
Positron Emission Tomography (PET)	34	5	9	4	2	5	3	2	4	0
SPECT	66	14	15	7	6	8	5	3	7	1
Ultrasound	114	22	15	10	12	13	16	7	13	6
Reproductive Health:										
Fertility Counseling	23	7	1	2	1	1	7	2	2	0
In Vitro Fertilization	6	2	0	2	0	0	0	2	0	0
Social Work Services	123	24	15	11	11	13	18	10	14	7
Sports Medicine Clinic/Services	77	18	10	8	9	6	10	6	8	2
Surgery, Ambulatory or Outpatient	126	24	16	11	12	13	20	9	14	7
Transplant Services:										
Bone Marrow Transplant	5	1	0	3	0	0	0	0	1	0
Heart/Lung Transplant	4	1	0	3	0	0	0	0	0	0
Kidney Transplant	4	1	0	3	0	0	0	0	0	0
Tissue Transplant	6	2	0	2	1	0	1	0	0	0
Women's Health Center/Services	74	17	10	6	8	9	13	4	7	0

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.



**Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2017, (Page 1 of 2)**

	Total		Volume Group 1		Volume Group 2		Volume Group 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	25,356	24,037	1,071	1,009	1,094	1,015	1,896	1,847
Medical Specialty:								
General & Family Practice	2,422	2,316	129	120	97	91	236	229
Internal Medicine (General)	1,808	1,690	51	47	79	70	169	161
Internal Medicine Subspecialties	4,674	4,547	126	117	131	116	292	291
Pediatrics	973	939	51	48	5	5	24	23
Pediatric Subspecialties	1,064	1,044	92	92	1	1	3	3
Surgical Specialties:								
General Surgery	914	880	44	44	56	52	87	86
Obstetrics/Gynecology	992	914	44	41	9	9	48	48
All Other Surgical Specialties	3,369	3,114	138	125	149	138	185	180
Other Specialty:								
Anesthesiology	1,573	1,502	78	75	22	22	97	96
Emergency Medicine	2,146	2,031	90	79	189	178	253	241
Pathology	701	682	38	38	40	40	55	55
Radiology	3,048	2,908	130	129	274	261	359	352
All Other Specialties	1,142	967	57	51	36	26	71	65

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 22. GMS Hospital Medical Staff by Selected Specialty, by Volume Group, Wisconsin, FY 2017, (Page 2 of 2)**

	Volume Group 4		Volume Group 5		Volume Group 6		Volume Group 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
<b>Total Staff</b>	2,130	2,055	3,115	2,934	6,293	5,975	9,757	9,202
<b>Medical Specialty:</b>								
General & Family Practice	287	272	265	255	480	455	928	894
Internal Medicine (General)	192	179	211	200	430	404	676	629
Internal Medicine Subspecialties	269	265	611	594	1162	1146	2083	2018
Pediatrics	45	42	99	96	297	285	452	440
Pediatric Subspecialties	16	16	76	74	374	365	502	493
<b>Surgical Specialties:</b>								
General Surgery	95	94	104	101	202	193	326	310
Obstetrics/Gynecology	71	69	138	124	274	250	408	373
All Other Surgical Specialties	238	225	458	418	969	908	1232	1120
<b>Other Specialty:</b>								
Anesthesiology	122	114	170	161	431	408	653	626
Emergency Medicine	198	193	288	271	490	456	638	613
Pathology	70	70	73	56	168	167	257	256
Radiology	335	328	430	413	656	615	864	810
All Other Specialties	172	168	140	120	235	205	431	332

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2017, (Page 1 of 2)**

	Total		Analysis Area 1		Analysis Area 2A		Analysis Area 2B		Analysis Area 3	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	25,356	24,037	4,069	3,803	5,119	4,849	7,320	6,869	2,023	1,976
Medical Specialty:										
General & Family Practice	2,422	2,316	487	469	427	406	296	274	275	270
Internal Medicine (General)	1,808	1,690	296	277	239	235	587	534	107	106
Internal Medicine Subspecialties	4,674	4,547	733	705	1036	1007	1584	1537	379	375
Pediatrics	973	939	179	176	186	179	296	278	78	77
Pediatric Subspecialties	1,064	1,044	212	206	195	193	441	433	120	118
Surgical Specialties:										
General Surgery	914	880	166	163	172	170	224	201	76	76
Obstetrics/Gynecology	992	914	187	169	214	194	251	227	73	69
All Other Surgical Specialties	3,369	3,114	507	455	693	638	977	887	342	334
Other Specialty:										
Anesthesiology	1,573	1,502	170	163	383	356	593	563	120	119
Emergency Medicine	2,146	2,031	291	261	394	375	565	536	121	119
Pathology	701	682	103	103	148	131	221	220	38	38
Radiology	3,048	2,908	464	436	706	654	791	746	219	209
All Other Specialties	1,142	967	159	112	246	231	303	254	41	33

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 23. GMS Hospital Medical Staff by Selected Specialty, by Analysis Area, Wisconsin, FY 2017, (Page 2 of 2)**

	Analysis Area 4		Analysis Area 5A		Analysis Area 5B		Analysis Area 6		Analysis Area 7	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
<b>Total Staff</b>	1,782	1,719	2,296	2,240	1,014	929	1,295	1,227	438	425
<b>Medical Specialty:</b>										
General & Family Practice	204	194	278	270	242	227	139	134	74	72
Internal Medicine (General)	126	113	204	196	75	70	154	139	20	20
Internal Medicine Subspecialties	242	235	285	284	140	131	223	221	52	52
Pediatrics	100	100	55	54	31	30	47	44	1	1
Pediatric Subspecialties	32	32	5	5	18	17	39	38	2	2
<b>Surgical Specialties:</b>										
General Surgery	72	71	86	84	51	50	44	42	23	23
Obstetrics/Gynecology	93	88	94	91	24	21	48	47	8	8
All Other Surgical Specialties	262	246	271	262	101	86	174	166	42	40
<b>Other Specialty:</b>										
Anesthesiology	87	86	117	114	30	28	50	50	23	23
Emergency Medicine	214	210	303	295	104	90	105	96	49	49
Pathology	42	42	68	68	23	23	42	41	16	16
Radiology	184	184	371	371	85	85	141	137	87	86
All Other Specialties	103	97	135	122	59	45	69	53	27	20

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

**Table 24. Specialty Hospital Medical Staff by Selected Specialty, Wisconsin Hospitals, FY 2017**

	AODA		LTAC		PSYCH		REHAB		STATE	
	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified	Number of Staff	Board Certified
Total Staff	15	14	1,022	834	200	152	650	620	55	37
Medical Specialty:										
General & Family Practice	8	8	77	75	21	6	24	23	4	3
Internal Medicine (General)	0	0	138	103	11	11	71	69	6	5
Internal Medicine Subspecialties	1	0	321	257	0	0	311	298	0	0
Pediatrics	4	4	0	0	0	0	1	1	0	0
Pediatric Subspecialties	0	0	1	1	2	0	0	0	0	0
Surgical Specialties:										
General Surgery	0	0	32	28	0	0	21	20	0	0
Obstetrics/Gynecology	0	0	4	2	0	0	0	0	0	0
All Other Surgical Specialties	0	0	41	31	0	0	52	51	0	0
Other Specialty:										
Anesthesiology	0	0	6	6	1	1	11	10	0	0
Emergency Medicine	0	0	85	85	1	1	0	0	0	0
Pathology	0	0	1	1	0	0	3	3	1	1
Radiology	0	0	128	82	0	0	96	94	6	0
All Other Specialties	0	0	182	158	0	0	49	40	1	1

Source: 2017 Annual Survey of Hospitals, WHA Information Center, LLC.

## **SECTION V. HOW TO READ THE TABLES**

### **Statewide Averages and Comparison Group Tables**

Tables 26 through 29 in Section V provide statewide averages for utilization and financial measures at GMS, psychiatric and AODA hospitals. The measures listed are the same as those used on the individual hospital tables (Section VII). This allows comparison of individual hospital statistics to statewide averages. For GMS hospitals, the summary tables provide data for FY 2017 and FY 2016. For psychiatric and AODA hospitals, the tables contain FY 2017 data for “all psychiatric hospitals” and “all AODA hospitals” as separate categories. Refer to Appendix 1 for the definition of the measures used in these tables.

Tables 30 through 33 present utilization and financial statistics for GMS hospitals by volume group and analysis area. These tables provide the group averages that form the basis of the ratios listed in the individual hospital tables in Section VII.

### **Individual Hospital Tables**

Section VII consists of tables that profile each individual hospital. These tables are grouped by hospital type. Within each type, hospitals are listed in alphabetical order by city and by hospital name.

Each hospital table contains three pages of information. The first two pages list facility utilization and staffing information that has been drawn primarily from each hospital’s completed FY 2017 Annual Survey of Hospitals. The third page contains financial data extracted from each hospital’s FY 2017 Hospital Fiscal Survey.

### **Special Note on the Hospital Tables**

If the calculation of ratios is not mathematically possible or relevant, N/A has been entered in the tables. N/A is also used to designate missing data. Zeros have been used to record service counts and percents that are actually zero. Averages for surgical operations and outpatient visits are rounded to the nearest whole number. Monetary values are rounded to the nearest dollar. Ratios are rounded to the nearest hundredth. Percentages and other values are rounded to the nearest tenth. In some cases, rounding causes slight discrepancies between a “total” value and the sum of the value’s individual components.

A comparative ratio is calculated by dividing the individual hospital’s statistic by the comparison group average. If the hospital’s statistic is greater than the comparison group average, the ratio will be greater than 1.00; if it is equal, the ratio will be 1.00; if it is less than the comparison group average, the ratio will be less than 1.00.

For example, if the total occupancy rate for a facility is 65.4 percent and the GMS hospital average is 54.5 percent, the ratio would be 1.20. This means the total occupancy rate at the facility is 20 percent greater than the average for all GMS hospitals.

Table 25. Hospitals not Included in the Guide to Wisconsin Hospitals, Fiscal Year 2017

<b>Action</b>	<b>Hospital Name</b>	<b>City</b>	<b>FY 2017 Hospital Fiscal Survey</b>	<b>2017 Annual Survey of Hospitals</b>
Facility Exclusion	Veterans Affairs Medical Center	Tomah	Did not report	Did not report
Facility Exclusion	Clement J. Zablocki VA Medical Center	Milwaukee	Did not report	Did not report
Facility Exclusion	William. S. Middleton VA Hospital	Madison	Did not report	Did not report

## First Page of the Hospital Tables

**Header:** The top of the first page of each hospital table identifies basic facility information including the following: name and address of the hospital, hospital type, type of control (i.e., proprietary, religious organization, municipal, and other nonprofit), hospital reporting period, and the applicable county, analysis area, and volume group.

**Selected Utilization Statistics:** These columns consist of selected utilization and operational statistics. These data include measures of occupancy, average census, and average length of stay by selected service area; the volume of inpatient and outpatient surgeries; the volume of outpatient visits (nonemergency and emergency); the number of full-time equivalent personnel in selected categories, and the number of full-time equivalent personnel per 100 adjusted daily patients. Adjusted patients means a hospital's average daily census plus an outpatient equivalent of patient days based on total gross outpatient revenue.

The total hospital measure for occupancy rate, average census and average length of stay may not equal the sum of the components of those measures. The components of these measures use the number of beds, number of discharges and inpatient days from the annual survey. The total hospital measure uses the number of inpatient discharges and number of discharge days from the fiscal survey. The total number of discharges from the annual survey may not equal the number of inpatient discharges from the fiscal survey. The total inpatient days from the annual survey may not equal the total discharge days from the fiscal survey. This could result in a discrepancy between the total hospital measure and the sum of the components of those measures.

**Utilization for Total Hospital:** At the bottom of the first page are descriptive data indicating the following:

- Number of acute-care beds set up and staffed
- Number of acute-care patients discharged
- Total acute-care inpatient days
- Existence of contracts with prepaid health plans
- Utilization of Medicare-certified swing beds (GMS hospitals only)
- Number of bassinets, and utilization data for newborns (GMS hospitals only)

The utilization for total hospital discharges and inpatient days are from the fiscal survey. The discharges and transfers and the patient days of care on the second page of the hospital tables are from the annual survey. This could result in a discrepancy between the discharges and inpatient days reported on the first page and the total discharges and total patient days of care reported on the second page. See the paragraph above.

Note: Definitions of terms used in the utilization section of the tables appear in the Glossary (Appendix 1).



## Second Page of the Hospital Tables

**Inpatient Service Areas:** The top of the second page of each hospital table presents detailed information on inpatient services provided at that hospital. Broad service categories, such as general medical-surgical and ICU/CCU, are further categorized into component units. For example, general medical-surgical is subdivided into adult medical-surgical, orthopedic, rehabilitation and physical medicine, hospice, long-term acute care and other acute. Within each service category, the following information is provided:

- Level of service, which describes how the service is provided (e.g., distinct unit, by contract)
- Number of beds set up and staffed as of the last day of the hospital's fiscal year
- Number of discharges and transfers of patients treated
- Number of inpatient days of care
- Occupancy rate
- Average census, number of patients
- Average length of stay in days

The categories "other acute," "other intensive care," and "other" include specialized programs that do not fit into the survey's major categories. Examples include eating-disorder units, long-term respiratory care units, adolescent treatment facilities, and non-ICU beds with monitoring equipment.

Note: The "Inpatient Service Area" columns do not include a line for totals. This is because the numbers are only to be used across rows for calculations within a specific service area. Total hospital figures are available on the first page of each hospital's table.

**Personnel on Hospital Payroll as of September 30, 2017:** The bottom half of the second page lists the number of all full- and part-time hourly and salaried personnel on a hospital's payroll as of September 30, 2017. It excludes nursing home personnel and employees who do not provide direct hospital services.

The table also indicates the number of full-time equivalent (FTE) personnel in each staff category. FTEs are calculated by adding the number of full-time staff in a hospital to the figure obtained by dividing the total number of part-time hours worked per week by the length of the individual hospital's workweek (usually 35-40 hours).

## Third Page of the Hospital Tables

**Selected Financial Statistics:** The bulk of the third page consists of a set of 32 financial statistics grouped into six major analytical categories:

- Gross revenue as a percent of total gross patient revenue

- Deductions from revenue as a percent of total gross patient revenue
- Other revenue as a percent of total revenue and net gains or losses as a percent of net income
- Expenses as a percent of total expenses
- Fiscal statistics
- Net revenue (Inpatient net revenue per day and per discharge includes swing-bed utilization)

**Summary Data from Financial Statements:** The section at the bottom of the third page provides summary income statement (revenue and expenses) and balance sheet information (assets, liabilities, and fund balances) for each hospital's 2017 fiscal year. The income statement provides an overview of a hospital's financial status and the extent to which the facility is funded by sources other than patient revenue (income from unrestricted gifts, donation endowments, and investments).

### **Special Financial Information for Combination Facilities**

Some hospitals operate in combination with a nursing home. The following modifications in data may have occurred at combination facilities:

1. If a hospital is jointly operated in connection with a nursing home, home health agency, or other organization, and the asset, liability, and fund balance data are not available from the hospital's final audited financial statements for the hospital unit alone, the hospital used data from its most recent Medicare Cost Report to derive the required data for the hospital unit for the following:
  - Net patient accounts receivable
  - Property, plant and equipment
  - Long-term debt
2. If the information is combined on both the hospital financial statement and the Medicare Cost Report, the hospital reported these data based on the total facility.
3. If the assets and funds under the following relate directly to the hospital unit, a hospital reported these data for the hospital unit only, otherwise a hospital reported these data based on the total facility:
  - Other unrestricted assets
  - Specific-purpose funds
4. If the hospital-unit data could not be separated from the total facility data for the following categories, then a hospital reported these data based on the total facility:
  - Current cash and short-term investments
  - Inter-corporate account(s)

- Other current assets
- Long-term investments (at lower of cost or market)
- Current liabilities
- Other noncurrent liabilities
- Unrestricted fund balances
- Plant replacement and expansion funds
- Endowment funds

To find what combination of data was used for a particular hospital, a copy of the individual hospital's survey form can be obtained. Copies of individual hospital surveys are available from WHA Information Center for those who wish to review responses in more detail.

## Differences in Tables by Type of Hospital

**General Medical-Surgical Hospital Tables:** The columns of data on the first and third pages of individual hospital tables for GMS hospitals compare a hospital's statistics to data for selected comparison groups. The numbers that appear in these columns indicate both the absolute figures and the ratios of the individual hospital's statistics to the averages for each comparison group. In addition, each hospital's data are compared to its FY 2016 data in terms of absolute amounts and a ratio.

**Specialty Hospital Tables:** The first page of the tables for psychiatric, AODA and state-operated mental health facilities differs from the first page of the GMS hospital tables in the following ways:

- The occupancy rates, average census, and average length of stay under the selected utilization statistics section are calculated only for psychiatric and AODA services.
- The staffing section includes psychologists and social workers instead of ancillary nursing personnel.
- The psychiatric hospital's data are compared only to data from similar hospitals (not to analysis areas or volume groups). Data from state-operated mental health institutes and the single AODA facility are compared only to data from their previous fiscal year.
- On the bottom of the first page, there are no data on swing-bed usage and newborn nursery because these services are not offered in specialty hospitals.

The first page of the rehabilitation hospital tables differs from the first page of the GMS hospital tables in the following ways:

- The occupancy rates, average census, and average length of stay are calculated only for rehabilitation and physical medicine.
- The staffing section includes physical and occupational therapists instead of ancillary nursing personnel.
- The hospital's data are compared only to data from the previous fiscal year.

The first page of the LTAC hospital tables differs from the first page of the GMS hospital tables in that the hospital's data are compared only to data from similar hospitals (not to analysis areas or volume groups).

For all specialty hospitals, the second page is identical to that used for GMS hospitals.

The third page includes the same kind of financial data as for GMS hospitals, however, comparisons are made only to data from similar hospitals for the psychiatric and LTAC facilities (not to analysis areas or volume groups) and data from the previous fiscal year. The third page for each of the state-operated mental health institutes, the AODA facility, and the rehabilitation hospitals compares data only from the previous fiscal year.



**SECTION VI. STATEWIDE AVERAGES FOR SELECTED MEASURES OF  
UTILIZATION AND FINANCE**

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS  
TABLES 26-27**

**PSYCHIATRIC AND ALCOHOL AND OTHER DRUG ABUSE (AODA) HOSPITALS  
TABLES 28-29**

<b>Table 26. GMS Hospital Averages for Selected Utilization Statistics Wisconsin, FY 2017 &amp; 2016</b>			
	<b>2017</b>	<b>2016</b>	<b>Ratio</b>
<b>Occupancy Rate (%)</b>			
Adult Medical-Surgical	55.4	54.3	1.02
Obstetrical	38.4	38.7	0.99
Pediatrics	55.4	52.0	1.07
Total Hospital	56.3	55.6	1.01
<b>Average Census (Patients)</b>			
Adult Medical-Surgical	26.5	26.1	1.02
Obstetrical	5.0	4.9	1.02
Pediatrics	1.4	1.3	1.08
Total Hospital	48.3	48.0	1.01
<b>Average Length of Stay (Days)</b>			
Adult Medical-Surgical	3.9	3.8	1.03
Obstetrical	2.6	2.5	1.04
Pediatrics	3.5	3.5	1.00
Total Hospital	4.3	4.3	1.00
<b>Surgical Operations:</b>			
Inpatient	1,408	1,409	1.00
Outpatient	4,098	3,975	1.03
Inpatient as % of All Surgeries	25.6	26.2	0.98
<b>Outpatient Visits</b>			
Non-Emergency Visits	132,001	125,233	1.05
Emergency Visits	17,964	17,937	1.00
<b>Full Time Equivalent (FTEs)</b>			
Administrators	18.9	20.0	0.95
Nurses, Licensed	244.4	229.7	1.06
Ancillary Nursing Personnel	40.0	41.1	0.97
All Other Personnel	484.8	455.8	1.06
Total FTEs	788.1	746.5	1.06
<b>FTEs Per 100 Patient Census (Adjusted)</b>			
Administrators	15.1	16.4	0.92
Nurses, Licensed	195.2	188.8	1.03
Ancillary Nursing Personnel	32.0	33.8	0.95
All Other Personnel	387.3	374.8	1.03
Total FTEs	629.5	613.9	1.03
Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2016, WHA Information Center, LLC.			

**Table 27. GMS Hospital Averages for Selected Utilization Statistics  
Wisconsin, FY 2017 & 2016**

	2017	2016	Ratio
<b>Gross Revenue as % of Total Gross Patient Revenue</b>			
Medicare	44.8	43.8	1.02
Medical Assistance	14.4	14.6	0.99
Commercial	36.6	37.1	0.99
All Other	4.2	4.5	0.93
<b>Deductions as % of Total Gross Patient Revenue</b>			
Medicare	32.9	31.7	1.04
Medical Assistance	10.7	10.8	0.99
Commercial	14.8	14.3	1.03
Charity Care	1.0	0.9	1.11
Bad Debt	1.1	1.0	1.10
All Other	1.9	2.3	0.83
Total Deductions	62.4	61.0	1.02
<b>Other Revenue and Net Gains or Losses</b>			
Other Revenue as % of Total Revenue	6.3	4.9	1.29
Net Gains/Losses as % of Net Income	12.7	-9.3	-1.37
<b>Expenses as % of Total Expenses</b>			
Salary/Fringe Benefits	44.7	45.6	0.98
Supplies and Services	47.9	46.9	1.02
Capital Component	7.4	7.5	0.99
<b>Fiscal Statistics</b>			
Operating Margin (%)	8.9	9.9	0.90
Total Hospital Net Income (%)	10.1	9.2	1.10
Return on Equity (%)	7.6	6.5	1.17
Current Ratio	5.6	5.9	0.95
Days in Net Patient Accounts Receivable	51.4	50.9	1.01
Average Payment Period	41.5	41.6	1.00
Equity Financing (%)	73.6	71.6	1.03
Long-Term Debt to Equity Ratio	0.2	0.2	1.00
Times Interest Earned	14.1	11.5	1.23
Total Asset Turnover	0.7	0.7	1.00
Average Age of Plant (Years)	9.3	9.4	0.99
Increase (Decrease) Total Net Patient Revenue (%)	3.6	3.7	0.97
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	60.9	60.2	1.01
<b>Patient Statistics - excludes newborns, includes swing-bed stays</b>			
Inpatient Net Revenue Per Discharge	\$15,675	\$15,422	1.02
Inpatient Net Revenue Per Day	\$3,540	\$3,508	1.01
Outpatient Net Revenue Per Visit	\$654	\$650	1.01
<b>Patient Statistics - excludes newborns and swing-bed stays</b>			
Inpatient Net Revenue Per Discharge	\$15,788	\$15,545	1.02
Inpatient Net Revenue Per Day	\$3,602	\$3,575	1.01
Outpatient Net Revenue Per Visit	\$654	\$650	1.01
Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC. Guide to Wisconsin Hospitals, Fiscal Year 2016, WHA Information Center, LLC.			



<b>Table 28. Averages for Selected Utilization Statistics at Psychiatric and AODA Hospitals Wisconsin, FY 2017</b>		
	<b>PSYCH</b>	<b>AODA</b>
<b>Occupancy Rate (%)</b>		
Psychiatric	70.2	0.0
Alcoholism/Chemical Dependency	45.5	25.5
Total Hospital	69.5	25.5
<b>Average Census (Patients)</b>		
Psychiatric	31.4	0.0
Alcoholism/Chemical Dependency	2.5	5.6
Total Hospital	33.3	5.6
<b>Average Length of Stay (Days)</b>		
Psychiatric	6.4	0.0
Alcoholism/Chemical Dependency	3.1	14.0
Total Hospital	5.6	14.0
<b>Outpatient Visits</b>		
Non-Emergency Visits	53,116	5,804
Emergency Visits	1,413	0
<b>Full Time Equivalents (FTEs)</b>		
Administrators	7.7	0.0
Nurses, Licensed	40.6	8.8
Psychologists	8.2	0.0
Social Workers	26.4	11.0
All Other Personnel	164.7	8.0
Total FTEs	247.6	27.8
<b>FTEs Per 100 Patient Census (Adjusted)</b>		
Administrators	13.1	0.0
Nurses, Licensed	68.7	109.6
Psychologists	13.9	0.0
Social Workers	44.7	137.8
All Other Personnel	278.8	100.2
Total FTEs	419.1	347.7
Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.		

**Table 29. Averages for Selected Utilization Statistics at Psychiatric and AODA Hospitals Wisconsin Hospitals, FY 2017**

	PSYCH	AODA
Gross Revenue as % of Total Gross Patient Revenue		
Medicare	10.8	0.2
Medical Assistance	44.9	56.8
Commercial	37.9	41.7
All Other	6.4	1.4
Deductions as % of Total Gross Patient Revenue		
Medicare	6.3	0.1
Medical Assistance	21.7	35.5
Commercial	15.5	10.6
Charity Care	2.9	3.8
Bad Debt	1.7	0.2
All Other	1.2	0.8
Total Deductions	49.3	51.1
Other Revenue and Net Gains or Losses		
Other Revenue as % of Total Revenue	25.2	0.0
Net Gains/Losses as % of Net Income	27.9	0.0
Expenses as % of Total Expenses		
Salary/Fringe Benefits	53.0	73.1
Supplies and Services	42.7	18.2
Capital Component	4.3	8.7
Fiscal Statistics		
Operating Margin (%)	1.8	-2.0
Total Hospital Net Income (%)	2.5	-2.0
Return on Equity (%)	2.9	-2.6
Current Ratio	3.3	
Days in Net Patient Accounts Receivable	67.8	242.1
Average Payment Period	37.1	0.0
Equity Financing (%)	56.3	100.0
Long-Term Debt to Equity Ratio	0.4	0.0
Times Interest Earned	4.4	0.0
Total Asset Turnover	1.2	1.3
Average Age of Plant (Years)	7.7	1.1
Increase (Decrease) Total Net Patient Revenue (%)	14.7	30.4
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	37.2	25.5
Patient Statistics - excludes newborns, includes swing-bed stays		
Inpatient Net Revenue Per Discharge	\$8,120	\$12,117
Inpatient Net Revenue Per Day	\$1,296	\$815
Outpatient Net Revenue Per Visit	\$363	\$102
Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.		



**GROUP AVERAGES FOR SELECTED MEASURES OF UTILIZATION**

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS  
TABLES 30-31**

**GROUP AVERAGES FOR SELECTED MEASURES OF FINANCE**

**GENERAL MEDICAL-SURGICAL (GMS) HOSPITALS  
TABLES 32-33**

<b>Table 30. GMS Hospital Averages for Selected Utilization Statistics, by Volume Group, Wisconsin, FY 2017</b>							
	<b>Volume Group</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Occupancy Rate (%)</b>							
Adult Medical-Surgical	11.3	19.8	46.2	38.8	42.3	58.7	68.9
Obstetrical	24.3	18.3	22.2	31.2	26.5	36.5	47.9
Pediatrics	54.9	0.0	0.7	14.1	0.0	90.2	38.5
Total Hospital	17.4	23.2	43.7	40.5	42.3	58.0	66.1
<b>Average Census (Patients)</b>							
Adult Medical-Surgical	1.8	3.3	8.0	10.1	16.0	38.4	101.6
Obstetrical	2.1	0.5	1.0	2.1	2.3	7.1	14.7
Pediatrics	0.2	0.0	0.0	0.1	0.0	5.4	3.6
Total Hospital	2.9	4.7	10.5	15.5	27.2	79.6	193.9
<b>Average Length of Stay (Days)</b>							
Adult Medical-Surgical	2.9	3.0	3.3	2.9	3.3	3.8	4.3
Obstetrical	2.7	2.2	2.1	2.3	2.2	2.5	2.7
Pediatrics	2.9	3.1	1.9	2.1	0.0	3.6	3.4
Total Hospital	4.0	2.9	3.4	3.0	3.6	4.4	4.8
<b>Surgical Operations:</b>							
Inpatient	116	249	302	502	726	1,955	5,364
Outpatient	1,063	1,286	1,304	2,146	2,865	5,493	13,857
Inpatient as % of All Surgeries	9.8	16.2	18.8	19.0	20.2	26.2	27.9
<b>Outpatient Visits</b>							
Non-Emergency Visits	20,790	24,580	63,510	53,087	120,134	208,790	422,002
Emergency Visits	2,393	4,890	8,037	13,724	14,406	31,589	48,744
<b>Full Time Equivalents (FTEs)</b>							
Administrators	3.2	5.9	12.6	11.1	14.0	28.7	55.0
Nurses, Licensed	79.1	42.0	78.6	104.4	144.3	343.5	909.8
Ancillary Nursing Personnel	11.1	8.1	13.9	20.7	19.5	56.6	148.5
All Other Personnel	112.6	98.5	187.4	226.8	331.1	642.7	1,773.6
Total FTEs	205.9	154.4	292.5	362.9	508.9	1,071.5	2,886.8
<b>FTEs Per 100 Patient Census (Adjusted)</b>							
Administrators	24.4	32.0	29.3	19.8	14.4	14.6	12.1
Nurses, Licensed	608.9	227.6	183.3	187.1	148.1	174.3	199.8
Ancillary Nursing Personnel	85.1	43.9	32.5	37.1	20.1	28.7	32.6
All Other Personnel	866.4	534.3	436.8	406.6	340.0	326.0	389.6
Total FTEs	1,584.8	837.8	681.8	650.6	522.5	543.5	634.1

Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

<b>Table 31. GMS Hospital Averages for Selected Utilization Statistics, by Analysis Area, Wisconsin, FY 2017</b>									
	<b>Analysis Area</b>								
	<b>1</b>	<b>2A</b>	<b>2B</b>	<b>3</b>	<b>4</b>	<b>5A</b>	<b>5B</b>	<b>6</b>	<b>7</b>
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	57.1	52.9	70.7	45.8	49.3	42.7	49.4	63.3	20.9
Obstetrical	41.6	30.5	47.2	28.4	36.0	30.0	56.6	48.9	19.4
Pediatrics	55.3	10.4	99.7	109.7	20.9	1.0	29.0	72.9	0.0
Total Hospital	58.9	48.2	69.7	46.5	48.0	43.6	56.0	68.1	22.7
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	24.0	35.0	114.3	20.5	23.1	11.7	15.5	20.3	4.0
Obstetrical	4.7	5.7	20.4	4.0	4.4	2.1	3.5	3.7	0.7
Pediatrics	2.4	0.3	14.2	0.2	0.6	0.0	0.5	0.8	0.0
Total Hospital	50.8	55.0	169.0	35.0	40.6	18.6	28.8	39.0	5.5
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.9	3.6	4.6	3.5	3.5	3.7	4.0	3.7	2.9
Obstetrical	2.7	2.3	2.8	2.3	2.5	2.4	2.6	2.6	2.2
Pediatrics	3.5	2.3	3.8	2.9	3.3	1.9	2.6	2.9	0.0
Total Hospital	4.3	3.9	5.3	3.8	3.6	3.9	4.5	4.1	3.1
<b>Surgical Operations:</b>									
Inpatient	2,094	1,426	3,217	1,285	1,238	496	938	1,200	57
Outpatient	7,088	3,666	5,734	5,974	4,498	1,861	2,728	1,676	963
Inpatient as % of All Surgeries	22.8	28.0	35.9	17.7	21.6	21.1	25.6	41.7	5.6
<b>Outpatient Visits</b>									
Non-Emergency Visits	161,897	147,718	280,833	121,848	188,046	70,369	92,956	75,867	18,612
Emergency Visits	17,257	23,681	47,284	15,548	19,336	8,210	13,295	13,255	7,144
<b>Full Time Equivalents (FTEs)</b>									
Administrators	25.5	19.1	41.5	26.3	17.5	11.1	8.3	10.2	3.9
Nurses, Licensed	290.0	263.5	715.7	187.4	253.8	121.7	167.9	142.4	55.2
Ancillary Nursing Personnel	47.6	43.7	132.0	30.9	33.6	18.3	24.9	22.2	9.0
All Other Personnel	681.8	513.5	1,177.1	331.4	503.6	252.8	382.3	273.7	137.0
Total FTEs	1,045.0	839.7	2,066.3	576.0	808.6	404.0	583.5	448.5	205.0
<b>FTEs Per 100 Patient Census (Adjusted)</b>									
Administrators	20.7	11.9	11.9	24.4	12.8	19.3	7.9	10.6	11.1
Nurses, Licensed	235.4	164.8	204.4	174.3	186.1	211.1	159.8	147.6	158.7
Ancillary Nursing Personnel	38.7	27.3	37.7	28.7	24.7	31.8	23.7	23.0	25.8
All Other Personnel	553.4	321.1	336.1	308.2	369.2	438.4	363.8	283.6	394.2
Total FTEs	848.1	525.2	590.0	535.6	592.8	700.6	555.1	464.8	589.9

Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

**Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2017 (Page 1 of 2)**

	Volume Group						
	1	2	3	4	5	6	7
<b>Gross Revenue as % of Total Gross Patient Revenue</b>							
Medicare	42.6	45.4	46.2	48.9	47.9	40.7	45.3
Medical Assistance	12.7	11.2	12.7	11.7	12.0	19.9	13.1
Commercial	40.5	40.6	37.2	35.9	36.4	35.3	37.0
All Other	4.2	2.8	3.9	3.5	3.7	4.1	4.5
<b>Deductions as % of Total Gross Patient Revenue</b>							
Medicare	20.7	26.7	28.8	35.0	33.3	30.5	34.5
Medical Assistance	7.9	7.8	8.6	8.5	8.7	14.4	10.2
Commercial	11.6	13.1	13.1	12.4	14.8	13.0	16.0
Charity Care	0.9	0.5	1.0	1.4	0.9	1.0	1.0
Bad Debt	2.0	1.6	1.5	1.3	1.0	1.0	1.0
All Other	1.5	1.0	1.9	1.3	1.9	2.2	1.9
Total Deductions	44.6	50.8	54.9	59.8	60.6	62.2	64.5
<b>Other Revenue and Net Gains or Losses</b>							
Other Revenue as % of Total Revenue	3.9	3.0	6.2	3.3	4.1	9.8	5.9
Net Gains/Losses as % of Net Income	1.9	4.4	20.5	29.9	11.9	4.7	17.3
<b>Expenses as % of Total Expenses</b>							
Salary/Fringe Benefits	51.0	48.1	50.7	47.5	46.3	42.9	44.0
Supplies and Services	42.2	43.6	40.1	42.7	46.1	48.6	49.6
Capital Component	6.8	8.2	9.2	9.8	7.6	8.5	6.4

Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

**Table 32. GMS Hospital Averages for Selected Financial Statistics, by Volume Group, Wisconsin, FY 2017 (Page 2 of 2)**

	Volume Group						
	1	2	3	4	5	6	7
<b>Fiscal Statistics</b>							
Operating Margin (%)	6.0	14.0	4.7	4.5	8.9	13.6	7.7
Total Hospital Net Income (%)	6.1	14.5	5.8	6.3	10.0	14.1	9.1
Return on Equity (%)	8.8	12.9	5.1	4.0	6.7	10.4	6.9
Current Ratio	2.8	3.6	4.9	5.4	6.0	6.4	5.6
Days in Net Patient Accounts Receivable	58.0	54.9	51.9	50.1	54.8	47.5	52.1
Average Payment Period	45.2	53.8	33.7	41.4	42.8	36.9	43.2
Equity Financing (%)	56.7	59.1	70.2	67.6	78.1	68.5	76.9
Long-Term Debt to Equity Ratio	0.4	0.5	0.4	0.3	0.1	0.2	0.1
Times Interest Earned	9.6	14.4	4.7	4.4	18.4	17.7	17.0
Total Asset Turnover	1.5	0.9	0.9	0.6	0.7	0.7	0.8
Average Age of Plant (Years)	9.2	9.3	7.5	9.4	9.0	7.9	10.4
Increase (Decrease) Total Net Patient Revenue (%)	3.4	4.3	2.8	0.5	2.6	2.0	4.9
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	76.0	74.3	75.7	71.6	71.9	59.1	56.8
<b>Patient Statistics - excludes newborns, includes swing-bed stays</b>							
Inpatient Net Revenue Per Discharge	\$19,283	\$14,111	\$12,189	\$10,854	\$11,179	\$14,805	\$17,864
Inpatient Net Revenue Per Day	\$2,854	\$4,070	\$3,423	\$3,395	\$3,101	\$3,359	\$3,709
Outpatient Net Revenue Per Visit	\$720	\$801	\$558	\$743	\$561	\$542	\$733
<b>Patient Statistics - excludes newborns and swing-bed stays</b>							
Inpatient Net Revenue Per Discharge	\$25,216	\$15,422	\$12,648	\$11,019	\$11,204	\$14,805	\$17,864
Inpatient Net Revenue Per Day	\$5,837	\$5,246	\$3,735	\$3,540	\$3,115	\$3,359	\$3,709
Outpatient Net Revenue Per Visit	\$720	\$801	\$558	\$743	\$561	\$542	\$733

Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.



**Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2017 (Page 1 of 2)**

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
Gross Revenue as % of Total Gross Patient Revenue									
Medicare	41.1	48.2	41.7	46.1	46.0	49.2	45.7	51.2	48.8
Medical Assistance	11.8	10.5	21.7	10.9	12.0	12.0	10.6	14.0	18.2
Commercial	39.9	38.7	33.0	40.7	38.7	35.1	37.7	30.8	29.1
All Other	7.2	2.5	3.6	2.3	3.2	3.7	5.9	4.0	3.9
Deductions as % of Total Gross Patient Revenue									
Medicare	30.1	37.8	32.1	31.7	33.6	32.5	33.8	34.8	27.1
Medical Assistance	8.7	8.1	16.1	7.8	9.0	8.6	8.9	10.5	11.3
Commercial	18.1	16.8	14.5	14.4	15.8	10.0	13.6	7.6	4.4
Charity Care	0.9	1.0	1.3	0.6	0.9	0.9	0.7	1.2	0.8
Bad Debt	1.1	1.0	0.9	1.5	0.8	1.2	1.3	0.9	2.2
All Other	3.4	1.1	1.1	1.5	1.9	1.6	4.0	1.6	1.0
Total Deductions	62.3	65.8	65.9	57.6	62.1	54.7	62.3	56.5	46.8
Other Revenue and Net Gains or Losses									
Other Revenue as % of Total Revenue	7.1	4.3	3.5	1.9	3.8	4.1	20.5	12.4	1.4
Net Gains/Losses as % of Net Income	48.2	N/A	N/A	10.2	20.8	48.3	6.0	12.7	29.4
Expenses as % of Total Expenses									
Salary/Fringe Benefits	48.0	39.6	37.1	44.4	46.9	53.1	56.6	43.5	53.0
Supplies and Services	44.6	51.6	56.6	43.1	45.3	40.3	38.6	50.5	39.2
Capital Component	7.5	8.7	6.4	12.5	7.7	6.6	4.9	6.0	7.8

Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.

**Table 33. GMS Hospital Averages for Selected Financial Statistics, by Analysis Area, Wisconsin, FY 2017 (Page 2 of 2)**

	Analysis Area								
	1	2A	2B	3	4	5A	5B	6	7
<b>Fiscal Statistics</b>									
Operating Margin (%)	3.0	11.5	9.7	10.0	11.6	6.5	8.3	16.0	8.3
Total Hospital Net Income (%)	5.7	10.0	9.0	11.0	14.2	11.8	8.7	17.9	11.3
Return on Equity (%)	4.4	6.2	6.2	10.2	9.8	8.3	7.3	22.9	7.2
Current Ratio	2.1	8.9	11.0	5.8	4.5	3.7	12.8	2.8	5.9
Days in Net Patient Accounts Receivable	49.0	48.8	50.4	55.7	51.4	54.8	67.7	44.6	53.6
Average Payment Period	54.8	42.8	28.5	25.7	55.6	56.1	24.3	37.4	50.0
Equity Financing (%)	60.8	80.2	78.6	72.7	73.0	76.5	90.3	54.2	77.1
Long-Term Debt to Equity Ratio	0.3	0.1	0.1	0.2	0.2	0.2	0.0	0.5	0.2
Times Interest Earned	5.3	13.9	13.4	11.0	59.3	26.4	51.2	25.4	15.0
Total Asset Turnover	0.8	0.6	0.7	0.9	0.7	0.7	0.8	1.2	0.6
Average Age of Plant (Years)	10.6	8.9	9.8	5.9	10.2	10.3	9.3	8.3	9.9
Increase (Decrease) Total Net Patient Revenue (%)	3.3	1.8	4.0	1.9	4.9	14.9	-3.9	2.3	8.8
Outpatient Gross Revenue (% of Total Gross Patient Revenue)	59.0	63.2	51.1	67.5	69.2	67.9	74.2	59.5	83.8
<b>Patient Statistics - excludes newborns, includes swing-bed stays</b>									
Inpatient Net Revenue Per Discharge	\$17,327	\$12,886	\$19,662	\$12,173	\$13,057	\$13,969	\$16,231	\$13,883	\$11,112
Inpatient Net Revenue Per Day	\$4,029	\$3,088	\$3,637	\$3,180	\$3,477	\$3,407	\$3,609	\$3,352	\$2,936
Outpatient Net Revenue Per Visit	\$588	\$646	\$707	\$551	\$534	\$718	\$891	\$806	\$1,072
<b>Patient Statistics - excludes newborns and swing-bed stays</b>									
Inpatient Net Revenue Per Discharge	\$17,462	\$12,886	\$19,662	\$12,279	\$13,099	\$14,416	\$16,704	\$13,933	\$12,148
Inpatient Net Revenue Per Day	\$4,087	\$3,088	\$3,637	\$3,259	\$3,500	\$3,724	\$3,955	\$3,385	\$3,877
Outpatient Net Revenue Per Visit	\$588	\$646	\$707	\$551	\$534	\$718	\$891	\$806	\$1,072
Source: 2017 Annual Survey of Hospitals, FY 2017 Hospital Fiscal Survey, WHA Information Center, LLC.									